



CONTRA COSTA
HEALTH

Diversity, Equity, & Inclusion
Roadmap Report



Summer 2023

THE JUSTICE COLLECTIVE

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I. EXECUTIVE SUMMARY



Since the fall of 2021, when Contra Costa Health (CCH)* partnered with The Justice Collective to guide their internally-focused Diversity, Equity, and Inclusion (DEI) efforts, we have collaboratively planned a robust scope of work to include:

1. **Equity Assessment:** Clarity and specificity about challenges and opportunities related to DEI are identified in an organizational assessment. Inclusive of a series of staff and community partner Listening Sessions. Baseline against which progress can be evaluated.
2. **Training and Development:** Customized for the needs of CCH.
3. **Equity Roadmapping for the Future:** DEI goals are established through equity-centered strategic planning, Human Resources process development, and communication strategies.
4. **Equity Advising for the Present and Future:** Technical assistance and coaching that meets urgent and emergent needs.

While the scope of our work has been vast, this report will focus specifically on the third workstream, Equity Roadmapping. The pages that follow will include information about the process of developing an equity strategy, details of the Roadmap itself, reflections to consider for future activities of this kind, and recommendations for implementation of the Roadmap.

Equity Roadmapping

In the summer of 2022, The Justice Collective (TJC) and the Equity Team, out of the Office of Equity under the Office of the Director (the Equity Team), began co-designing a Roadmapping process to focus on priority changes CCH could make to address opportunities identified in the 2022 Equity Assessment. The Roadmapping Team was assembled with representation from across CCH and with the support of Executive Leadership.

*During the drafting of this report in spring 2023, Contra Costa Health Service (CCHS) was undergoing a rebranding and began to use the name Contra Costa Health (CCH). While from the initiation of our partnership and through the entire Roadmapping process “CCHS” was the nomenclature, we will use “CCH” in this report to support this organizational change effort.



Executive Summary, continued

DEI Focus Areas and Desired Outcomes

CCH focused on internal-facing opportunities for equity and centered the DEI plan around the following three priority Focus Areas and identified one or two desired outcomes for each Focus Area:

1. **DEI INVESTMENT:**
 - a. Sustained and committed funding and resources for DEI-centered leadership and culture.
2. **TALENT SOURCING, PERFORMANCE, & SUPPORT:**
 - a. Transparent + clear recruitment and hiring at all levels of the organization.
 - b. Professional, equitable and sustainable retention, promotion, supervisory practices, and professional development that ensures equal employment opportunities are afforded to all.
3. **WELCOMENESS & INCLUSION:**
 - a. Culture of safety (physical and psychological) is created and upheld.
 - b. Equitable and fair access to participate in training opportunities.

Reflections on the Roadmapping Process and Recommendations for Future of DEI

TJC has deep respect and appreciation for the visionary leadership and the individual members of the Roadmapping Team that enabled this effort. TJC has identified reflection points that may be useful for future planning processes and recommendations for sustaining the work CCH has started that are based on observations from our partnership and best practices from the field. With continued investment, TJC is optimistic that the desired outcomes identified in the map will come to fruition and that CCH's equity efforts will emerge as models for other county agencies.

II. Introduction



About the Partnership

Contra Costa Health (CCH) is a county government health agency, the largest department of its county government. CCH's mission is to care for and improve the health of all people in Contra Costa County with special attention to health disparities and to those who are most vulnerable. The department is an integrated system of health care systems, community health improvement, and environmental protection. There are eight divisions tasked with serving a population of over one million residents.

As part of CCH's ongoing dedication to advancing diversity, equity, and inclusion, CCH committed to operationalizing solutions to address the opportunities and recommendations outlined in the TJC Equity Assessment by partnering with The Justice Collective to develop an Equity Roadmap.

The Justice Collective (TJC) is a 100% woman-of-color-owned social impact consultancy that centers racial and social equity. Founded in Oakland, CA and led by Ellie Tumbuan and Lena Carew, TJC formed in response to the Movement for Black Lives and growing concerns of persistent injustices. Since 2015, TJC has evolved into a company that empowers and equips leaders and teams within organizations, companies, and movements to take measurable steps towards a bolder vision for our workplaces and our communities.

As a full-service consultancy, we specialize in Diversity, Equity, and Inclusion (DEI) through training, facilitated retreats and conversations, forensic culture audits, and our signature DEI Roadmapping process. We foster leadership and organizational transformation through Racial Equity-Centered Diversity and Inclusion strategy. Our diverse team of experts bring over seven decades of leadership, management, policy, program, sales, education, and strategy expertise from all sectors. Both data- and empathy-driven, we problem solve beyond typical metrics to ensure powerful organizational impact to unlock and uplift the abundant talent, passion, and motivation inside organizations to help you build a better workplace and a better world.

This report details an important aspect of CCH's DEI journey and reflects the partnership with TJC that began in September of 2021 and continues to the present day. This Roadmap report was developed for CCH to memorialize the co-created Roadmap and to provide additional considerations for carrying the work forward in a manner that centers DEI principles. Our hope is that this report, and the materials within, highlight the immediate potential to increase equity and collective impact as well as inspire the integration of diversity, equity, and inclusion within Contra Costa Health long into the future.



EQUITY ROADMAP

WHAT IS AN EQUITY ROADMAP?

An Equity Roadmap is a tool that answers a set of questions designed to provide goals, objectives, actions, resources, and direction to operationalize equity in an organization through culture building, operations, programming, communications, governance, and strategy.

The Equity Roadmap is a symbolic pathway paved by a Roadmapping Team, in this case, a group representative of CCH. The path's destination is a shared vision for a more equitable CCH. The stepping stones along the way address concerns staff shared through a comprehensive staff survey, focus groups, interviews, listening sessions, and the lived experiences and perspectives of the Roadmapping Team membership. In keeping with the map metaphor, the boundaries of the map area are internal, i.e. CCH as an organization and a workplace.



IV. ROADMAPMING SUMMARY



Design Process

The TJC team worked with the CCH Equity Team, which includes Chief Equity Officer Gilbert Salinas along with Miriam Orantes (Equity Administrator) and Shannon Ladner-Beasley (Equity Manager), to design an effective and equitable process that would be representative across divisions, as well as inclusive in identities. Moving into another phase of the pandemic, we agreed to meet in person for optimum engagement. Six three-hour sessions were designed, with a request for each division head to nominate or appoint one to four individuals for consideration to participate in the Roadmapping process.

While there was session-by-session variation of attendance, divisional representation over the process was as follows:

- Behavioral Health (4)
- Business Intelligence (1)
- CC Health Plan (1)
- CC Regional Medical Center (4)
- Detention Health (2)
- Environmental Health (2)
- Hazardous Materials (2)
- Health, Housing, Homeless (1)
- Office of the Director (6)
- Personnel (2)
- Public Health (2)

Below you will find a list of participants in the Roadmapping sessions and a high-level overview of all session content.

IV. ROADMAPPING SESSION SUMMARY

Roadmapping Participants



Darren	Webb	Behavioral Health Alcohol & Other Drugs
Genoveva	Zesati	Behavioral Health Mental Health Services Administration
Synetta	Freeman	Behavioral Health Office of Consumer Empowerment
Candace	Wade	Behavioral Health Office of Consumer Empowerment
Lisa	Diemoz	Business Intelligence/ IT
Pam	Gomez	Contra Costa Health Plan
Angela	Rodgers	CCRMC Emergency Medicine
Gabriela	Sullivan	CCRMC & Health Centers
Nga	Pham	CCRMC Nursing
Tiombe	Mashama	CCRMC Eliminating Health Disparities
Leah	Romito	CCRMC Family & Adult Medicine
Brett	Curtis	Detention Health
Adam	Gonsalves	Detention Health
Jocelyn	Stortz	Environmental Health
Jose	Avila	Environmental Health
Robert	Long	Hazardous Materials
Trisha M.	Johnson	Hazardous Materials
Jamie	Schecter	Health, Housing, Homeless Services
Adrienne	Sofranko	Office of the Director
Ernesto	De La Torre	Office of the Director
Gilbert	Salinas	Office of the Director
Lavonna	Martin	Office of the Director
Miriam	Orantes	Office of the Director
Nazaneen	Sattari	Office of the Director
Shannon	Ladner-Beasley	Office of the Director
Jena	Williams	Personnel
Vivian	Tejeda	Personnel
Marissa	Elliott	Public Health Clinic Services
Manuela	Guevara (Loebig)	Public Health HIV/AIDS and STD

IV. ROADMAPPING SESSION SUMMARY



Roadmapping Session Summaries

Session One: Roadmap Overview and Developing an Equity Vision

October 19, 2022 9 a.m. - noon

Attendance: 25

Content:

- Welcome, Introductions, & Community Guidelines
- Orientation to the Roadmapping Process

Session Two: Orienting to the Work and Visioning for the Future

November 15, 2022 9 a.m. - 11 a.m.

Attendance: 22

Content:

- Orienting to Our Work: Establishing an internal focus for the Roadmapping process.
- Relationship Building in Pairs:
 - What is your personal experience with equity?
 - What are the most important aspects of equity at CCH as a workplace?
- Revisiting Equity Definition
- Visioning Exercise
 - What is our big dream for an equitable workplace?

Session Three: Aligning on an Equity Vision & Identifying Priority Focus Areas and Outcomes

November 30, 2022 9 a.m. - noon

Attendance: 22

Content:

- Culture Share: What does belonging mean to you?
- Session Two Recap + Equity Definition and Vision Sign-off
- Identified Priority Focus Areas Based on TJC Recommendations - Poll results:
 - Investing in DEI work
 - Welcomeness & Inclusion
- Small Group Exercise: Brainstorm two outcomes for each Focus Area to present to full group.

IV. ROADMAPPING SESSION SUMMARY



Roadmapping Summary Continued

Session Four: Defining Equity and Clarifying Outcomes

December 14, 2022 9am - noon

Attendance: 22

Content:

- Culture Share
 - Four corners with “Are the people in the room the right people to create this plan?”
- Session 3 Recap + Equity Definition and Vision Sign-off
- Discussing Outcomes:
 - Small Group Work - to surface questions
 - Large Group Work - to align and decide
- Set up for Session Five
 - Identify volunteers for asynchronous work.

Session Five: Finalizing Outcomes & Developing Objectives

January 9, 2023 9 a.m. - noon

Attendance: 16

Content:

- Culture Share / Four Corners
 - “Are people willing and able to work in between sessions to complete the process?”
- Reviewed Outcomes and Generated Objectives
- Get Feedback from Others in the Focus Area Group
- Get Feedback from Full Group
- Next Steps:
 - Asynchronous Feedback on Objective Statements

IV. ROADMAPMING SESSION SUMMARY



Roadmapping Summary Continued

Session Six: Review of Roadmap to Date, Steps for Moving into Action Planning, and Celebration

January 25, 2023 9 a.m. - noon

Attendance: 23

Content:

- Culture Share & Mindfulness Moment
- Reviewed Work to Date: Outcomes and Objectives
 - Collected feedback
 - Made decision: Create a new Focus Area to address overlapping objectives.*
- Generated Action Plan Elements by Identifying:
 - Resources
 - Stakeholders
 - Dependencies
 - Timeline
- Offers of Gratitude
- Lunch Celebration**
- Next Steps: Finalize Plans - logistics TBD

*A new Focus Area entitled “Talent Sourcing, Performance, & Support” was developed using elements from the “Welcomeness & Inclusion” Focus Area to avoid duplication of efforts. Due to time constraints in this final session, some Roadmap sections, including this Focus Area, were less developed in comparison to others. Any remaining elements will be further detailed within the Action Plans developed by the team charged with Roadmap implementation.

**Members of Executive Leadership joined the Roadmapping team for a celebratory lunch at the culmination of the sixth session.

IV. ROADMAPPING SESSION SUMMARY



Roadmapping Summary Continued

Equity Advising

TJC met bi-weekly with the Equity Team in the planning stages and during the Roadmap process to evaluate progress, coordinate logistics, consider communication needs, and otherwise exchange information necessary to enhance the Roadmap process. TJC remains available to the Equity Team as they carry the work of the Roadmap forward, finalizing the existing plan and building action plans for each objective.

Roadmapping Team Evaluation

TJC designed a post-process evaluation survey to gather feedback from the members of the Roadmapping team. 13 members of the team filled out the survey which is not quite enough to make sweeping judgements on the process but does provide validation for some of the insights that were shared between the Equity Team and TJC.

Next Steps

Since the close of Roadmapping in January, the charge underway is to publicize the work both internally and externally. The Equity Team will collaborate with Leadership to finalize the CCH Equity Roadmap in its language, format, and actionable next steps. The purpose will be to formalize a succinct Roadmap that includes implementation plans for each objective and identifies key stakeholders, subject matter experts, and the metrics to share and track progress over the next three years. The Equity Roadmap and all related organizational assessment products have been made accessible on the CCH website.

V.a ROADMAP ORIENTATION

THE ROAD TO EQUITY



What are the building blocks of equity?

We invite you to consider Roadmapping as a journey; “doing equity” is as much of a process as it is an end goal. Keep the following equity principles in mind as you move through the process at CCH.

Building Blocks of Equity

1. A shared language around diversity, inclusion, and equity.
2. Disaggregated data that advances understanding of how different groups are differently situated.
3. A structural power analysis (including an historical understanding) that identifies the barriers to equitable outcomes and devises strategies accordingly.
4. Systematic application of a racial equity impact analysis for key decisions, policies, and practices.
5. Effective communication about the benefits accruing to all as a result of racially-equitable work.*

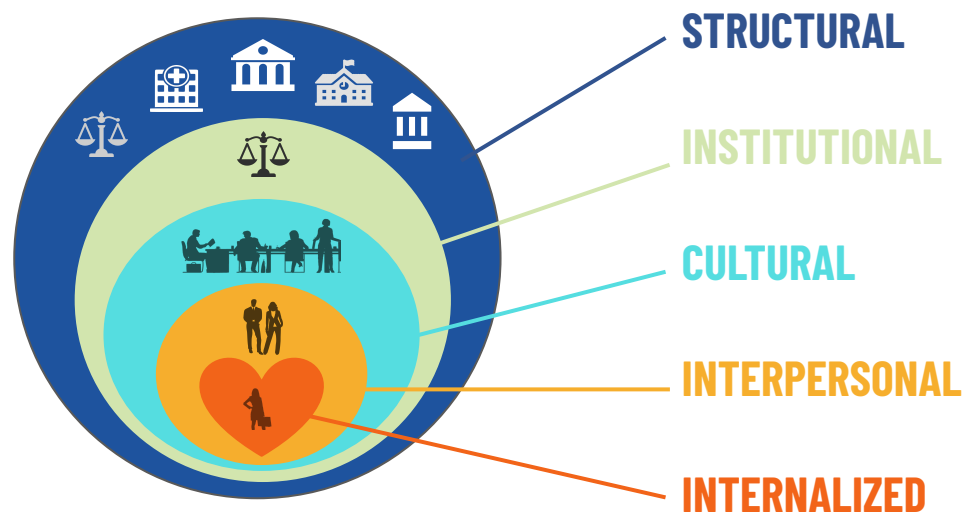
Equity Principles

1. Focus on addressing root causes of disparity which are often structural and institutional.
2. Utilize approaches that are inclusive and mitigate for barriers facing marginalized communities.
3. Invest in transformational relationships and move away from transactional dynamics in partnering with community constituents.
4. Use strategic investment of resources to signal equity as a priority commitment.

Approach

We must address inequity at each of its complex and interconnected levels.

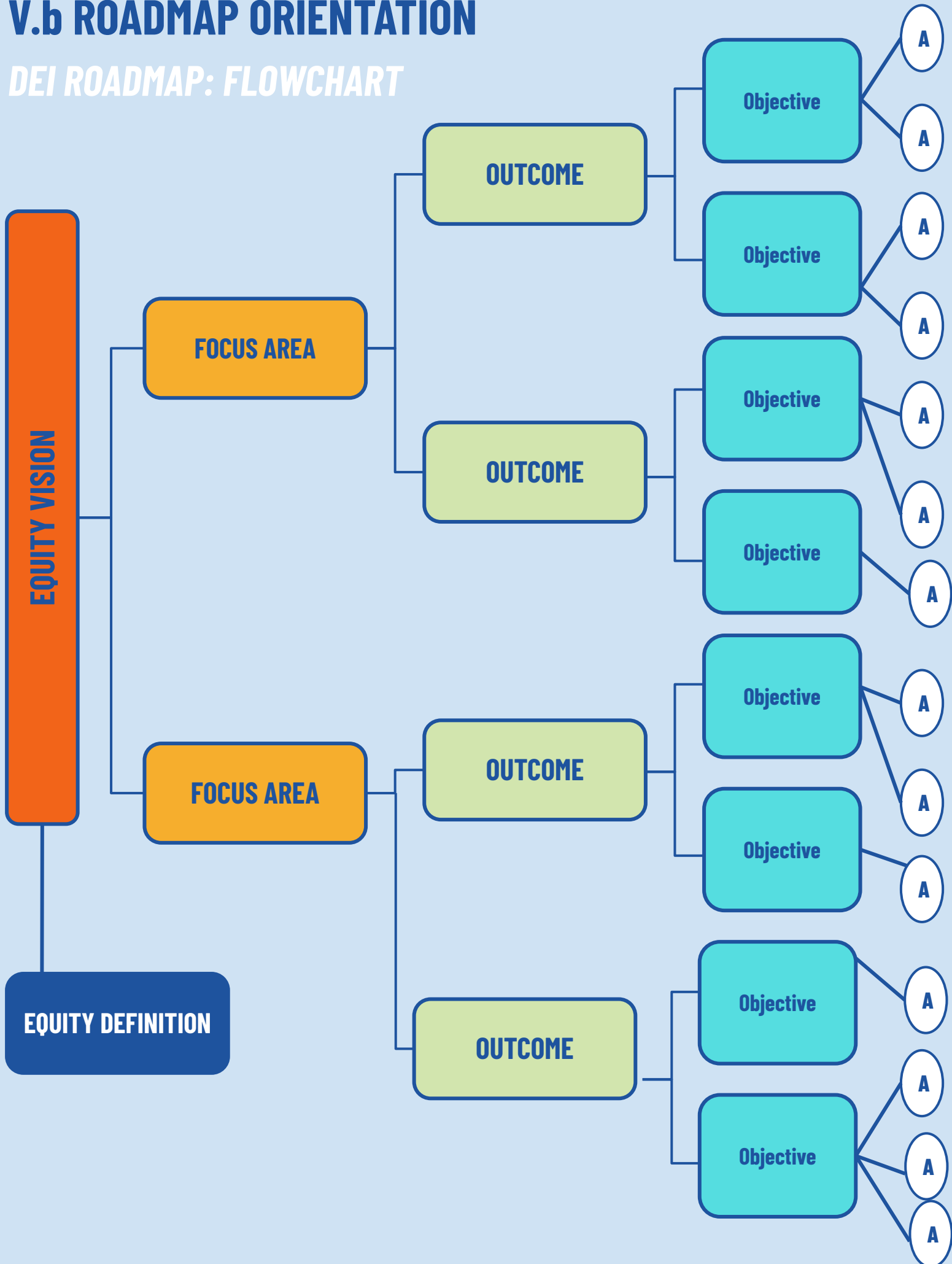
An effective approach to organizational transformation recognizes that our understanding of present challenges and opportunities must be understood in relationship to inequities at a number of levels as they interrelate and perpetuate one another. We must not only focus on organizational process and policy but also on organizational culture, interpersonal skills and knowledge, as well as the role each individual plays inside of the broader ecosystem. (See TJC training materials for a more in depth explanation of this approach.)



* Race Matters Institute, *Maximizing Impact: Building Blocks for equity focused work*, presented by Joanna Schoffner Scott, PH.D., March 2015

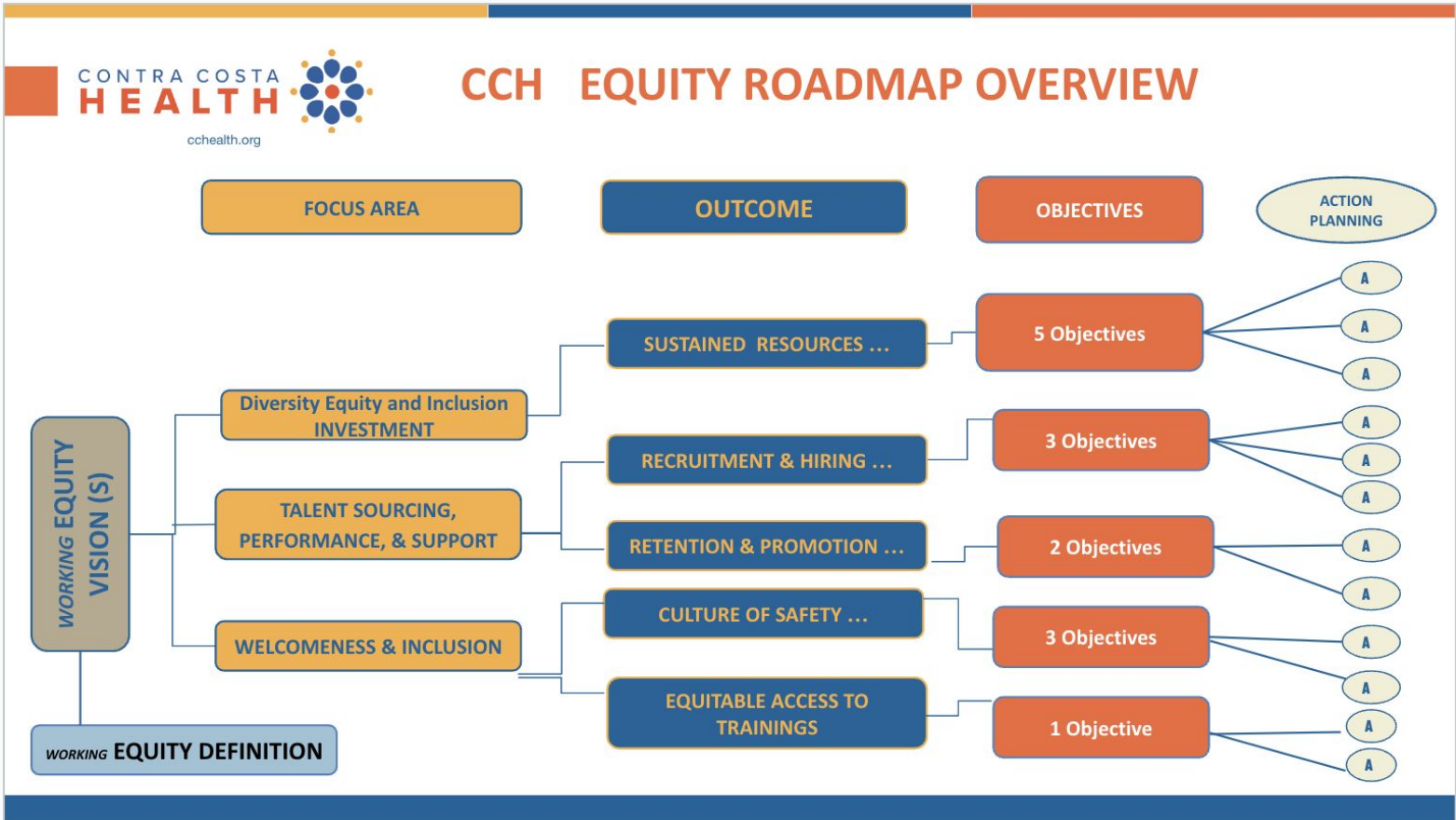
V.b ROADMAP ORIENTATION

DEI ROADMAP: FLOWCHART



***2023 CCH
Diversity, Equity, and Inclusion
Roadmap***

Defining Outcomes, Objectives, and Actions



OUTCOMES

The broad primary goals towards which effort and actions are directed in an organization. They are the desired end state—the “whats,” not “hows.” An organization might have multiple outcomes to achieve.

OBJECTIVES

Objectives differ from organizational outcomes in the sense that they are measurable and specific. It actually quantifies the thoughts and sets a target so that the strategy can be planned around it. In other words, key results are measurable steps an organization takes to achieve its outcomes.

Working* Definition of Equity

EQUITY is the absence of systemic imbalances between groups with different levels of wealth, power, or privilege. Equity recognizes each person has different circumstances and needs, meaning different groups of people need to be provided with different resources and opportunities in order to thrive.

**The Roadmapping Team developed a definition of equity to use throughout the Roadmapping process. This definition is not meant to be an official definition and may evolve over time.*

Working* CCH Equity Vision

Contra Costa Health aims to be a model for equity with a diverse and empowered workforce at all levels of the organization. We recognize achieving equity is an ongoing process and are committed to evolving and adapting in order to meet our goals.

**The Roadmapping Team developed a shared vision for equity to align our planning efforts. This vision is the north star, the ultimate destination for the Roadmap.*

DEI INVESTMENT

DEI INVESTMENT
(strategy, investment, and infrastructure)

OUTCOME 1:

Sustained and committed funding and resources for DEI-centered leadership and culture.

OBJECTIVE 1: Expand and identify a group of businesses, possible contractors, for the county available for solicitations that are experts in Diversity, Equity and Inclusion.

OBJECTIVE 2: Assess landscape of CCH funding. Further develop our internal equity infrastructure and a five year work plan.

OBJECTIVE 3: Build in ways including listening sessions for two way communication between leadership and staff.

OBJECTIVE 4: Create leadership profiles on our website that include the CCH organizational chart including photos, roles, and levels of responsibility.

OBJECTIVE 5: Develop a five year work plan that helps to identify gaps in our current Equity infrastructure and work towards solutions.

TALENT SOURCING, PERFORMANCE & SUPPORT

TALENT SOURCING, PERFORMANCE, & SUPPORT

OUTCOME 1:

Transparent + clear recruitment and hiring at all levels of the organization.

OBJECTIVE 1: Work with Human Resource and conduct a review of hiring policies. Identify gaps that contribute towards inequities and make changes.

OBJECTIVE 2: Ensure alignment with county Equal Employment Opportunity Office guidelines.

OBJECTIVE 3: Develop professional development goals that include training opportunities for employees and support protected time.

**TALENT SOURCING,
PERFORMANCE & SUPPORT**

OUTCOME 2:

Professional, equitable, sustainable retention, promotion, supervisory practices, and professional development that ensures equal employment opportunities are afforded to all.

OBJECTIVE 1: Establish best practices for hiring and promotional opportunities that follow the department's Diversity, Equity, and Inclusion guidelines. Diversify interview panels by race, ethnicity, and level of position for staff conducting interviews.

OBJECTIVE 2: Create internal dashboards that represent CCH staff demographics including those in leadership roles.

OBJECTIVE 3: Create a system of ongoing anonymous evaluation and feedback.

WELCOMENESS & INCLUSION

WELCOMENESS & INCLUSION

OUTCOME 1:

A culture of safety (physical and psychological) is created and upheld.

OBJECTIVE 1: Review current policies and procedures regarding how to address harassment + microaggressions and update or create them if they don't exist.

OBJECTIVE 2: Develop trainings for staff and managers focused on anti-racism, conflict resolution, and creating safe work environments.

WELCOMENESS & INCLUSION

OUTCOME 2:

Equitable and fair access to participate in training opportunities.

OBJECTIVE 1: Provide all employees with ongoing notification of training opportunities, offering protected time and compensation to attendees where applicable.

VII. REFLECTIONS ON THE PROCESS



The Justice Collective has consistently been inspired by the visionary spirit and devotion of the Equity Team, a newly-formed and dynamically-led team of all People of Color, who have been forging new ground in the midst of and in response to a global pandemic. They have devoted much time to our partnership and have trusted in the expertise of the extended TJC team. CCH has impressed us with their commitment to investing in a strong partnership, based on mutual trust and respect. We firmly believe our established ties have enabled us to collaborate throughout, pivot when necessary, and manage our collective anxiety about charting a new course.

The following observations on the Roadmapping process are based on TJC's experience facilitating the process with CCH as well as other clients, debrief conversations with the Equity Team, and the results of an evaluation form filled out by 13 members of the CCH Roadmapping team. We have included some data points from that evaluation to underscore our reflections. In the spirit of collective growth, we share this feedback to glean the lessons learned from our Roadmapping process to inform and strengthen future DEI efforts and the implementation of the Roadmap.

Relationship building is the backbone of effective DEI efforts, Roadmapping included.

Organizations committed to equity must prioritize relationship building to build the trust needed for addressing difficult topics and to ensure all voices, particularly those most marginalized, are represented. Relationship building takes time, requiring that we slow down and resist the sense of urgency to produce, solve, and otherwise take immediate action. With the infusion of time, we understand more fully the needs of staff, leadership, and other stakeholders before problem solving and solution designing. With stronger interpersonal connection, we infuse a process with integrity and can expect stronger outcomes in turn.

CCH is a large, complex organization with multiple stakeholders and a climate that includes distrust that equity concerns will be sufficiently addressed. The Equity Team understood that calling on representatives from across divisions and roles would be required to build a strong organization-wide Roadmap and to engender trust in the process. We are grateful for the groundwork Gilbert Salinas and his team laid to garner the support of the Executive Leadership in advance. Having each member of the Roadmapping team be involved with the blessing of division heads was a key success factor with benefits that CCH will continue to reap.

VII. REFLECTIONS ON THE PROCESS



Relationship building is the backbone of effective DEI efforts, Roadmapping included. *(continued)*

That said, the creation of a Roadmapping Team with members that did not necessarily know each other required us to spend extra time in each session building relationships. Similarly, without a shared vision for equity in place, the team needed time to hear each other's perspectives on a more equitable CCH. TJC is grateful to CCH for granting considerable talent resource hours for this and for trusting in TJC's guidance as we helped team members find connection to each other and to the process.

Sure enough, when asked what Roadmappers most enjoyed about the process, many emphasized the relationships they built on the team and pointed out how they will stay connected and rely on each other as they continue to spearhead equity in their roles. This networking is the foundation for effective equity efforts.

"I enjoyed meeting others in health services, doing equity work and making new connections, as a way to support each other's work."

Team size and representation of leadership.

The large size of the Roadmapping team posed a challenge for a process that requires every member's engagement, relationship building, and alignment of vision. While TJC felt that the team was perhaps too large, we agree with the Equity Team's original assessment and the echoes from evaluation respondents who offered that representation across the organization was critical. If future planning processes require so many team members, we recommend more time for relationship building up front, more orientation to who will be in the room and from which divisions and roles, and more understanding of how other stakeholders will participate.

During the sessions and again in the evaluation feedback, some questioned whether there was adequate representation of decision makers and those in the C suite. We addressed this concern midway through the process. Gilbert Salinas skillfully reiterated to the group how the Equity Assessment and Listening Sessions revealed an organizational culture in which there is significant fear of speaking up about equity concerns and how the Roadmapping process was designed to create optimum conditions for robust participation given those concerns. Still, some skepticism lingered about whether the absence of more Executive Leadership foreshadowed a limit to what change would come from the Roadmapping process.

VII. REFLECTIONS ON THE PROCESS



Team size and representation of leadership. *(continued)*

"I think a smaller group would have been more helpful. Or perhaps smaller parallel processes and then bringing the cohesive groups together."

This is a dynamic that TJC often navigates—balancing the need to have decision makers in the room and creating the conditions for emergence and psychological safety. We do want to highlight that there were two members of the Roadmapping team representing the C suite, Gilbert Salinas, Chief Equity Officer and Lavonna Martin, Deputy Director of Health Services. In retrospect, we may have benefited from explaining at the top of the first session as to why there was limited Executive Leadership representation in the room. We also might have made space in the agenda for regular notes from Gilbert regarding his reports to leadership to assure Roadmappers that the Executive Team was being kept abreast and in support of the progress along the way.

TJC has been reflecting on another lesson from the Equity Assessment—staff are eager to understand the commitment of leaders to equity work. We applaud the effort to bring Executive Leadership into the process at the culmination and appreciate that members of that team prioritized joining the luncheon. While this was a wonderful opportunity for relationship building and celebration, the interaction may not have adequately integrated Executive Leadership into the process. A few evaluation respondents noted a desire for more of an opportunity to converse with leaderships earlier in the process.

Support from supervisors, yet minimal intersession activity.

Given the significant amount of time required by members of the Roadmapping team, having the support of top leadership and individual supervisors was critical. **12 out of 13** respondents **agreed or strongly agreed** with the following statement:

"I was provided with the support I needed from my supervisor in order to participate adequately."

VII. REFLECTIONS ON THE PROCESS



Support from supervisors, yet minimal intersession activity. (continued)

One respondent articulated how important and refreshing it was to get paid to do equity work which is often considered “extra” and not sufficiently resourced. Again, TJC applauds CCH for the incredible investment of time and effort given to this process.

Despite the level of institutional support, participants and facilitators alike felt “incomplete” and lamented not being able to dive further into action planning. Rarely did participants feel they had the ability to complete the intersession work required. This meant that more wordsmithing or alignment work had to happen in session which limited progress into the next phases of work, particularly those in which detailed action planning would have taken place.

“I have basically zero time to work on things outside of work so I couldn't participate in any of the homework. I recommend all work be done during our meeting hours even if that includes leaving more time for individual reflection/work.”

As this respondent noted, perhaps we needed to build in even more in-session time, even if offering an optional seventh session. At the same time, such an expansive and impactful undertaking requires significant flexibility and agility. While we may have an idea of how we think the process should go, we learn and grow along the way and adapt to the changes in the organization and beyond. The TJC and Equity Team partnership worked hard to put in balance the needs of the individuals on the team and the dreams we all shared for a process that felt sufficiently complete. TJC can attest to how typical it is for these processes to feel “incomplete.” And yet, any Roadmap is and should be a living plan. Organizational agility will always be required and continued planning work should always be assumed.

VII. REFLECTIONS ON THE PROCESS



The critical role of communications and tech tools.

While needs were not fully clear prior to embarking on this effort, the Equity Team and TJC worked collaboratively to respond to emergent communication needs throughout our time together. Critical communication tools included the establishment of a Microsoft Teams page for the process and pre- and post-session report decks for both the Roadmapping team and for Gilbert to share with his leadership team. We are pleased that TJC and Equity Team flexibility and partnership provided the conditions to collaborate on communications needs along the way.

That said, the Roadmappers use of the Teams page was limited. The process would have benefited from a platform for shared, asynchronous, collaborative document work and even more organizational communications. For example, we might have found ways to support regular communications of Roadmapping Team members back to their host divisions. With newfound familiarity with a Roadmapping process, it might be easier to anticipate and accommodate mid-process communications in the future.

Sustainability

“I think that this was a good start but there needs to be more involvement for the long haul. Even though it was communicated that certain members would continue with the project, due to the scope of the project, this needs a core team that meets at least quarterly to review the changes that have been implemented and the ones that have yet to be and whether any of the changes have had an impact.”

TJC agrees with this Roadmapper in their call for a clearly-defined core team to carry the work forward. TJC recommends that an Implementation Planning Group is created as soon as possible to support the continuation of the Roadmap complete with detailed action plans and to hold each other accountable through the implementation process. This group may overlap with the original Roadmapping Team and/or may have members added for whom implementation might be central to their existing role.

VII. REFLECTIONS ON THE PROCESS



Sustainability *(continued)*

The plan will need revision each year as progress is made. Every six months, CCH might consider updating the original Roadmapping Team, as well as an Equity Advisory Group, on the progress and to see if the constellation of the Implementation Planning Group makes sense as the organization heads into the next planning cycle.

A final note on sustainability from our experience is that there will be pain points along the way. By nature, equity work requires us to face painful realities with intellectual honesty and compassion. Sometimes we are then surprised that the process of addressing inequity can be painful in itself. We suggest anticipating these moments and being prepared to respond to them. Again, slowing down and pausing is often required and strong relationships will enable a path through.

Ongoing Staff Engagement

In our experience, there will be stakeholders eager to hear what has taken place in this process and how it might impact their work life. TJC commends the Equity Team for how closely they work with CCH's communications team and encourages them to continue plans to share the Roadmap, implementation plans, and progress widely. In addition, if there is not already guidance in place, create a clear articulation of how staff engage with this exciting work. Consider broadcasting the following alongside the sharing of this or any other Roadmap-related report:

- How staff can voice their DEI-related concerns.
- How staff and community stakeholders are involved in the action plan implementation process.
- What can be expected in terms of measurement of progress and accountability; and
- How updates to the plan and the implementation process will be communicated.

Consider opportunities for reporting Roadmap implementation progress at regular intervals to further normalize DEI work and provide opportunities for sharing celebrations, pain points, opportunities, assets, and newfound strengths along the way.

VIII. RECOMMENDATIONS FOR FUTURE ROADMAPPING



- Socialize the newly-refined definition of equity and similarly create more CCH-wide visibility for the equity vision statement.
- Honor the time and effort given by members of the Roadmapping Team. Keep up regular communication with them about where the implementation process stands and how they might continue supporting equity efforts at CCH.
- Continue working the Roadmap until there are detailed action plans for every objective. Action plans should be specific with clear responsibility structures, timelines, and measurement plans.
- When designing metrics for the plans in the Roadmap, commit the time and care to develop the metrics that will be the most meaningful for this effort. Ask “how will we know when our outcomes have been achieved?” It’s ok that the measures may vary from that of similar or future Equity Roadmaps.
- Be clear on who will be doing this work (the Equity Team, an Implementation Planning Group, or the original Roadmappers). Will there be one accountability group or one per focus area?

VIII. RECOMMENDATIONS FOR FUTURE ROADMAPPING



- Continue to build out a comprehensive communication plan with multiple stakeholders in mind.
- Be transparent about the Roadmapping process and its outputs with the entire organization. Consider using language of phases (i.e. Phase 1 = Roadmapping and is complete, Phase 2 = Implementation and is commencing).
- Review capacity of internal structures to begin working on the action items. How much of this work will be carried out by the Equity Team alone?
- Continue plans for the development of an Equity Advisory Group and clarify if this group is the same group that will continue implementation planning. Be clear on where other stakeholders may give voice—those with lived experience, patients, community groups, etc.
- Communicate often where people should bring DEI-related concerns and how they can be involved in the work underway.
- Be mindful of the visibility of senior management’s commitment to addressing concerns raised in the Equity Assessment and Equity Roadmapping process. Expressions of commitment should be authentic and substantiated.

XI. CONCLUSION



Contra Costa Health has a deep commitment to its mission, a dedicated Equity Team, and champions for equity for staff and community throughout the county agency. Its potential to improve racial diversity, equity, and inclusion internally is as great as its commitment to impacting the lives of Contra Costa residents needing to access safe and effective health services. To realize this vast potential, CCH made a profound commitment to equity efforts through their partnership with The Justice Collective, particularly the development of an equitable strategic planning process.

Mobilizing busy professionals for a prolonged planning process from across an organization still confronting the COVID-19 pandemic, environmental hazards, and enduring social ills such as homelessness is no small feat. TJC commends the Equity Team, Executive Leadership, the Roadmapping Team, and all the colleagues who supported their participation. Honestly facing the organization's shortcomings and creating a plan for rectifying inequities is essential. In this Roadmapping process, CCH identified clear and sustainable DEI practices that they plan to employ. Transparency with staff and stakeholders about this process and follow-through on plans will be an important step in engendering trust and cultivating a culture where feedback can lead to gains for all rather than retribution for the few brave enough to speak.

As TJC mentioned many times during the six sessions, CCH is building equity planning muscles that we trust will be used throughout the county. Equity Roadmapping is different than the more familiar strategic planning processes and requires a different set of skills. As CCH builds these skills, the process will feel more fluid and these skills can be applied at other levels of the organization and even with community partners and county residents.

What makes Equity Roadmapping most unique and nontraditional is its inherent design that is meant to ensure the most equitable and just outcomes for all, with an explicit intention to more thoroughly understand and represent all stakeholders—especially the most historically-marginalized and impacted by positional and political power. The process requires avoiding action bias, investing in understanding all stakeholders, and being mindful of and mitigating for power dynamics. This is challenging and invites us to normalize new expectations while continuing to further humanize the work and the people at work. All of this is necessary while practicing compassionate accountability that allows the work to be done in service of the whole.

Through implementation of the action plan and TJC's recommendations, CCH will embody the core DEI values, which will position them to meet the current and future needs of their staff, county residents, and those that have been harmed most by inequities. TJC firmly believes that CCH can be a model for other agencies within Contra Costa County and far beyond.



ROADMAP RESOURCES

1. [CCH Equity Assessment](#)
2. [Welcome Packet](#)
3. [CCH Equity Team](#)