

CHHSM's RDEIJ Journey  
A Case Study  
CHHSM Board and Staff

Wednesday, March 9, 2021

Louisville, KY



PRESENTERS



Michael Readinger, CHHSM

Rev. Beth Long-Higgins, UCH

Rev. Leslie Jackson, SHV

Rev. Darrell Goodwin, SNEUCC



# Workshop Objectives



Offer a basic template for moving through this type of work as an organization

The Why: Explore your personal and organizational motivation engaging in the RDEI-J process

Gain an understanding of the reality of the difference between equity and equality

Explore the continuum on becoming an anti-racist, multi-cultural organization

Provide an example of the results of an organizational assessment

Resource links and examples of CHHSM's work

# CHHSM's RDEIJ Journey

WE ARE IN THIS  
TOGETHER!

VALET ZONE  
MON-SUN  
4 PM TO  
2 AM  
←



## What is RDEI-J?

**Diversity** includes all the ways in which people differ, encompassing the distinctive characteristics that make one individual or group different from another:

age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance.

*diversity of thought*: ideas, perspectives, and values.

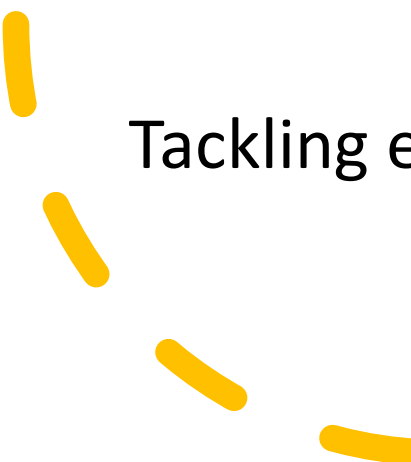
We recognize and value **intersectionality** – the ways that these identities converge to create unique, and sometimes marginalizing experiences.



## What is RDEI-J?

**Equity** is the fair treatment, access, opportunity, and advancement for all people.

- strives to identify and eliminate barriers that have prevented the full participation of some groups.
- involves increasing justice and fairness within the procedures and processes of institutions or systems, and the distribution of resources.



Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.



# What is RDEI-J?

**Inclusion** is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.

An inclusive and welcoming climate

- embraces differences and offers respect in words and actions for all people.
- moves beyond assimilation and creates institutions that are willing to be changed and shifted by the people that become a part of them.

*It is important to note that while an inclusive group is by definition diverse, a diverse group is not always inclusive.*

- Recognition of **conscious** and **unconscious bias** as well as institutional and structural inequities helps organizations to be deliberate about addressing issues of inclusivity.

**Goal: decreasing the practice of othering  
and increasing practices that create a sense of belonging.**

# What is RDEI-J?

**Justice** mean the rights of all people in our community are considered in a fair and equitable manner.

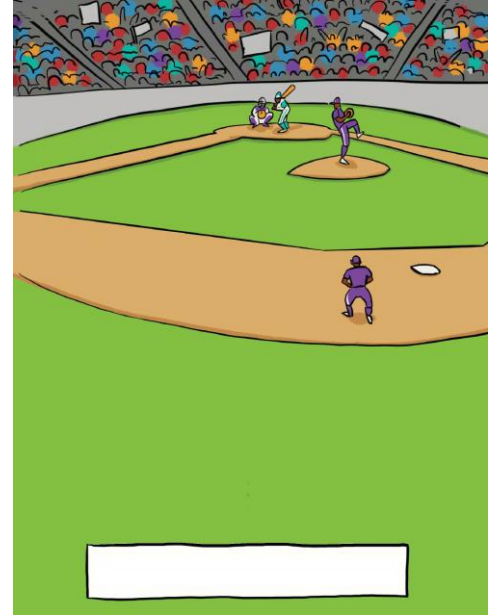
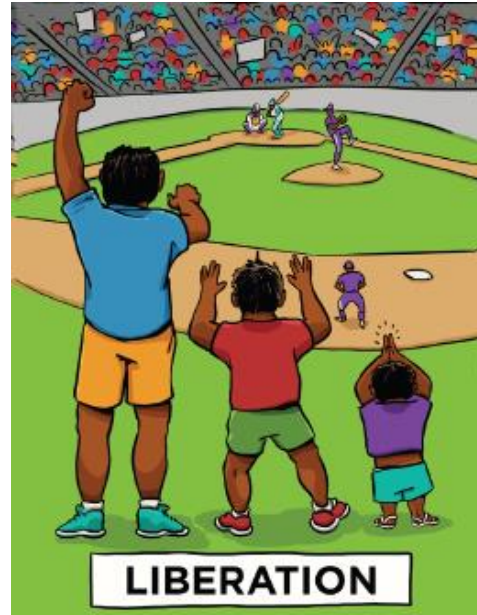
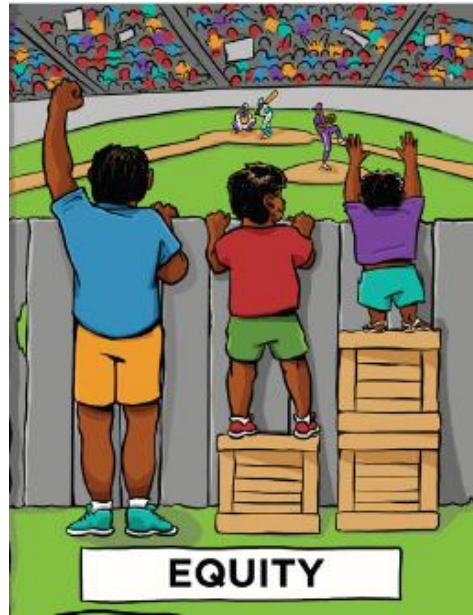
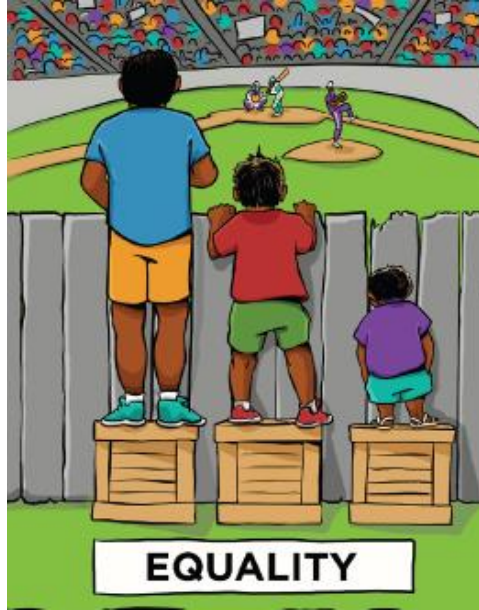
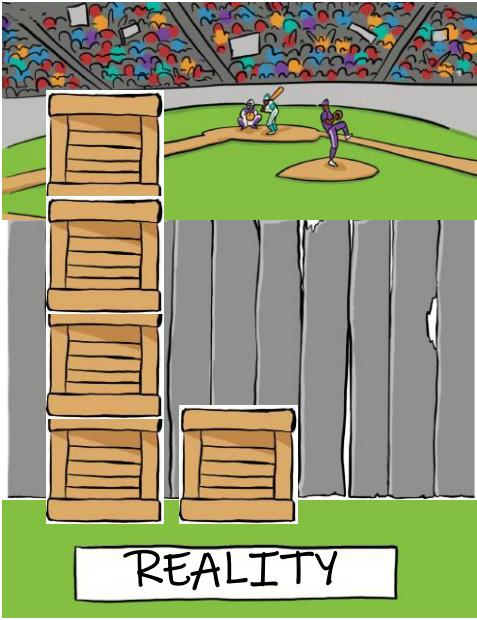
*The work of Social Justice means that everyone's human rights are respected and protected. Everyone has equal opportunities. This does not guarantee that society will always be perfect and that everyone will always be happy. However, everyone will have a fighting chance at the life they want. They are not held back by things out of their control like systemic obstacles or discrimination.*

## **Social Justice depends on three essential goals**

**HUMAN RIGHTS:** When an organization or structure is just, it respects everyone's human rights

**ACCESS:** It works to restore and increase access, giving everyone equal opportunities

**PARTICIPATION:** The voices of the marginalized and vulnerable are always included in the process of decision making



# THE ORIGIN

- Created a Staff position: Associate for Advocacy and Leadership Development, Rev. Elyse Berry, DMin was hired in the summer of 2019
- CHHSM Board meeting in November 2019
- PPE Committee identified 10 pillars of advocacy commitments
- Board voted to approve them
- AALD created toolkits addressing the issues throughout the 2020 calendar year
- They all contained many aspects of RDEI work
- Transformed CHHSM Board's and Staff's awareness of the disparities that have existed for far too long
- That awareness became a commitment to partner with other organizations
- CHHSM partnered with UCC by donating to its Medical Debt Relief Initiative



# CHHSM Statement on Systemic Racism

Adopted June 2020 by Board  
and Staff

Collaborative Effort  
Clear Language about the  
Issue

Commitment to Action

# CHHSM Statement on Systemic Racism

Dear Friends:

For the past three months, we have been writing regularly to provide updates and encouragement as you address the COVID-19 pandemic. Events during those months have revealed in starkest terms another pandemic, and that is the shameful and troubling disease of systemic racism. The violent deaths of Ahmaud Arbery, Breonna Taylor, and George Floyd are only the most recent manifestations of the ugly legacy of white supremacy, which goes back before the founding of our country. The disproportionate way in which COVID-19 is affecting communities of color, as well as others who are the most vulnerable in our society, is another indicator of injustice in our nation.

“We left our Annual Gathering in early March with renewed hope for ‘Justice and Grace—Together.’ Events since then have shown us how far we have to go as a nation to find justice or grace, much less hold them together. Indeed, much of what has occurred is the absolute opposite of CHHSM’s vision of a just, caring, and compassionate world.

“Part of the heritage of the United Church of Christ is responding early and bearing witness in the midst of social injustice. Many of our CHHSM organizations were born by the church in response to crisis—whether it was the cholera epidemic, the Spanish flu, or children who lost parents due to war. All of our organizations were born of need and continue to respond to basic human needs for shelter, food, health care, human connection, or spiritual care.

“We are in a time of crisis, which requires a bold response. Unlike COVID-19, we know that systemic racism is not caused by a novel virus, nor will a vaccine cure it. It is much more intractable and insidious. Though many have been working on this issue for years, we still need all hands-on deck for widespread system reform, which will require sustained ingenuity and courage.

“For our sisters and brothers who are African American, and all communities of color, we see you and we hear you. We understand if you are not OK, and we want to say that racism in any form is unacceptable.

“We as the CHHSM Board and Staff recommit ourselves to fighting systemic racism and white supremacy. At our meeting this week, the Board and Staff made the following commitments:

- CHHSM will make a financial commitment to one or more organizations that work to eliminate systemic racism.
- The Board and Staff pledge to live out our commitments to racial equity personally and in our local communities as well as organizationally.
- The Staff will develop a plan for a racial equity audit of the organization and engage the Board in that work.
- We will develop a list of resources to assist you. These include [Sacred Conversations to End Racism](#), the [UCC Just Peace Network](#), and [Our Faith/Our Vote](#). We will also be announcing a Zoom book study group in the very near future (more details to come).
- This will be the first of an ongoing series of communications focused on racial equity efforts.

“We recognize the hard work that many of our members are already doing toward bringing about racial justice. We invite you to share with us your stories, photos, and resources you have found helpful. We encourage you to visit [Our Faith/Our Vote](#) to ensure those who are elected nationally and locally are committed to this work.

“We know many of you are very weary. We hope that we can provide encouragement as you navigate your way through both the coronavirus pandemic and the pandemic of racism. Please let us know how we can support your ministries.

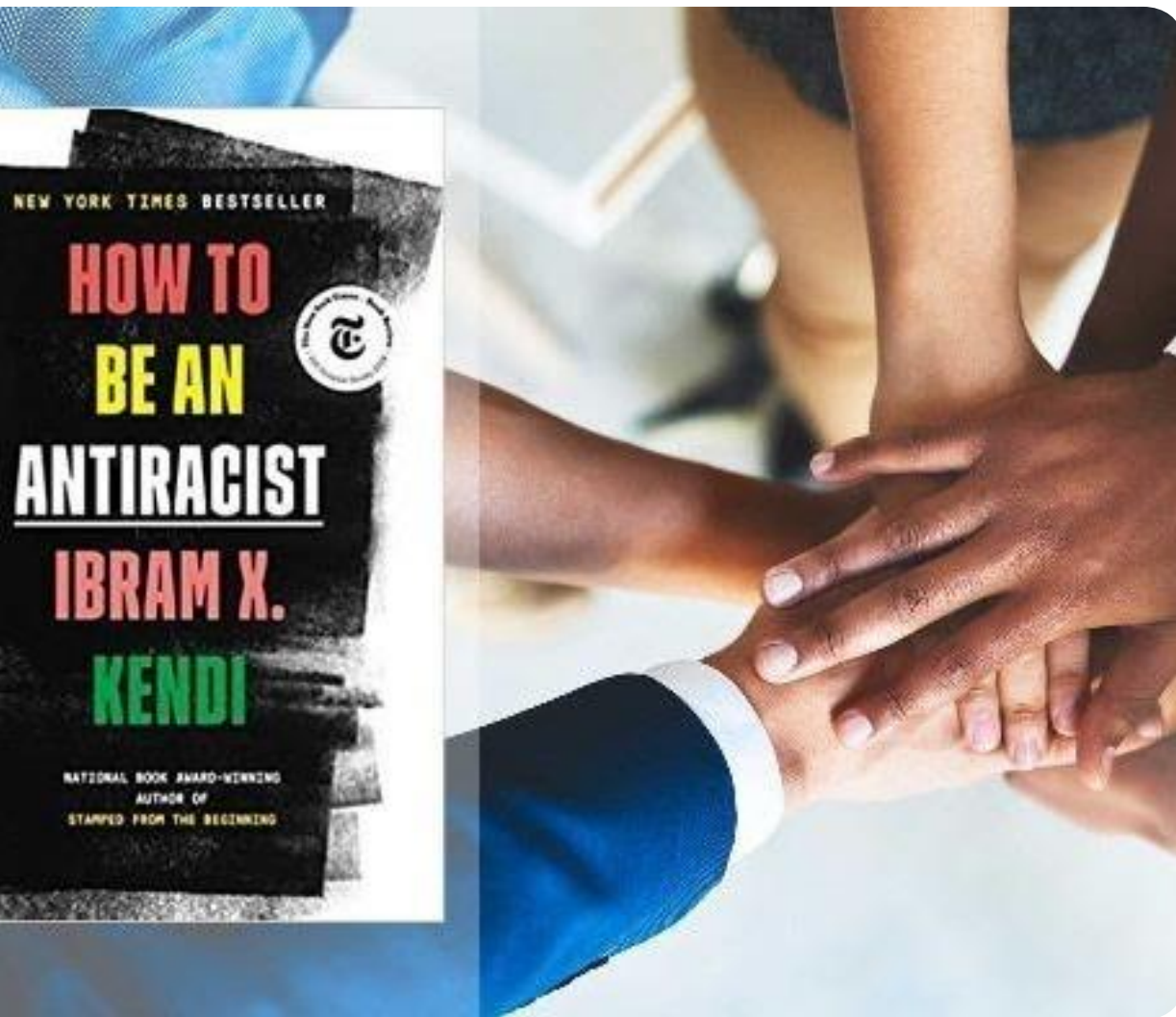
“Together, let us work together until justice rolls down like water and righteousness like a mighty stream (Amos 5:24). Together, let us create a just, caring, and compassionate world.

# Board and Staff Commitments to Racial Justice

Personal Commitments

*Staff: YWCA 21-Day Racial Justice and  
Social Equity Challenge*





# “Together We Learn” Book Group

*How to Be an Anti-Racist* by Ibram Kendi

*Native* by Kaitlin Curtice

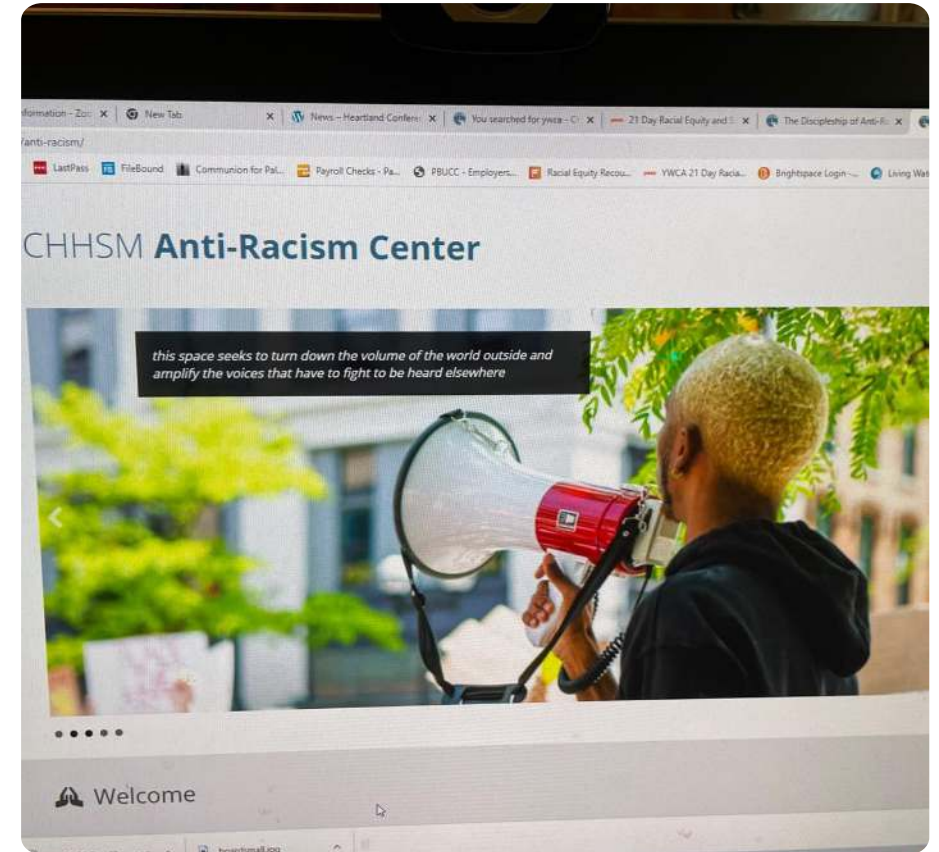
“Reason to Have Hope” Online Course





# Resource Gathering and Sharing

*CHHSM Anti-Racism Center*





# Financial Commitment

*Grassroots Law Project*

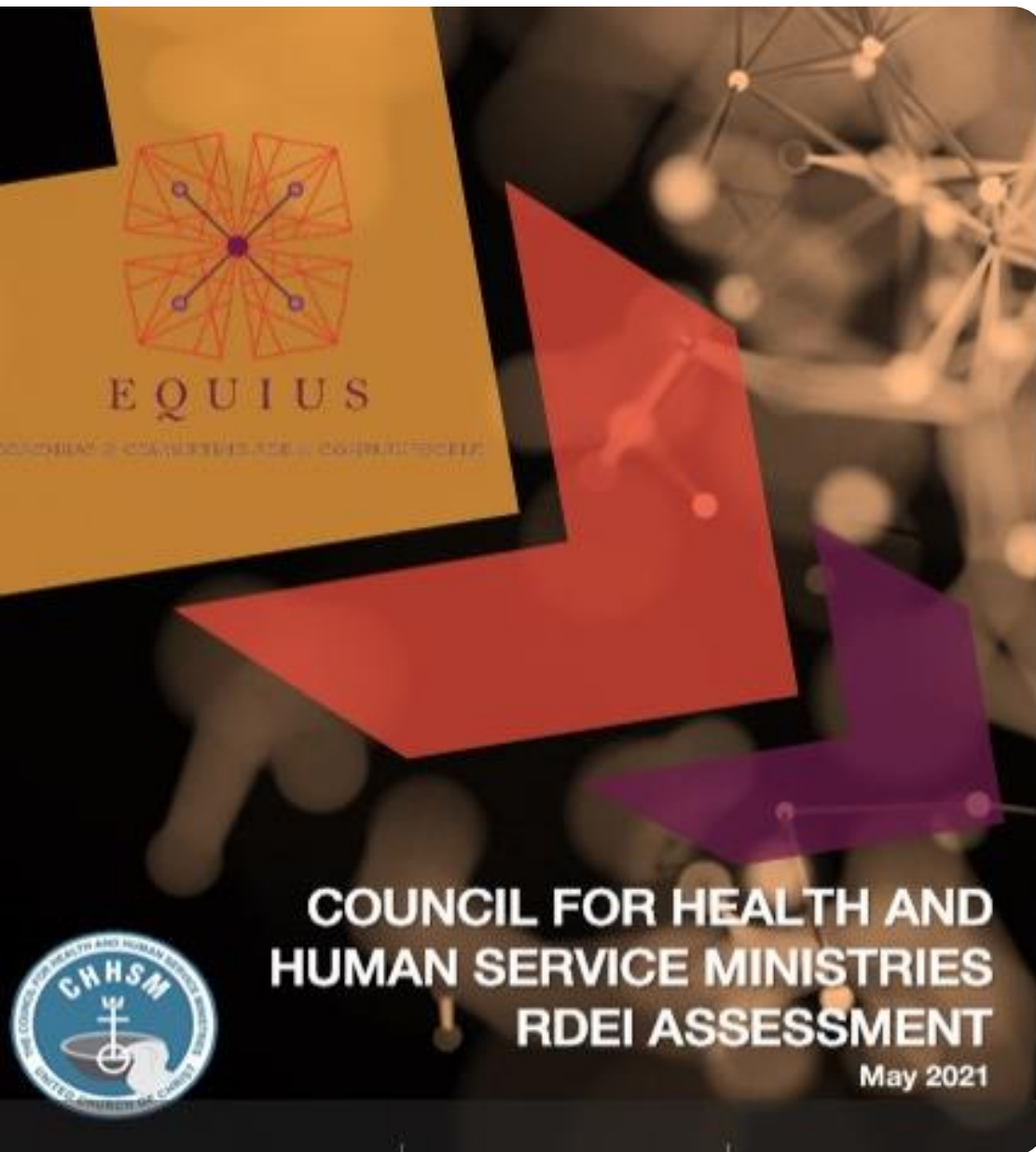
*Ohio Poor People's Campaign*

*The Bail Project*

*ODUM, UCC*

*The New Ballet Ensemble*





# RDEI Assessment

Engaged Equius Group

1:1 Interviews with Board and Staff

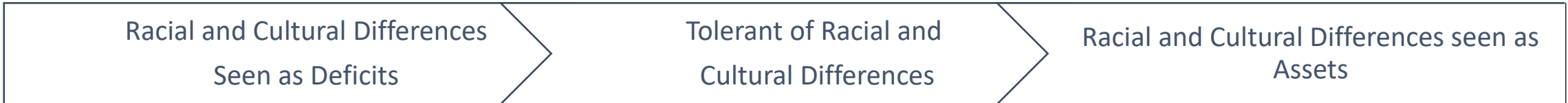
Small Group Sessions with Stakeholders

Final Report with Recommendations

Six-Month Process



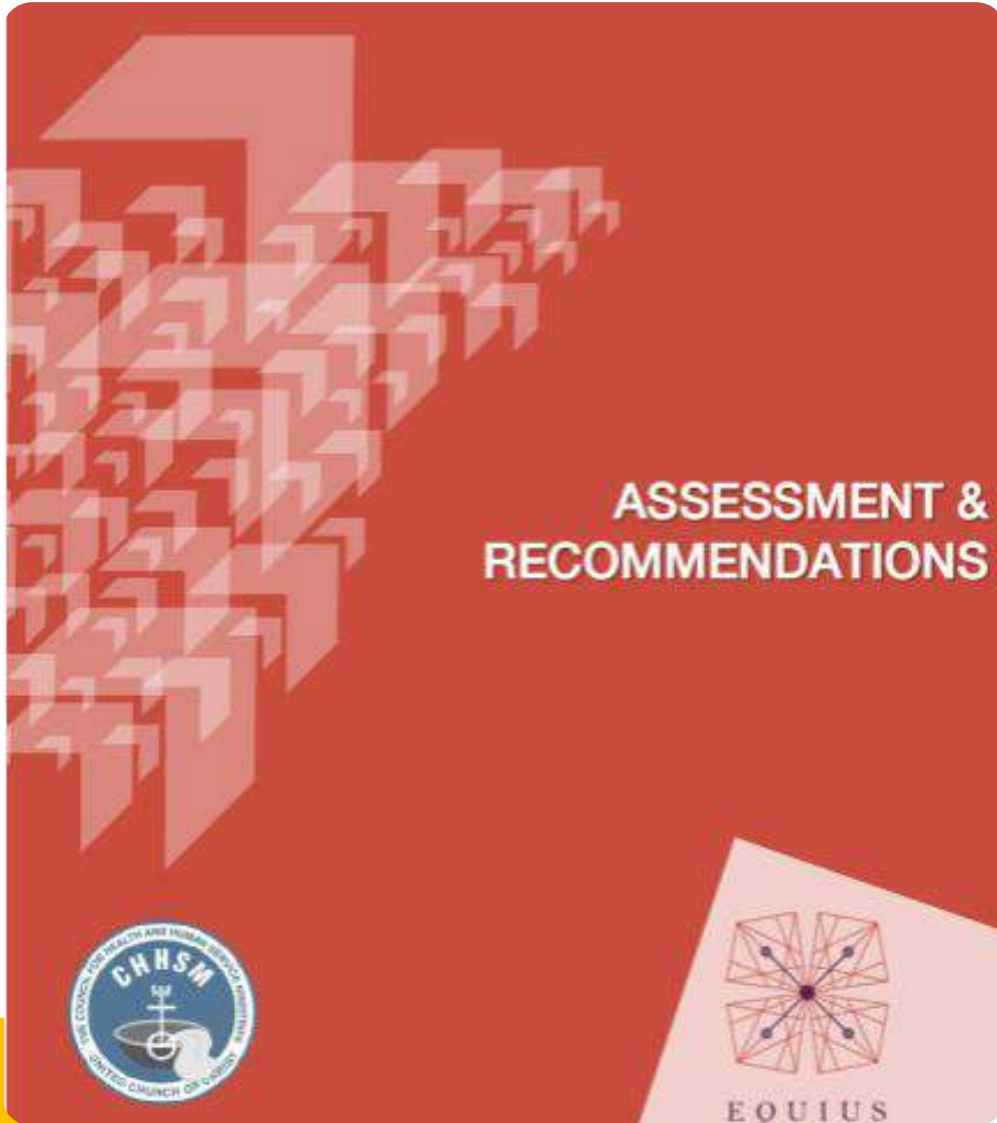
# Continuum on Becoming an Anti-Racist Multicultural Organization



<b>1. Exclusive</b>	<b>2. Passive</b>	<b>3. Symbolic Change</b>	<b>4. Identity Change</b>	<b>5. Structural Change</b>	<b>6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society</b>
<ul style="list-style-type: none"> <li>• An Exclusionary Institution</li> </ul>	<ul style="list-style-type: none"> <li>• A “Club” Institution</li> </ul>	<ul style="list-style-type: none"> <li>• A Compliance Organization</li> </ul>	<ul style="list-style-type: none"> <li>• An Affirming Institution</li> </ul>	<ul style="list-style-type: none"> <li>• A Transforming Institution</li> </ul>	

# RDEI Assessment Recommendations

- Internal Capacity Building
- Member Engagement and Capacity Building
- Growing the CHHSM Footprint
- Advancing RDEI
- Growing Board Capacity





# RDEI RECOMMENDATIONS FOR CHHSM

## **Internal Capacity Building**

1. Selection process for new CHHSM President and CEO
2. Increasing diversity
3. Operations agreements

## **Member Engagement and Capacity Building**

1. Reframe member engagement
2. View all aspects of the Nollau Institute through a racial equity lens
3. Leadership formation program for Emerging Leaders


## **Growing the CHHSM Footprint**

1. UCC narratives and ministry support
2. 3-year advocacy plan
3. Co-create your future with UCC

## **Advancing RDEI**

1. RDEI goals, objectives and action plan
2. Nurture members RDEI efforts
3. Supplier diversity process
4. Flexible human resources policies
5. Website content and accessibility

## **Growing Board Capacity**

1. Leverage the Board of Directors
  2. Expand Board diversity
  3. Connect as Board more frequently
- 

# Team Operating Agreements

- We honor the different ways people in our community got here today.
- We expect and accept discomfort. It's going to be messy.
- We ask questions of ourselves and others.
- We engage in deliberative dialogue -- not debate or arguing, and not just listening.
- We acknowledge intent, and we are accountable for impact. We actively work against systemic oppression, and we support one another in unlearning.
- We work to understand how we benefit from the oppression of others.

These agreements are from Our Community Agreements by Laurie Jones Neighbors

<https://citiesandpeople.com/ljnc-blog/2019/6/28/this-is-about-community-agreements-and-shared-leadership-and-systems-of-oppression>

# RDEI Dashboard

CHHSM 3-Year Strategy Scorecard (as of August 2021) Tracking Success Measures and Impact of the Plan

Strategic Priority	Success Measure	Committee	Priority	FY 2021 Baseline	FY 2022	FY 2023	Progress
1. Internal Capacity Building	1.1 CEO Search and Onboarding	Executive	1	Equius retained to assist with CEO Search			
	1.2 Develop team operating agreements	Staff	Done	Team operating agreements implemented 8/21.			
	1.3 Expand understanding of diversity to include gender, age, geography, service sector	Governance	1				
	1.4 Assess what it is we should let go of	Governance	1				
2. Member Engagement and Capacity Building	2.1 Provide Nollau to You retreats to member organizations to advance CHHSM's RDEI initiative and nurture emerging leaders	Program	1	Heartland Emerging Leadership retreat included RDEI component 9/21; Presented to MHS Board; Shared with UP			
	2.2 View all aspects of the Nollau Institute through a racial equity lens and continue to meet the needs of diverse participant population.	Program	Done	New curriculum with RDEI focus developed and launched 6/21	We'll revisit the curriculum annually		
	2.3 Form New Welcoming Diversity Affinity Group	Program	1.5-2	Group launched in October, with monthly meetings planned			
	2.4 Nurture member organizations' RDEI work and offer education resources	Governance	2	When CHHSM is ready to communicate our work; Board to Board NTY			
	Reframe member engagement to focus on value proposition						
	Develop a leadership formation program for Emerging Leaders						
3. Growing the CHHSM Footprint	3.1 Develop a three-year advocacy plan	Program	1	Reason to Have Hope Course. General Synod Resolution. Anti-Racism Center; RTHH 2 yrs; Housing 1 yr			
	3.2 Co-create CHHSM's future with the UCC	Governance	1.5-2	Work with Join the Movement. New CEO involvement with the UCC board. Reason to Have Hope			
4. Advancing RDEI	Help shape UCC narratives and ministry support						
	4.1 Increase diversity of staff, board, member organization, suppliers	Board & Staff	1.5-3	Focus on RDEI in all searches and partner relationships			
	4.3 Create RDEI action plans intentionally	Board	1.5	Integrate into Strategic Plan			
	Develop flexible human resources policies						
Website content and accessibility							
5. Growing Board Capacity	5.1 Connect as a board more frequently	Executive	1.5-2	Additional Board meeting scheduled 9/29 to focus on RDEI work.	Additional Board meeting in February 2022 to focus on RDEI work.		
	Leverage the Board of Directors		1.5	Train Board members to give RDEI presentations to others			



## Equity Primes > Equity Lens Tool

### Internalized Equity Primes

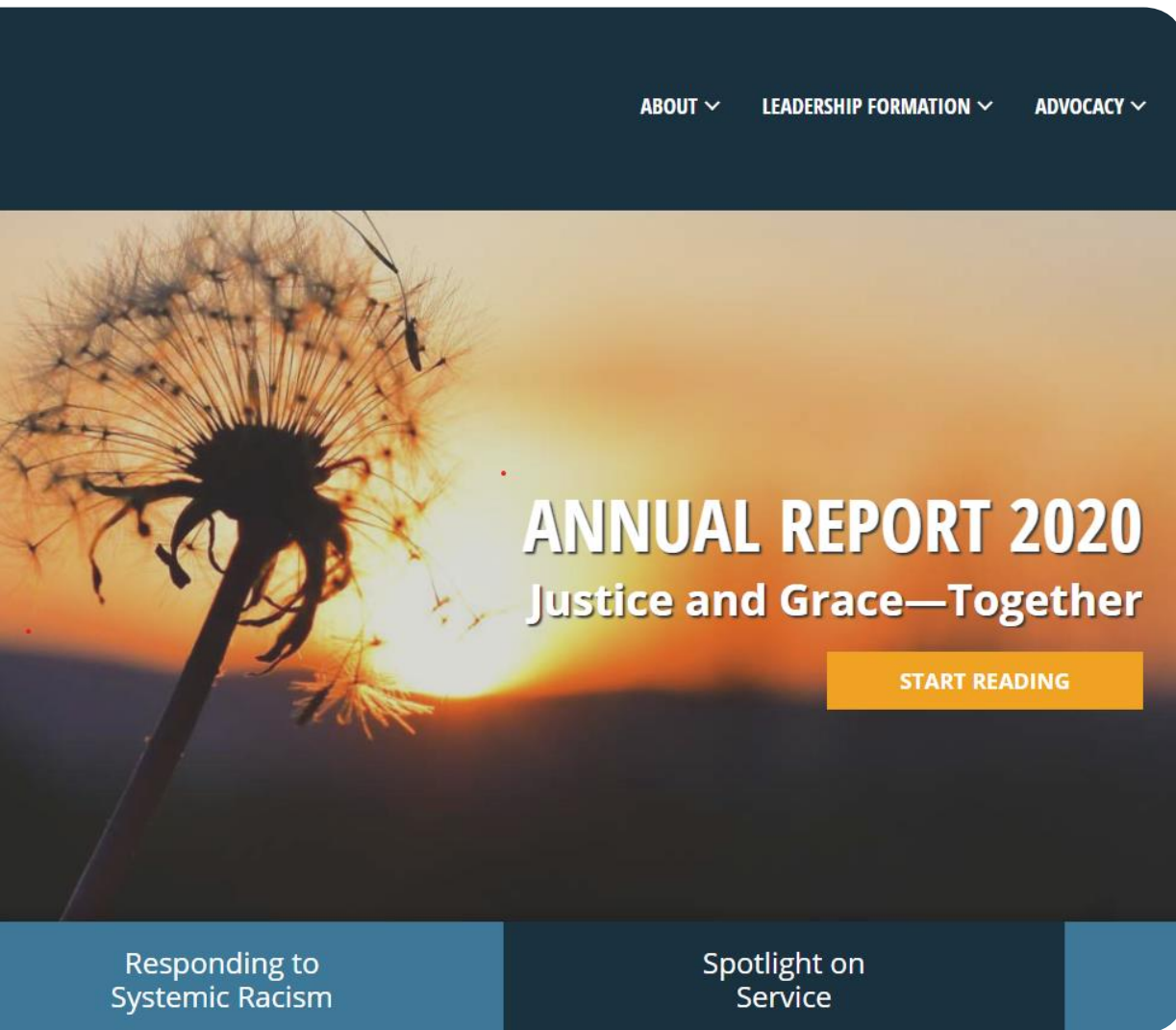
- 1. How is my decision/action empowering or isolating others who are often marginalized?
- 2. What did I do/how have I made sure my work was done in an equitable and inclusive way?
- 3. How are my bias and privilege impacting the way I am listening and acting?
- 4. Am I able to identify the strengths, differences, and challenges of working with diverse people?

### Interpersonal Equity Primes

- 1. What non-verbal cues are helping or hindering our communication?
- 2. How are we utilizing one another's different perspectives?
- 3. What is the real and perceived power dynamic in this interaction? How can I/we disrupt that?
- 4. How have we included diverse perspectives in this exchange?

### Institutional Equity Primes

- 1. How are we creating a diverse and inclusive environment where we are listening to and respecting all perspectives?
- 2. Are we aware of the hierarchies and power dynamics?
- 3. How can we use data to identify who is not represented both internally and externally?



# Communications

Stories and Updates on Work shared with UCC's Join the Movement Campaign

Focus of 2021 Annual Report

Plan on Website

(in development)





## Reason to Have Hope: A Public Health Response to Racism

Enroll for free

# Impacts Beyond Initial Commitment

General Synod Resolution

“Reason to Have Hope” Course

CHHSM Fellowship

Welcoming Diversity Affinity Group

RDEI-J Board Committee



# Discussion Q&A

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TOGETHER!

VALET ZONE  
MONDAY - SUNDAY  
4 PM TO  
2 AM  
←

CLEVELAND  
LAKEFRONT  
BIKEWAY  
→

# RESOURCES

[A Resolution to Declare and Respond to Racism as a Public Health Crisis](#)  
(33<sup>rd</sup> General Synod, 2021)

[Reason to Have Hope: A Public Health Response to Racism Online Curriculum](#)

(Released June 2021)

[CHHSM Letter in Response to the Pandemic of Systemic Racism](#)

(Released June 2020)

[Continuum on Becoming an Antiracist Multi-cultural Organization](#)

(By Crossroads Ministry)