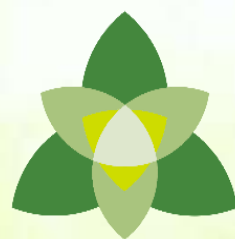


**2021-2022
DIVERSITY,
EQUITY, AND
INCLUSION
ANNUAL
REPORT**



Trillium
HEALTH RESOURCES

Transforming Lives. Building Community Well-Being.

INTRODUCTION

Trillium Health Resources is a local governmental agency (LME/MCO) that manages serious mental health, substance use, and intellectual/developmental disability services in eastern North Carolina. We cover the following counties: Beaufort, Bertie, Bladen, Brunswick, Camden, Carteret, Chowan, Columbus, Craven, Currituck, Dare, Gates, Halifax, Hertford, Hyde, Jones, Martin, Nash, New Hanover, Northampton, Onslow, Pamlico, Pasquotank, Pender, Perquimans, Pitt, Tyrrell, and Washington. We are uniquely positioned to meet the distinct needs of the individuals and communities we serve, and our top focus is delivering the right services, in the right amount, at the right time. We know these populations and are deeply engrained in their counties. We know how to treat, support, and serve them most effectively.

We partner with health care providers and community stakeholders to build and strengthen foundations of well-being, provide individuals with the resources to overcome challenges, and help deepen connections between members and their communities. Together with our partners and state leadership, we are invested in the future of the public behavioral health system for the benefit of our region.

TRILLIUM'S MISSION AND VISION STATEMENTS

Mission

Transforming lives and building community well-being through partnerships and proven solutions.

Vision

For every community and individual we served to reach their fullest potential.

Trillium's Organizational Commitment to inclusion, developed in October 2020:

We want all our members, families, staff, providers, and partners to know our ethical framework for Diversity, Equity, and Inclusion. Trillium has always believed in encouraging inclusive environments and reducing stigma for those we serve with mental health, substance use, or I/DD conditions. We do not stand for racism, in all its forms. We do not stand for exclusion, whether against people of different abilities or different races. We do not stand for limiting anyone's potential, through restrictive practices or beliefs. We do stand together, united and unapologetically, in the true spirit of partnership to collectively transform. We invite you to join us.

DIVERSITY, EQUITY, AND INCLUSION PROGRAM OVERVIEW

Over the past several years, Trillium Health Resources and our communities faced many challenges including a global pandemic, heightened awareness around racial injustice and systemic inequities, and changes in our workplace. Now more than ever there is a powerful overlap between our personal and professional lives, and it became ever more imperative to prioritize a sense of belonging.

Last June, Trillium set the foundation for the Diversity, Equity, and Inclusion Strategic Framework as we embraced each new challenge. Our vision is as follows:

We will foster an inclusive culture that embraces our diverse backgrounds, experiences, and viewpoints. We engage in programs that support diversity, equity, and inclusion so our workforce and leadership represent and

reflect the communities we serve. Our activities improve the lives of each other, our members, and our communities.

While we are proud of what we have accomplished over this past year, we know that there is so much more work to be done. Trillium will continue to build on this foundational work to ensure that a sense of belonging replaces and conquers systemic biases and inequities. Our organization is committed to being an organization that tackles big, complex problems by using data and empowering our people, no matter their position or tenure, to do the right thing.

OUR STATISTICS

WORKFORCE ANALYSIS

We take pride at Trillium in the diversity of our workforce. Through recruiting, development, and retention efforts, we maintain a workforce that closely resembles the diversity of the communities we serve.

By race, our current employee population is 61 percent white, 32 percent Black or African American, and four percent Hispanic, Latino, or two or more races. This represents a six percent increase in Black or African American and a two percent increase in Hispanic or Latino employees since our 2021 Survey.

Additionally, four percent of our employees choose to disclose a disability, six percent voluntarily disclose being part of the LGBTQ+ community, and two percent disclose a non-binary gender identity.

PREVIOUS SURVEY RESULTS

We also take action to create an inclusive environment for our employees. In our 2021 Diversity and Inclusion Survey, key indicators included the following:

- Trillium scored higher than similar companies in policies that support diversity, and efforts to prioritize inclusion
- Participants scored supervisors and managers high in their support for a culture free from harassment and discrimination
- Participants feel they are valued for their unique contributions to Trillium

Continued opportunities as identified in this survey include the following, based on clusters of questions related to communication and programing:

- Communication about and participation in DEI activities should be enhanced
- Enhancement of programs designed to support the advancement of diverse candidates

In the future, we will survey again to compare results, identify areas of improvement, and take action on areas that continue to present opportunities for growth.

OUR STRATEGIC FOCUS

At Trillium we understand that DEI goes beyond data; effective DEI initiatives are about creating a culture where people feel a sense of belonging, having an opportunity to learn and grow, and having a direct impact in

the communities we serve. Our strategic focus is defined in three categories: our employees, our members, and the communities in our catchment area.

OUR STAFF

Our focal points with staff are described in three categories—Employee Resource Groups (ERGs) where staff can experience a sense of belonging, our Leadership Development and Career Counseling Services where staff can learn and grow, and our supplemental activities where staff can gain a deeper understanding of diverse experiences.

In addition to these focus areas and based on feedback from our initial staff survey, we initiated recruiting with Historically Black Colleges and Universities (HBCUs) and fully redesigned our recruiting and selection process to mitigate implicit bias in our hiring practices by implementing diverse interview panels, behavior based interview questions, and objective assessment tools to evaluate candidates. Over the last two years, we documented a six percent increase in Black and African American employees.

Trillium also adopted standards in our policy and procedure writing guidelines to remove language that reinforces the gender binary. Our Communications department updated email signature guidelines to include disclosure of preferred pronouns.

Employee Resource Groups:

To assist with fostering inclusivity and building a community within Trillium, the DEI Department assisted employees with establishing Employee Resources Groups (ERGs) in 2021. The purpose of ERGs is to create a safe, supportive space for employees who share a common identity and for employees who identify as an ally to the represented group. Trillium's ERGs are important because the groups foster an inclusive workplace, enhance the employees' overall experience, promote cultural awareness, and improve company innovation. At this time, Trillium and employees have established the following 11 ERGs:

- Anti-Racism Work Group
- BIPOC
- Black and African American
- Faith-Based
- Health and Wellness
- Hispanic, Latino, & LatinX
- Inclusion Council
- LGBTQ+
- People with Disabilities
- Women's
- Working Caregivers Groups

Currently, Trillium has 89 unique employee participants in ERGs. That is approximately 17 percent of our total employee population. Participation is significantly higher than the average of eight percent participation among Fortune 500 companies. In April, the DEI Department completed an ERG Satisfaction Survey which had a 47 percent response rate. The results showed an overall satisfaction rate of over 80 percent.

Leadership Development:

In March 2022, the DEI Department started the Intentional Leadership Training Series. To date we had 143 number of unique employees participate, 30 of whom are recognized as potential, future leaders by their managers. This series works to ensure all Trillium leaders have the tools and skills needed to lead effectively, create an environment where our employees can do their best work, and ultimately fulfill our organization's mission. These sessions are also made available to high performing individual contributors who have

expressed interest in developing as future leaders for Trillium; this is designed to support the advancement of diversity in leadership. The training series includes the following monthly sessions:

March 2022, The Inclusive Leader

This session introduces leaders to the true drivers of performance, retention, and member satisfaction from evidence-based research from the Gallup Q12. These drivers serve as the roadmap for this leadership development journey.

April 2022, DiSC Behavioral Styles

The DiSC is a tool used to identify people's behavioral differences. The DiSC model provides a common language people can use to better understand themselves and others. DiSC allows us to explore, understand, and recognize the impacts of behavioral style on others. With this knowledge, we relate and communicate more effectively, empathetically, and inclusively.

May 2022, Time Management

In the language of time management, effectiveness refers to doing the "right things" whereas efficiency is all about doing things in the "right" way—that is, the simplest, quickest, or most streamlined method.

June 2022, Influence for Front Line

This session focuses on understanding where the true power to influence comes from and how to effectively influence others no matter your seat in the organization. By understanding the values and behaviors of others, staff are empowered to engage as change agents and be valued for their unique contributions.

July 2022, Leading a Multi-Generational Workforce

In this session, we explore unique generational beliefs and recognize the values each generation brings to the workplace. Our goal is to identify effective ways to recruit, retain, train, and lead a multi-generational workforce.

August 2022, Delegation

This program is designed to help managers gain confidence and skill with this essential task. We identify common barriers to delegation, recognize which projects or assignments are appropriate to delegate, clarify expectations for delegates, practice a 5-step model to communicate levels of authority, and create a system to manage (but not micro-manage) delegated projects.

September 2022, Psychology of Change

There is no organization or industry free of ongoing, never-ending change. This session explores the neuroscience of change and how to successfully lead yourself and others through change.

October 2022, Building Teams

This session focuses on how to overcome team dysfunction and to build and maintain effective working relationships. Trust is the foundation of any successful relationship and is crucial to team success.

Participants learn how to build trust, create commitment, and drive accountability and results within a team.

Forums, Training, and other Events:

December 2021, the DEI Department with the support of the BIPOC ERG conducted a quarterly DEI Forum. In this DEI Forum, a panel of Trillium staff discuss some lesser known facts about certain holidays as well as their reactions and experiences during the holiday season.

February 2022, Trillium celebrated Black History Month with the “Embracing Resilience” event. Trillium invited keynote speaker Sheila Robinson-Kiss, bestselling author and award winning orator. Sheila reviewed several notable figures in history including major contributions from African Americans with the goal of infusing our work with the power of storytelling and the lasting commemorations of these icons. We followed with breakout sessions covering a number of topics related to race, resilience, and empathy. Over 90% of our employees attended this momentous event.

April 2022, the DEI Department with the support of the BIPOC ERG conducted a quarterly DEI Forum. In this DEI Forum, a group of panelists discussed the events found in the book “Wilmington’s Lie: The Murderous Coup of 1898 and the Rise of White Supremacy” by David Zucchino. This event focused on the lasting impacts of history, especially as it related to health disparities around race.

April 2022, the DEI Department with the support of the Veterans ERG celebrated Purple Up! Day to support Military Youth.

May 2022, the DEI Department conducted All Children All Families: Setting the Foundations for LGBTQ+ Inclusion training for internal employees. The training equips Trillium’s Child Care Managers with a comprehensive foundation of knowledge on LGBTQ+ youth and families and their experiences within the child welfare system. During this training, attendees explored key concepts and terminology, research on LGBTQ+ families and experiences of LGBTQ+ youth in foster care, as well as the steps every child welfare professional can take to welcome and affirm LGBTQ+ youth and families within the walls of their agencies and beyond.

May 2022, the DEI Department sponsored the “Processing Current Events” event which set the foundation for employees to have a safe space to discuss mass shooting events in Uvalde, Texas, and Buffalo, New York.

June 2022, the DEI Department with the support of the LGBTQ+ ERG conducted DEI Forums and a guest speaker series to celebrate Pride month. The DEI Forum focused on an introduction to SOGIE, LGBTQ+ history, rights in North America and North Carolina, health disparities, and more. The DEI Department also held a “Priday” Speaker Series each Friday in the month of June. Feature speakers included Danae Hays speaking on Unlearning Toxicity, Mark Rasdorf on the meaning of Pride, the Human Rights Campaign Foundation on transgender affirming care, and Equality NC on the impact of policy.

June 2022, the DEI Department with the support of the Black and African American ERG celebrated Juneteenth with the first annual Poetry Slam. This event commemorated the emancipation of enslaved people in the United States. The staff of Trillium honored this date by reading and listening to the words of great Black and African American poets who brought forth the true importance of resiliency, freedom, and emancipation through their words.

July 2022, the DEI Department sponsored the “Processing Current Events” event which set the foundation for employees to have a safe space to discuss the Supreme Court’s decision to overturn Roe v. Wade.

July 2022, the DEI Department sponsored the “Processing Current Events” event which set the foundation for employees to have a safe space to discuss mass shooting event in Highland Park, Illinois.

Career Counseling Services:

In collaboration with Trillium’s Human Resources Team, the DEI Department created a robust Career Services program in May 2022. Trillium recognizes the amount of effort that each employee put into their job and wants to ensure that each employee has access to opportunities to learn and grow with Trillium.

The Diversity, Equity, and Inclusion (DEI) team with the support of the Human Resources Department is available to all team members to participate in strengths assessments, set short-term goals, and create action

plans to achieve their goals. Additionally, the DEI Team is available for, but not limited to, the following activities:

- Resume writing and review
- Career counseling
- Strengths coaching
- Career assessment tools
- Interview preparation
- Peer coaching

OUR MEMBERS AND OUR COMMUNITIES

Our focal points with our members and the communities we serve are defined by our Cultural Competency Program. This is a comprehensive program to address mental and physical health disparities, and provide ongoing learning opportunities on topics that directly impact our communities and our members.

Cultural competency is the ability to relate effectively to individuals from various groups and backgrounds. Culturally competent services respond to the unique needs of members of minority and/or marginalized populations and are also sensitive to the ways in which people with disabilities experience the world. Within the behavioral health (which addresses both mental illnesses and substance abuse) and intellectual/developmental disabilities system, cultural competency must be a guiding principle, so that services are culturally sensitive and provide culturally appropriate prevention, outreach, assessment, and intervention.

Trillium developed a Cultural Competency Program to demonstrate our commitment to providing services in an all-inclusive, respectful environment, to educate our staff and community partners, and to comply with Title VI of the Civil Rights Act and the Culturally and Linguistically Appropriate Services (CLAS) Standards. Our Cultural Competency Plan will improve access to care, quality of care and ultimately, health outcomes. The system is comprised of a Cultural Competency Plan as well as an evaluation tool to determine if implementation of the plan is effective.

CONCLUSION

A great deal of work has been done, yet there is more to do. Trillium is committed to continuous improvement around diversity, equity, and inclusion. Our goals include the following:

- Continue to grow and enhance our Employee Resource Groups
- Continue to provide and expand learning events, forums, speaker engagements, and more designed to improve the experience of our staff, our members, and our communities
- Continue to survey staff to ensure our actions are the right actions, and continue to address opportunities for improvement as they are identified
- Continue to grow our Career Counseling Services
- Continue to act on our Cultural Competency Program