



Office of  
**Diversity, Equity and Inclusion**  
CITY OF PHILADELPHIA

# Diversity, Equity, and Inclusion Plan

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# FY 2023

Department Name:

**DEPARTMENT OF BEHAVIORAL HEALTH  
AND INTELLECTUAL DISABILITY  
SERVICES (DBHIDS)**

Unit Name:



## DOCUMENT IDENTIFICATION

Document Status:

 **COMPLETED**

Document Classification:

 **PUBLIC**

DEI Plan Completion Date

 **6/30/2022**

## DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **DEPARTMENT OF BEHAVIORAL HEALTH AND  
INTELLECTUAL DISABILITY SERVICES (DBHIDS)**

Name of Business Unit:

 **DIVISION OF PLANNING INNOVATION - DIVERSITY,  
EQUITY, & INCLUSION**

Point of Contact Name:

 **PAMELA MCCLENTON, LCSW**

Point of Contact Title:

 **SENIOR DIRECTOR OF CLINICAL QUALITY FOR  
THE MANAGEMENT OF DIVERSITY, EQUITY, AND  
INCLUSION (DEI)**

# GOAL 1

## SUSTAINABLE DEPARTMENT INFRASTRUCTURE

The Mayor's Office of Diversity, Equity and Inclusion provided City Departments with a DEI Plan template that included a list of recommended strategies and performance measures that would allow departments to fulfill and measure the performance of each citywide DEI objective. In their DEI plans, departments identified which of the Citywide DEI strategies and performance measures they are using or plan to adopt during the current fiscal year. Departments also identified their own strategies for achieving each Citywide DEI objective.

### 1. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Develop a DEI vision and mission statement and communicate it to all employees.
- Identify the role of inclusion in the mission of your department.
- Dedicate staff, existing budget, time to management and coordination of internal DEI strategy.
- Integrate DEI principles into all decision-making processes.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Completed Vision and Mission Statement
  - » Yes
  - » DBHIDS DEI Vision: DBHIDS believes in a community where everyone can thrive and be authentic and included, have a voice, feel valued, and achieve health, well-being, and self-determination. DBHIDS celebrates differences and advocates for equity and justice. DBHIDS strives to shift the culture boldly by collecting, reporting, and monitoring data and building partnerships and collaborations with various stakeholders. Above all, DBHIDS recognizes that diversity includes you.
  - » **DBHIDS Mission & Vision:** DBHIDS is committed to its mission to educate, strengthen, and serve individuals and communities so that all Philadelphians can thrive and envisions a Philadelphia where every individual can achieve health, well-being, and self-determination.
  - » DBHIDS DEI Team
    - Senior Director of Clinical Quality Management of DEI
    - DEI Executive Assistant
    - Director of Immigrant/Refugee Affairs and Language Access Services

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- DEI Operations Manager
- DEI Community Engagement Equity Manager
- DEI Public Health Coordinator
- DEI Community Engagement Equity Specialist - Immigrant/Refugee
- DEI Community Engagement Equity Specialist - Males of Color
- DEI Community Engagement Equity Specialist - LGBTQIA
- » DBHIDS DEI Guiding Principles
- » Diversity at DBHIDS recognizes the unique perspectives and needs of Philadelphians in the way we serve individual and community differences by:
  - Ensuring diversity in recruitment, hiring, and promotion policies, procedures, and practices.
  - Creating and promoting safe spaces and training opportunities to increase diversity awareness; and
  - Practicing a culture where everyone participates in addressing disparities.
- » Equity at DBHIDS guarantees fair and full access to opportunities and resources by:
  - Ensuring policies, procedures, and practices reflect equity.
  - Creating an impartial environment; and
  - Practicing transparency to promote accountability.
- » Inclusion at DBHIDS respects and welcomes diverse viewpoints in collective decision making regardless of race, gender, religion, gender identity, sexual orientation, ethnicity, abilities, disabilities, or health care needs by:
  - Ensuring policies, procedures, and practices are inclusive.
  - Creating an environment that empowers individual to contribute without apprehension authentically; and
  - Practicing a culture of belongingness.
  - DBHIDS Department-wide DEI Policy
- » DBHIDS Diversity, Equity, and Inclusion Steering Committee (DEISC) - The 12-month rotating committee helps the department fulfill its commitment to transform into a DEI-practicing culture and operationalize its guiding principles. The DEISC members will participate in an intense learning experience to increase DEI knowledge and awareness to become DEI champions in their respective units and divisions.
- Number of staff communications related to DEI objectives
  - » 4
  - » The DEI team has created multiple communications that disseminate information 36 times a year. To transform DBHIDS into a practicing DEI workplace by providing the tools necessary to increase staff' DEI knowledge, awareness, and understanding.
  - » **Celebrating Diversity** - A monthly communication highlighting all forms of diversity (12x annually).

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- » **Advocating for Equity** - A monthly communication focused on behavioral, public, and physical health challenges impacting vulnerable and historically resilient populations (12x annually).
- » **Conscious Awareness - Conscious Awareness** - A monthly communication trending from the DEI social justice lens. (12x annually).
- » **Person first Language DEI Best Practice Employee Reference Guide** - Provides a more accurate way of speaking about people. To maintain an environment of dignity, respect, and hope to help eliminate stereotypes and stigmas.
- Budget and resource allocation for DEI objectives
  - » Yes
  - » DBHIDS allocates significant resources across its seven divisions on critical DEI programs to improve racial, economic, and justice equity for Philadelphia's most vulnerable, marginalized, and historically resilient communities.
  - » **Community Wellness Engagement Unit (CWEU)** - This multilingual engagement team assesses individuals in Philadelphia's most challenged neighborhoods, links them to the appropriate services, and addresses barriers to treatment and wellness. CWEU launched on 7/2019. CWEU is reducing barriers to racial and cultural equity neighborhood by neighborhood driven by the community's voice. CWEU is committed to hiring individuals who culturally and linguistically reflect the communities we serve.
  - » **Trauma Response and Emergency Preparedness (TREP)** - The emergency preparedness division supports the Office of Emergency Management by providing behavioral health support during natural disasters, emergency planning, and other unique circumstances.
  - » **Network of Neighbors (NoN)** - is also a part of the emergency preparedness division responding to incidences of violence, providing trauma & evidence-informed and community-directed support in— Philadelphia's neighborhoods and communities most impacted. Approximately 80% are communities of color. Both TREP and the Network utilizes trained community members.
  - » **Community Mobile Crisis Response Teams (CMCRTs)** - Consist of behavioral health professionals, a licensed practical nurse, and a certified peer or recovery specialist or a family member trained to provide crisis services within the community, with a focus on resolving or ameliorating the crisis. Staff will provide short-term rapid response, crisis stabilization, and case management services. CMCRT services are resolution-focused, with referrals to new services occurring as clinically indicated, as well as coordination with existing services.
  - » **TEC Talk** - Twice each quarter, DBHIDS Commissioner Jill Bowen, Ph.D., sits down to discuss how the work DBHIDS and its partners do align with the guiding principles of TEC by addressing Trauma, achieving Equity, and engaging Community.
  - » **Minority/Women/Disabled-owned Business Enterprises (MWDSBE)** - Focuses on increasing diversity capacity within its service contract network. To ensure access to service delivery that is culturally humane and linguistically competent. DBHIDS

is proud to be the first city department to cover the M/W/DSBE non-refundable application and annual renewal fees for qualified County contractors and sub-contractors to eliminate the financial barrier and promote racial and economic equity.

- » **Crisis System Transformation the Philadelphia Crisis Line (PCL)** - Prevents re-traumatizing those in crisis, promoting more effective coping techniques. Increasing access to zip codes where treatment options are lacking, includes expanding Crisis Response Centers (CRCs) and Mobile Teams, and 24/7 behavioral health urgent care centers for the entire City, establishing the 988 Suicide and Crisis Lifeline - Hours: Available 24 hours, and the Crisis Intervention Response Teams (CIRT) - to prevent trauma during arrest and incarceration by offering de-escalation and triage services.
- » **Alternatives to Detention (ATD) Reentry** - Supports timely and comprehensive care to address trauma, a critical component for successful community reintegration for people returning from jail to reduce arrest and recidivism.
- » **LifeSharing** - An alternative living arrangement that places individuals with intellectual disabilities in Philadelphia of all ages within a caring household designed to provide a supportive environment to facilitate community integration and individual enrichment
- » **That All May Worship** - Everyone has the right to be welcomed in the Place of Worship of their choice. Disability should never be a barrier to inclusion. This committee works together to create toolkits that will remove barriers to the full participation of people with disabilities in congregations and places of worship.
- » **Engaging Males of Color (EMOC)** - Addresses the health, economic and educational disparities impacting men and boys of color, using innovative ways to reduce stigma and increase awareness of behavioral health and wellness through storytelling, films, and lived experience narratives.
- » **The Immigrant and Refugee Wellness Academy (IRWA) Pilot Program** - Is a free training program designed to empower and prepare Philadelphia's multilingual/multicultural immigrants and refugees with knowledge, resources, and tools necessary to engage in activities that address trauma, behavioral health, and intellectual disability and create a pipeline to employment.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- **Engaging Women and Girls of Color (EWGOC)** – Seeks to conform the current workgroup into an outward-facing community-driven DBHIDS initiative. That encourages and supports the development of grassroots strategies to eradicate the social determinants of health that interfere with many WGOC abilities to thrive and achieve their fullest potential.
- **The DBHIDS Reimagined Internship Program**- To enhance and expand upon the existing internship experience by offering robust actual work exposure and engagement utilizing a project management model. Increase the number of interns with diverse lived experiences, cultural humility, & linguistic competencies to help diversify the behavioral health workforce to represent Philadelphia's population.

- **START Philadelphia** - A new evidence-based approach to supporting Philadelphians who present with co-occurring diagnoses.

## 2. CITYWIDE DEI OBJECTIVES

Transform the executive leadership capacity to shift DEI practices, processes, and power dynamics that influence impact.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- DEI coaching for executive or senior departmental leadership to develop leadership behaviors that promote inclusiveness, every three years, at a minimum.
- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of coaching provided to leadership
  - » 3
  - » Leadership Development Program: Since 2006, the three tiers employee program has promoted leadership development within the organization and assists DBHIDS with its system transformation. With Tier's II and III focused on leadership.
    - **Tier II: Management Professionals** - Strengthens the abilities of managerial professionals to apply leadership principles to their day-to-day responsibilities.
    - **Tier III: Senior Management Professionals** - Focuses on executive leadership competencies needed to lead from a broad and forward-thinking perspective.
  - » Regular Employee Supervision & Coaching is used to increase retention & employee engagement and manage development.
- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
  - » Quarterly
  - » DBHIDS collaborators include:
    - Commissioner, Jill Bowen, Ph.D.
    - Deputy Commissioner, Division of Administration, Finance, and Quality (AFQ), Tierra Pritchett, Ph.D.

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## Sustainable Department Infrastructure

- Chief People Officer, George Hanson, Esq.
- Human Resources Manager, Robert Holmes
- Senior Director of Clinical Quality Management of Diversity, Equity, and Inclusion (DEI), Pamela McClenton, LCSW

### **ADDITIONAL STRATEGIES**

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Mandatory City Supervisor/Manager Training (e.g., Ethnic, DEI, Equal Employment Opportunity, etc.)



# GOAL 2

## WORKFORCE EQUITY & WORKPLACE INCLUSION

### 1. CITYWIDE DEI OBJECTIVES

Build and retain a workforce that better reflects and serves the residents of Philadelphia - across all functions and leadership levels - inclusive of race, ethnicity, religion, disability, age, gender, gender identify and sexual orientation.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20. For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Work with the Office of Human Resources to attract applicants from diverse groups.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website Below are the statuses of this department's performance measures and metrics.

- List of recruitment efforts and recruitment opportunities
  - » DBHIDS uses multiple DEI recruitment strategies to obtain and retain diverse talent that reflects Philadelphia's population. To create a more diverse organization, Human Resources (HR) constantly sorts the organization's occupancy report by race, age,

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gender, gender identification, disability, etc. HR uses various recruitment methods, including workforce planning and development, Civil Service exams, job fairs, and posting employment opportunities on social media platforms, like the Phila.gov City Jobs website, LinkedIn, Indeed, Twitter, and Facebook. In addition, HR works closely with the City Office of Human Resources (OHR) to update and revise job specifications to reflect today's workforce and relies on OHR's new and emerging strategies, such as the "recruitment bus" to reach all communities in Philadelphia as well as hiring and credential-based bonus programs.

- Diverse hiring panel attestations
  - » DBHIDS organizes diverse interview panels to help eliminate bias and discrimination assumptions. Panels include various forms of diversity (e.g., race, neurodiversity, gender identity, sexual orientation, ethnicity, abilities, disAbilities, etc.)
- Exempt workforce metrics
  - » Yes
  - » 8 males – 5 Hispanic/Latinx, 2 African American, 1 White
  - » 5 females – 1 Hispanic/Latinx, 2 African American, 1 White, 1 Biracial (Black and White)
  - » DBHIDS has a total of 24 exempt employees. However, the city applications do not request information related to gender, race, or ethnicity; therefore, the DBHIDS HR department and DEI team attempt to acquire these demographics by asking staff to self-disclose. The information provided reflects the number of exempt employees who responded to the request.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS will explore the implementation of its DEI Employee survey recommendations for Domains II & IV Retaining & Advancing Diverse Talent and Hiring and Recruitment.

## 2. CITYWIDE DEI OBJECTIVES

Require and sustain a workplace culture of inclusion that values and promotes respect, belonging and opportunity for all.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.

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- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.
- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity (“EEO”) or DEI matters, including contacts with the Employee Relations Unit.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- Promote the use of the Employee Self Identification Census in OnePhilly, with which employees can voluntarily self-identify using expanded sexual orientation and gender identity options.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department’s management team in the department’s diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Develop a strategy or policy that supports transgender employees who may be transitioning.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

## METRICS AND PERFORMANCE INDICATORS

The Mayor’s Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City’s DEI website. Below are the statuses of this department’s performance measures and metrics.

- Compliance with DEI workforce plan and progress toward goals identified in plan
  - » Yes
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
  - » In progress

- » DBHIDS provides "Employee Information Gathering Sessions" to obtain firsthand input and understand staff perceptions regarding DEI efforts.
- » Expanded upon existing Employee Resource Groups (ERGs)
- Identification of efforts done to create an inclusive environment
  - » DBHIDS is working hard to transform its workplace culture into one that practices DEI. The DBHIDS DEI team has created an extensive portfolio of DEI inclusion platforms including but not limited to the following:
    - » Employee Listening Sessions - Sense of Belongingness/Evaluation & Promotion
    - » Employee Information Gathering Sessions - DEI Survey Results/Recommendations
    - » Migration in the 21st Century - Seeks to increase awareness of and examine the causes and types of migration, the trauma and the experiences that accompany it, and explore the strengths-based approaches that help rebuild the lives of immigrant and refugee communities in the new land.
    - » International Men's Day (IMD) - An annual worldwide intention to recognize, celebrate, and honor the positive value men bring to the world, their families, and their communities. The DBHIDS Engaging Males of Color (EMOC) Initiative has hosted an IMD event for the past 9 years.
    - » Diversity Day - An annual DBHIDS celebration, established 15 years ago for staff across the 7 divisions to showcase and participate in various expressions of diversity.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective

- » DBHIDS will explore the implementation of the DEI Employee Survey recommendations for Domains I & VII Attitudes toward Diversity, Equity and Inclusion and Organizational Culture, and Belonging.

## 3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess opportunities to develop strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.
- Conduct exit interviews to understand reasons contributing to loss of diverse talent and other DEI issues, with a plan to address and remove barriers.

- In partnership with the Office of Human Resources, communicate employee wellness resources to address stress management, physical fitness, dependent care, selfcare, nutrition, mental health, work-life balance, and financial wellness.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number of stay interviews
  - » 31
- Number of exit interviews
  - » 8
  - » The DBHIDS exit interviews process is new. To date, 8 interviews have been completed.
- Results of exit interviews by race/ethnicity, gender, etc.
  - » Yes
- Data can be analyzed by race/ethnicity, gender, etc.
  - » Yes
- Onboarding policy
  - » Yes
  - » Currently DBHIDS has a two-tier onboarding process for all new hires.
- Employee satisfaction survey results
  - » Yes
  - » DBHIDS distributes different types of employee satisfaction surveys to assess progress.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- DBHIDS will explore the implementation of the DEI Employee Survey recommendations for Domains II Retaining & Advancing Diverse Talent.

## 4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

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- Assess existing promotion strategies to increase opportunities for diverse persons.
- In collaboration with the Office of Human Resources, evaluate job design and classification for bias within the exempt workforce.
- In partnership with the Office of Human Resources, ensure that managers and supervisors identify strategies to assist diverse employees to become qualified for progression into mid-management positions.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of initiatives and reforms generated in response to assessment of existing policies
  - » 15
  - » DBHIDS is committed to implementing DEI strategic frameworks and policies to ensure its employees have a voice and feel valued. A small snapshot is provided below:
    - DEI Guiding Principles
    - Employee Resource Groups
    - Employee Listening Sessions (Group & Individual)
    - Employee Information Gathering Sessions
    - Employee DEI Survey
    - The Healing Space
    - Lean-in ChatUP
- Number and types of advancement opportunities
  - » Unsure
- Mid-management strategy
  - » Yes
  - » Leadership Development Tier II: Management Professionals - Strengthens the abilities of managerial professionals to apply leadership principles to their day-to-day responsibilities. Topics include succession planning, promotions, staff transition, the creation of new positions, etc.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS will explore the implementation of the DEI Employee Survey recommendations for Domains V & VIII - Your Immediate Supervisor & Evaluation and promotion.

# GOAL 3

## IMPACTFUL LEARNING & DEVELOPMENT

### 1. CITYWIDE DEI OBJECTIVES

Deepen staff capacity and develop a culture of learning to embed diversity, equity, and inclusion strategies in everyday work.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- Train employees on implicit bias, every three years, at a minimum.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of trainings
  - » 100
  - » Over a year, DBHIDS can host over 100 different types of training, with various training opportunities across its 7 divisions from multiple sources like the Education and Training Unit, the DBHIDS DEI Team, BHTEN (Behavioral Health Training and Education Network), the Learning Management System (LMS), and Expanded Employee Resource Group (ERG) Lunch & Learns. Most of the trainings are DEI related, recognizing that workforce education is crucial to cultural change within the workplace. Below is a small snapshot of our training opportunities:
    - Racial and Social Justice Series
    - The Impact of Historical and Intergenerational Trauma
    - Organizational Climate: Diversity, Equity, and Inclusion 6-month Series
    - Implicit Bias and Microaggressions
    - Gender and the Complexity of Intersectionality
    - Language Access

- Number of staff participating in training and DEI initiatives
  - » Workforce
  - » DBHIDS provides a diverse array of optional DEI programming and training opportunities for staff based on their interests and professional development needs.
- Number and types of DEI specific staff communications
  - » 4
  - » DBHIDS distributes several monthly DEI-specific communications to staff to enhance knowledge and awareness and to promote the department's transformation into a practicing DEI workplace, including:
    - Celebrating Diversity – Highlights all forms of diversity
    - Advocating for Equity – Focuses on behavioral, public, and physical health challenges impacting vulnerable and historically resilient populations
    - Conscious Awareness – Highlights trends through a DEI social justice lens.
    - Person-first Language DEI Best Practice Employee Reference Guide – Provides a more accurate approach to speaking about people, to promote an environment of dignity, respect, and to help eliminate stereotypes and stigmas.
- Employee inclusion surveys
  - » Yes
  - » DBHIDS distributed its DEI Employee survey in April 2020 to establish a baseline for the workforce's perception of leadership DEI attitudes and practices. Of the department's 980 active employees, 49% (480) participated.
- Number and types of initiatives and reforms generated in response to trainings, surveys
  - » 30
  - » The DEI Employee survey generated many initiatives and reforms, a few of which are listed below.
    - DEI 30-minute Confidential Employee Listening Sessions
    - Expanded Employee Resource Group (ERG) Program
    - DBHIDS DEI Steering Committee (DEISC)
    - DBHIDS Reimagined Internship Program workgroup
    - Engaging Women & Girls of Color (EWGOC) workgroup
    - Immigrant/Refugee Wellness Academy (IRWA) Pilot Program

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- DBHIDS will further explore the implementation of the DEI Employee survey's recommendations.



### 1. CITYWIDE DEI OBJECTIVES

Develop a departmental budget that centers and accelerates racially equitable impact, diversity, and inclusion.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Thoroughly participate in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Involve internal and/or external stakeholders, including marginalized communities of color and other underrepresented community groups, in the department's budget process and program/policy design.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Allocation of resources to equity, recruitment, and training initiatives
  - » Yes
  - » DBHIDS is committed to fostering a workforce that culturally and linguistically reflects Philadelphia's diverse communities by increasing the percentages of Asian, Black, and Hispanic employees. Over 83% of its workforce identifies as an ethnicity other than white/Caucasian.

- Number and types of inclusion and anti-racist workplace initiatives
  - » 50
  - » DBHIDS has allocated resources for equity, recruitment, and training to advance an inclusive, anti-racist workplace, including creating the 9-member multicultural DEI team. Additional resource allocations include but are not limited to the following:
    - DEI Guiding Principles
    - Person-first Language DEI Best Practice Employee Reference Guide
    - Peer Support Toolkit
    - Social Determinants of Health Toolkits
    - Diversity Workforce Gap Analysis
    - Advocating for Equity Lunch & Learn Series
    - Employee Resource Groups (ERGs)
    - DEI Steering Committee
    - Women & Girls of Color (WGOC) Workgroup
    - LGBTQ Task Force
    - Faith & Spiritual Task Force
    - Engaging Males of Color (EMOC) Committee
    - Language Access Steering Committee
    - Minority, Women, and Disabled-owned Business Enterprise (M/W/DSBE) Steering Committee
- Number and types of community engagement events used to inform budget priorities
  - » 16
  - » Public education and awareness-building strategies are necessary to promote healthy behaviors and communities. DBHIDS is transforming the behavioral health system with its strategic frameworks Prioritizing to Address the Changing Environment (P.A.C.E) and TEC, Addressing Trauma, Achieving Equity, and Engaging Community, as well as its departmental DEI efforts. The following are some initiatives that inform budget priorities.
  - » Network of Neighbors (NoN) - A free, community-driven trauma response network that aims to reduce violence and trauma by responding more effectively to it. The Network of Neighbors work alongside the community to address their experience, define needs and boundaries, and put community safety and choice first.
  - » Engaging Males of Color (EMOC) Initiative - A targeted initiative to address the social determinates of health (SDOH), including the wealth gap and educational disparities impacting the quality of life for males of color. Its goals are to educate and increase awareness of the signs and symptoms of behavioral health challenges to reduce the associated stigma and improve the quality of life for Philadelphia's males of color.

- » DBHIDS Community Affairs -
  - Peer Culture and Community Inclusion (PCCI) Unit - Promotes and supports system transformation with the guiding principle that individuals with lived experiences are paramount in affecting change for others in recovery. PCCI assures representation of individuals in recovery and family members at all levels of the system.
  - Community Wellness Engagement Unit (CWEU) - Promotes a population health approach, focusing on community engagement and the social determinants of health (SDOH) to provide greater access to behavioral health support, guidance, and linkages to care on a community level.
  - Faith and Spiritual Initiatives - Builds partnerships with city churches, mosques, and synagogues to reach members in various faith communities. These coalitions provide another way to connect individuals with behavioral health and developmental disAbilities with needed support and services.
  - Mural Arts/Porch Light Program - Collaborating with the City's Mural Arts Program is a groundbreaking public art approach to achieving health and wellness in Philadelphia. Porch Light works closely with communities to uplift public art as an expression of community resilience and personal and community healing.
- Records of attendance/outreach at events used to inform budget priorities
  - » Yes
- DBHIDS has a tracking mechanism to record attendance/outreach events to inform budget priorities
  - » Yes
  - » DBHIDS has an internal community event tracking system to inform budget priorities.
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
  - » Yes.

### **ADDITIONAL STRATEGIES**

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- Engaging Women and Girls of Color (EWGOC) workgroup - Community-driven, with WGOC controlling the narrative and focusing on sustainable solutions to eradicate the social determinants of health (SDOH) that interfere with many WGOC abilities to thrive and achieve their full potential. The EWGOC workgroup addresses disparity in 4-key areas: income gap, holistic health, educational attainment, and political leadership.

### 1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.
- Allot time (quarterly) to meet with OEO staff to monitor progress toward achieving the Department's annual Benchmark, discuss challenges to inclusive contracting, and identify solutions to ensure inclusive contracting.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Submission of completed, approved Compliance Plan
  - » Yes
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
  - » Under Goal
  - » Over 90% of DBHIDS contracts are with non-profit providers overseeing behavioral healthcare, intellectual disAbility supports, and early intervention services (which include entitlements), making it challenging to achieve and exceed its benchmark. DBHIDS and the Office of Economic Opportunity (OEO) are exploring recognizing non-profit M/W/DSBE-led organizations.

#### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS covers the non-refundable M/W/DSBE certification application and annual renewal fees for County contractors needing assistance.
- » DBHIDS proactively educates its eligible M/W/DSBE contractors about becoming certificated.
- » DBHIDS was selected to apply for the City's Fall 2022 "Ease of Doing Business" Innovation Grant Fund to create and sustain M/W/DSBE training for its staff and providers.
- » DBHIDS completed the OEO-required B2G training.

# GOAL 6

## EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

### 1. CITYWIDE DEI OBJECTIVES

Ensure fairness and equitable services, resources, and opportunities so that all Philadelphia residents reach their full potential.

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Update department's Language Access Plan annually and as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of engagement with community organizations
  - » 266
  - » DBHIDS engages in extensive community outreach/engagement efforts across its 7 divisions and is creating internal mechanisms to provide an accurate real-time account of its efforts.
  - » Because of the COVID-19 pandemic, DBHIDS had to pivot to virtual platforms to maintain engagement with the community successfully and to address the trauma, anxiety, and emotional stress the community was experiencing because of racial unrest, isolation, gun violence, etc. Some of our outreach/engagement strategies include:
    - Community Participation - Resource Fair and Vaccination Event, Ethiopian Community Day,
    - Community Collaboration/Partnerships- Vaccination Campaign w/Al-Bustan Seeds of Culture, Mifflin Park Clean-up, Celebrating Sisterhood - Radio One
    - Community Education - Behavioral Health Wellness: Managing Stress - African and Caribbean Immigrant Town Hall, Engaging Males of Color (EMOC) "TRIGGER" Film Screening and Talkback
- Community survey results
  - » Yes
  - » When applicable, DBHIDS utilizes community surveys. The Research Analysis and Quality Management Units aggregated the survey data.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS applied for the City's Fall 2022 Innovation Grant Fund to create M/W/DSBE training to promote racial and economic equity.

## 2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate quality of customer service being provided by department.
- Conduct department outreach in diverse communities.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Community/customer satisfaction survey results
  - » Yes
  - » Consumer Satisfaction Team (CST) Inc. was established in 1987. CST monitors to ensure an individual's satisfaction and addresses concerns/issues voiced by individuals and family members regarding behavioral health services.
- Number, types, and location of outreach events
  - » Unsure

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

## 3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.
- Identify and move forward opportunities for the department to increase the educational attainment of a bachelor's degree or higher for people of color.
- Identify and move forward opportunities for the department to increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Identification and progress of department strategies identified to create more racially equitable outcomes
  - » In progress
  - » DBHIDS is making incredible efforts across its 7 divisions to create racially equitable outcomes.
    - Behavioral Health and Justice Division (BHJD)
    - Division of Intellectual disAbility Services (IDS)
    - Division of Planning Innovation (PI)
    - Behavioral Health Division (BHD)
    - Division of the Chief Medical Officer (CMO)
    - Division of Administration, Finance, and Quality (AFQ)
    - Division of Community Behavioral Health (CBH)

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS is working to implement its Racial Equity Strategic Plan.
- » DBHIDS is reimagining its internship program to increase the number of interns with lived experiences, cultural humility, and linguistic competencies to diversify the behavioral health workforce for equitable service delivery.
- » DBHIDS has hired its first-ever Internship Coordinator.
- » DBHIDS will transition the Engaging Women and Girls of Color (EWGOC) workgroup into a departmental initiation.

## 4. CITYWIDE DEI OBJECTIVES

Full integration of people with disabilities in all aspects of community life.

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Increase accessibility to meetings, events, opportunities for people with disabilities to engage with the city.
- Empower ADA liaison to track inquiries, grievances, and resolutions.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
  - » American Sign Language interpretation was provided 13 times.
- Department compliance with Mayor's Office for People with Disabilities guidance
  - » Yes
  - » DBHIDS takes direction from The Mayor's Office for People with Disabilities for ADA Guidance.
- Number and types of inquiries and grievances handled by ADA liaison
  - » 0
  - » The DBHIDS ADA liaison reports there are no grievances currently.
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
  - » 0
  - » The DBHIDS ADA liaison reports there are no grievances currently.

### ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- N/A

## 5. CITYWIDE DEI OBJECTIVES

Ensure meaningful language access for Limited English Proficient residents in Philadelphia.



## KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Update department's Language Access Plan annually and as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

## METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Maintenance of Language Access Plan
  - » Yes
- Number and types of requests for language access assistance
  - » 3565 Limited English Proficiency requests
- Outcome of requests for language access assistance
  - » In progress

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS is advancing language access services by equipping its community outreach staff with an on-demand language access app and its inpatient high utilizer providers with remote video equipment to help sustain language access services.
- » DBHIDS completed the first Immigrant and Refugee Wellness Academy (IRWA) pilot.
- » The development of the Language Access E-learn for DBHIDS staff and its provider network.
- » The Language Access Steering Committee.
- » The Migration in the 21st Century Series.

# GOAL 7

## RACIAL EQUITY ACTION PLAN PROGRESS

### 1. CITYWIDE DEI OBJECTIVES

Implement and strengthen the department's Racial Equity Action Plan

#### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Complete Racial Equity Action Plan cohort process.
- Identify racial equity priorities for department.
- Identify and advance strategies to address each racial equity priority area.

#### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Racial Equity Action Plan implementation progress
  - » In progress
  - » Multiple disparities in behavioral health treatment have been observed, with Black, Indigenous, and People of Color (BIPOC) populations disproportionately represented in the utilization of services, including over-representation of Black/African American in high acuity services and under-representation of the broader BIPOC populations in non-acuity community-based services.
  - » BIPOC TX Engagement Challenges:
    - The associated stigma of behavioral health
    - Historical trauma
    - Distrust of medical professionals
    - Mental health over diagnosis and misdiagnosis
    - Systemic racism and discrimination
    - The de-identifying classifications
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
  - » Hot Root #1:
    - Lack of knowledge and understanding of how to navigate the complex behavioral health system to access services inclusive of healthcare coverage.
  - » Strategy #1:

- Develop targeted strategies for BIPOC adults to promote increased awareness of DBHIDS and its available resources, services, and treatments.
- Concurrently, educate BIPOC adults about the signs and symptoms of behavioral health disorders and how to access services.
- » Hot Root #2:
  - Shortage of professionals with cultural humility and linguistic competence within the DBHIDS/CBH provider network.
- » Strategy #2:
  - Diversify the DBHIDS/CBH provider network to ensure that Philadelphia's BIPOC adults have the option to access quality behavioral health services from professionals who look like them and share a similar cultural experience and language.

## ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » DBHIDS will continue the emergent priority strategies it has already begun to address its hot roots with increased focus on BIPOC community collaboration and partnership.
- » To explore and develop new and innovative diverse community outreach and engagement strategies that advance knowledge and enhance awareness of our department and the vast array of resources, services, and treatment modalities we provide.
- » Recognize the unique perspectives and needs of BIPOC communities in how we serve their cultural differences.
- » Enhance consumer satisfaction monitoring of BIPOC treatment experiences to help eliminate bias, racist, and discriminatory practices.

## 2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

### KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess and identify internal racial disparities on an annual basis and as need
- Identify where departmental policies, practices, attitudes, and cultural messages are resulting in differential outcomes by race on an annual basis and as needed.

### METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the

City's DEI website Below are the statuses of this department's performance measures and metrics.

- Reduction and/or elimination of disparities and differential outcomes by race
  - » Yes
  - » DBHIDS is doing the hard and intentional work to transform into a DEI-practicing workplace through regular participation in the Department's DEI platforms at least six times per year to increase staff and executive leadership's DEI knowledge and awareness. Outcome measurements include the number of times the workforce and executive leadership attends work-related DEI events.

### **ADDITIONAL STRATEGIES**

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Increase the promotion of DEI events