



Equity and Cultural Competency (ECC) Framework

Michigan Department of Health and Human Services (MDHHS)
Office of Equity and Minority Health (OEMH)

Equity and Cultural Competency (ECC) Framework

Purpose

Increase MDHHS' organizational awareness, knowledge, and skills to advance ECC and create an ECC culture from within.

Driver: Cultural Change

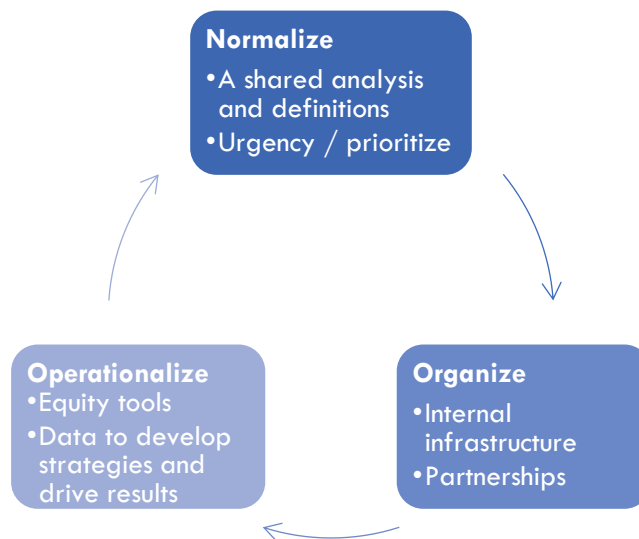
The ECC Framework is a comprehensive and multi-faceted effort founded on organizational change and system-based approaches. Advancing equity and cultural competency requires organizational change. Evidence demonstrates that training generally yields short-term outcomes. While training efforts increase awareness and present tools for action, most do not create significant, sustainable change - much less help to dismantle the institutionalized cultures of oppression (e.g. racism, classism, heterosexism, etc.) inherent in most organizations. The ECC framework proposes a mechanism for 1) fostering the learning progression and development of MDHHS staff and 2) building a supportive structural culture that promotes the ongoing reinforcement and entrenching of an equity and cultural competency attitude and practice.

Cultural Change Model

The ECC Framework adopted the use of the Government Alliance on Race and Equity (GARE) best practice model for organizational change¹. GARE focuses on building collaborations that are inclusive and focused on achieving racial equity. This approach aligns with the MDHHS DEI plan's intentional but not exclusive focus on race equity.

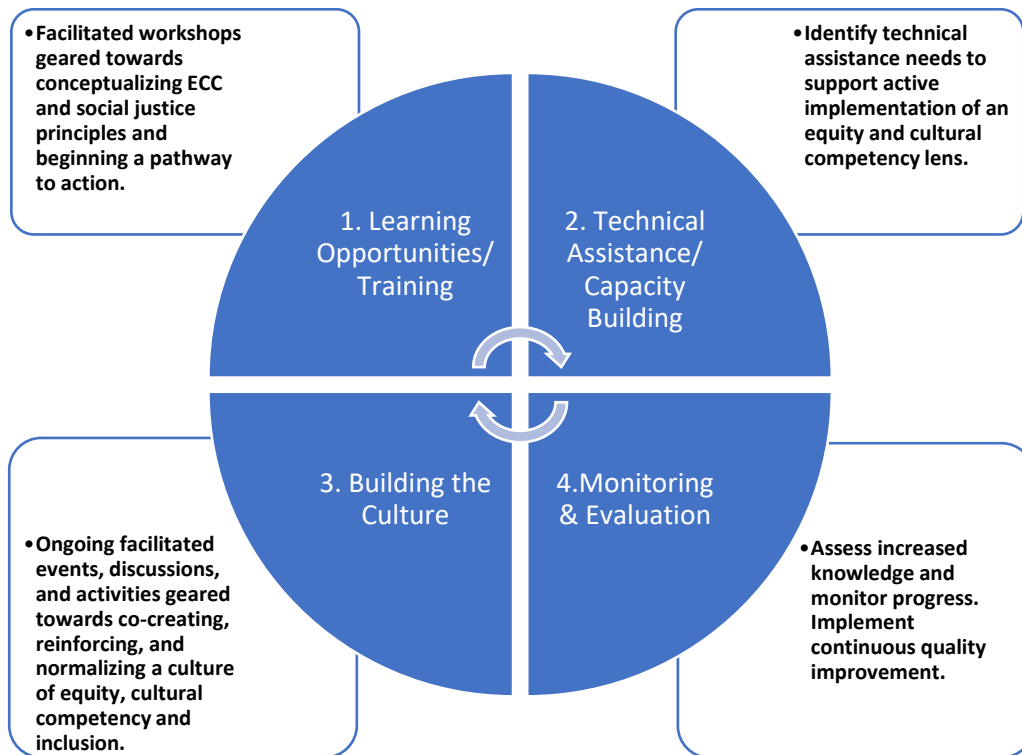
Advancing racial equity includes:

- Assigning intention to institutional culture change
- Designing strategies to focus improvements for those worse off
- Focusing on changing institutional practices and procedures – not “fixing” individual people
- Assigning priority, actions, and resources to advance racial equity (walk the talk)



¹ Local and Regional Government Alliance on Race and Equity, Our Approach. Retrieved [here](#).

ECC Overarching Pillars



1. TRAINING/WORKSHOPS

The Equity and Cultural Competency (ECC) Program offers a variety of facilitated in-person workshop opportunities designed to increase knowledge and understanding, provide an equity framework to drive individuals' work, change the narrative, and assist with action planning.

1. **Introduction to Health Equity Online Training**

*DEI Training Policy

- 4-part online self-paced training
- Health equity and health disparities
- Ways in which MDHHS can address these issues to improve the health and well-being of the populations we serve

2. **Systemic Racism Online Module**

*DEI Training Policy

- 4-part online self-paced training
- Shared social justice terms related to systemic racism: systemic racism, implicit bias, social justice, equity, disparities, and inequities
- National data on systemic racism in key societal areas
- MDHHS' role in producing and sustaining inequitable outcomes

3. *Inside Our Mind: Hidden Biases*

*Pre-requisite for all other courses

- Fast and Slow Brain
- Schemas
- Social Learning Theory
- Stereotype Threat
- Microaggressions
- Tools to counter biases
- Action plan to mitigate bias

4. *Equity and History 101*

*Pre-requisite for all other courses

- Equity Lens
- Targeted Universalism
- Levels of Oppression and Change
- Historical overview of policies, laws, rules, and regulations that created or sustained inequities

5. *Equity Impact Assessment (EIA) Training*

- Study how policies, programs, and/or practices may contribute to inequities and unfairly further disadvantage racial and ethnic minority populations or other marginalized groups
- Examine an “equity lens” framework and the 4 levels of oppression
- Explore the Equity Impact Assessment (EIA) Tool model and conduct an equity examination of an internal policy

6. *Othering and Belonging*

- CLAS Standards
- Cultural Competency Continuum
- Marginalized vs. advantaged groups (aka target vs. non-target)
- Old-fashioned vs. Modern ISMs
- Eliminating the Us Vs. Them Syndrome

7. *Cultural/Social Identity (Diversity and Intersectionality)*

- Inter and intra identities (multiplicities)
- Belief systems, values, and cultural orientations
- Effective and respectful behavior
- Cultural Intelligence

8. *Organizational Change*

- Shared understanding, what is organizational culture?
- Organizational community change model
- Change process
- Diversity systems map: memes & behavioral patterns
- Action plan to optimize efforts

9. *Racial Identity Development*

- Black, Latina/Latino Ethnoracial, Multiracial, Native American Consciousness, White, Asian American of racial identity development
- Intersectional perspective

- The “simultaneity” of identities

10. Cross-Cultural Communication (CLC)

- Stigma in Language
- Plain Language
- Communication cross-cultural styles & skills
- Linguistic Literacy

Training Development Update as of July 2020

Available	Ready to Pilot	Currently Developing
Equity Impact Assessment Training	Othering and Belonging	Equity and History 101 (Part II of II)
Inside Our Mind: Hidden Biases	Diversity and Intersectionality	
Systemic Racism		
Race: The Power of An Illusion		

2. TECHNICAL ASSISTANCE

Identify technical assistance (TA) needed to actively support equity and cultural competency lens implementation. Sessions will address personal or program-related challenges, help identify next steps, and draft action plans for successful implementation. Staff must have attended required trainings before receiving TA.

Sample Steps for EIA TA/Coaching Sessions
1. Attend pre-requisite training/s
2. Receive request for TA/consultation sessions
3. Schedule follow-up meeting with designated coordinator/lead staff. Discuss work group TA/consultation sessions (breakout, frequency, hours, commitment, workgroups, selection of policy or program focus, etc.).
4. Receive copy of policy or program focus to be analyzed through the EIA process (case study)
5. Review case study and tailor training accordingly
6. Create a schedule and prepare materials
7. Facilitate consultation/TA sessions* (logistics determined with coordinator)
8. Administer TA survey (standalone)
* Workgroups will complete a minimum of 8 TA/consultation sessions.

3. “BUILDING THE CULTURE” INITIATIVES

The following is a non-exhaustive list of proposed initiatives/activities to build the culture: learn, relearn, strengthen, deepen, and sustain an equity-based organizational change mission and vision.

PROPOSED INITIATIVE	DESCRIPTION	RESOURCES NEEDED
1. Learn, Watch & Share (Operational-Race: The Power of an Illusion)	Divided into two segments: (a) View equity-focused documentary episodes (e.g. Race: The Power of An Illusion, Unnatural Causes, Holes in the Mitten, etc.) and (b) Facilitated discussion after viewing. Discussions will be pre-planned and structured, and may include: guiding questions, reflections, group activities, space for clarifying questions or concerns, and application of acquired knowledge into individuals' work.	-Approval from MDHHS Director.
2. "What If"	"Stories make effective vehicles for teaching and learning, and they can serve as powerful lenses for examining the human experience." – Steve L. Robbins. A non-confrontational space for participants to share and reflect upon stories – personal or published (e.g. books, blogs, etc.) – that spark authentic, courageous, and intentional dialogue about equity, diversity, and/or inclusion and dispel misconceptions/biases.	-Approval from MDHHS Director.
3. Peacemaking / Healing Circles	A safe and holistic space for multicultural/multiethnic participants to have frank and facilitated dialogue about inequities, racism (as well as other social justice isms), and discrimination witnessed or experienced. Rooted in Native American tradition, the purpose of peacemaking circles is to begin a <i>healing journey</i> , brainstorm ways to <i>resolve</i> unspoken problems, identify <i>similarities</i> , garner <i>support and empathy</i> , and create a new culture of <i>inclusiveness</i> . Disclaimer: Not considered counseling sessions.	-Adept facilitators and/or mediators. -Approval from MDHHS Director.
4. Equity Campaigns	A platform to highlight or bring about equity focused achievements and initiatives. Including but not limited to campaigns that allow employees to: compete for the best annual equity model/program, showcase their equity-focused initiative with poster	-Approval from MDHHS Director.

	presentations, honor wise equity practices/programs, and generate more overall interest from others.	
5. ECC Newsletter <i>(Operational-DEI Newsletter)</i>	Feature department-wide emerging, promising, and/or best equity practices with the purpose of informing, educating, and inciting others to participate and engage.	-Approval from MDHHS Director.
6. Podcast <i>(Operational-DEI Newsletter)</i>	5-minute anonymous stories that encapsulate life experiences related to equity, inequities, social justice, inclusion and/or exclusion. Research shows that brains are malleable and therefore it is possible to change people’s perceptions/biases <i>overtime</i> . A promising approach is to constantly expose people to different life realities in order to expand their perspective. Stories will follow a specific structure.	-Approval from MDHHS Director.

4. MONITORING AND EVALUATION

Conduct process and outcome evaluation of the EEC program based on the Kirkpatrick Level Evaluation Model to assess increased knowledge and skills, as well as monitor cultural competency and equity-based action.

Evaluation Model	Description	Administration Method
1. Level 1 Reaction: <i>Operational</i>	Related to speakers, environment, relevancy of material or content to work. Quality Improvement.	Pre and Post/Retroactive/ Statistically significant change
2. Level 2 Learning: <i>Operational</i>	Knowledge increase. Looking at content, learning and understanding.	
3. Level 3 Behavior/Transfer:	Objective measure of what was learned. Did participants apply what they learned in their everyday environment	
4. Level 4 Results:	Administer survey months later – impact on job. Did the training translate into strategic results?	