

Calling All Super Heroes

Building Interpersonal and Institutional Trust

November 10, 2018

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Session Learning Objectives

At the conclusion of this session, attendees will be able to:

- Describe barriers to trust building in research, medical care, and interpersonal relationships.
- List actionable steps to build and maintain trust in research, medical care and interpersonal relationships.



Panelists:

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Grab your cape.



Disclosures

The following faculty and planning committee staff have the following financial disclosures:

Name	Institution	Disclosure
Glenn E. Simmons Jr, PhD	University of Minnesota Medical School	None
Rae Blaylark	Sickle Cell Foundation of Minnesota	None
Nehrwr Abdul-Wahid	One Ummah Consulting	None
Katie Schoeppner, MSW, LICSW	NMDP/Be The Match	None
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Building Interpersonal and Institutional Trust:

Strangers are never welcomed!

Glenn E. Simmons Jr, PhD

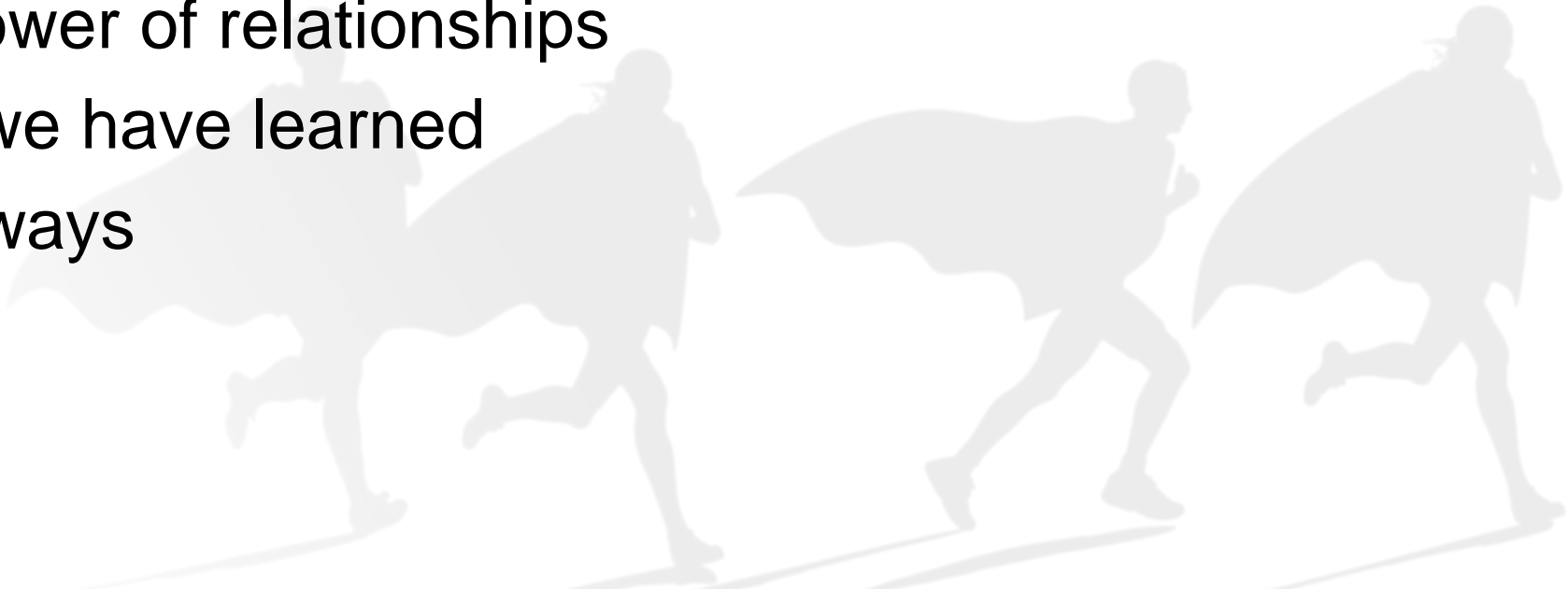
Learning objectives

- Understand the pitfalls of being an outsider to a community
- Identify the diversity that exists within each community of color
- Think of ways to interact with communities based on the traits unique to their locations



Outline

- Community based participatory research
- Pitfalls and missteps
- The power of relationships
- What we have learned
- Takeaways



*“Be efficient with things, and
be effective with people.”*



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Community-based participatory research (CBPR) with communities of color

- Increasing minority participation in research is a national priority.
- Many federal and private agencies are focusing more on diversifying the pool of research participants.
- Most are failing at achieving that goal.
- What is the problem?

Community-based participatory research (CBPR) with communities of color

Communities of color tend to see medical research in a negative light for a few reasons:

- Prevailing knowledge of historical events (i.e., medical racism).
- Little knowledge about the research in question (education levels).
- No familiarity with those conducting research (underrepresented in field).

The design of CBPR programs

- Community stakeholders are the life blood of CBPR.
 - Stakeholders are the people/organizations who live within the community and share the community's experiences
- Institutions in partnership with the stakeholders are in control of the “WHAT” and “HOW” of any initiative.
- The partnership is in place to make sure that needs of the people are always put **FIRST**.

Designing CBPR: Pitfalls and missteps

- The stakeholders do not represent the community.
- The institution shuts out community from the decision making process.
- The stakeholders are not capable of doing their part to keep project on track.
- The institution does not conduct the work as originally agreed upon.

Strategies to engage communities

For the institutions part, a set of strategies can be used to engage communities of color:

- Build Empathy
- Nurture Self-awareness
- Develop skills

Chavez-Deunas and Adames, SSIR 2015

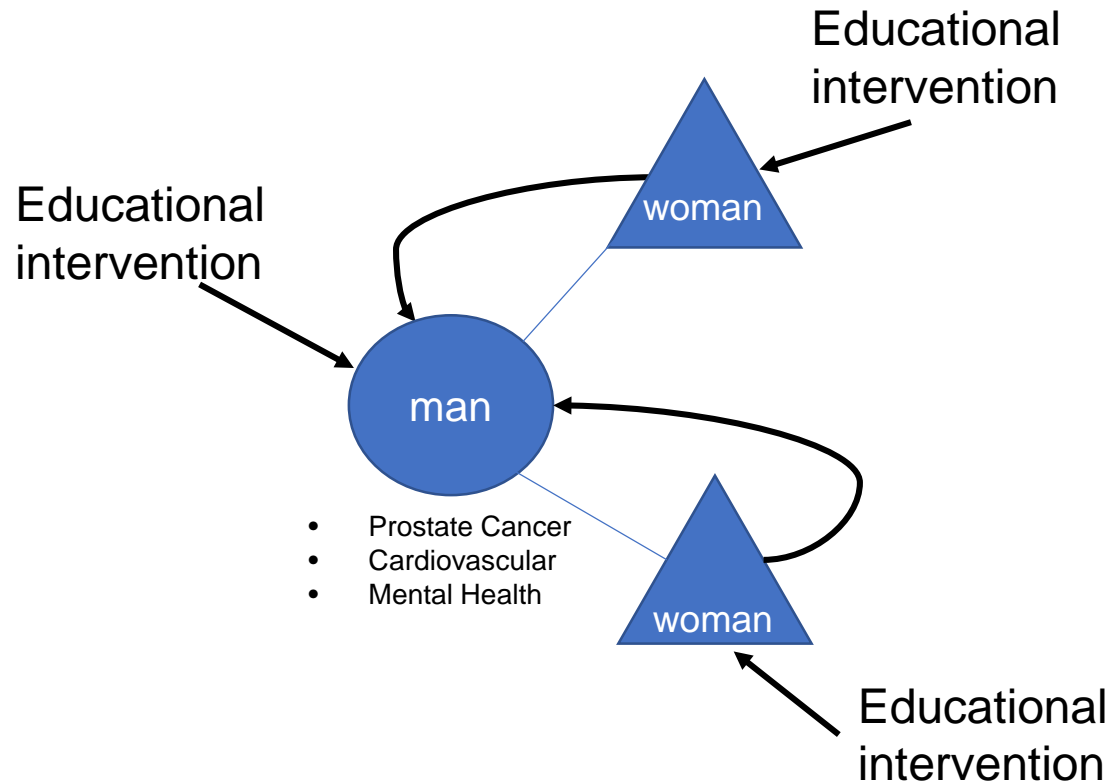
Having a good idea, is not good enough.

- You must know the culture of the community you are working in
 - *Even the absence of culture can become a defining trait.*
- Ask some very basic questions:
 - Who? Who is a leader, versus who appears to be leading?
 - What? What things move the people to “show up”?
 - Where? Where are people living, and where do they congregate?
 - When? When do they seem to come together?

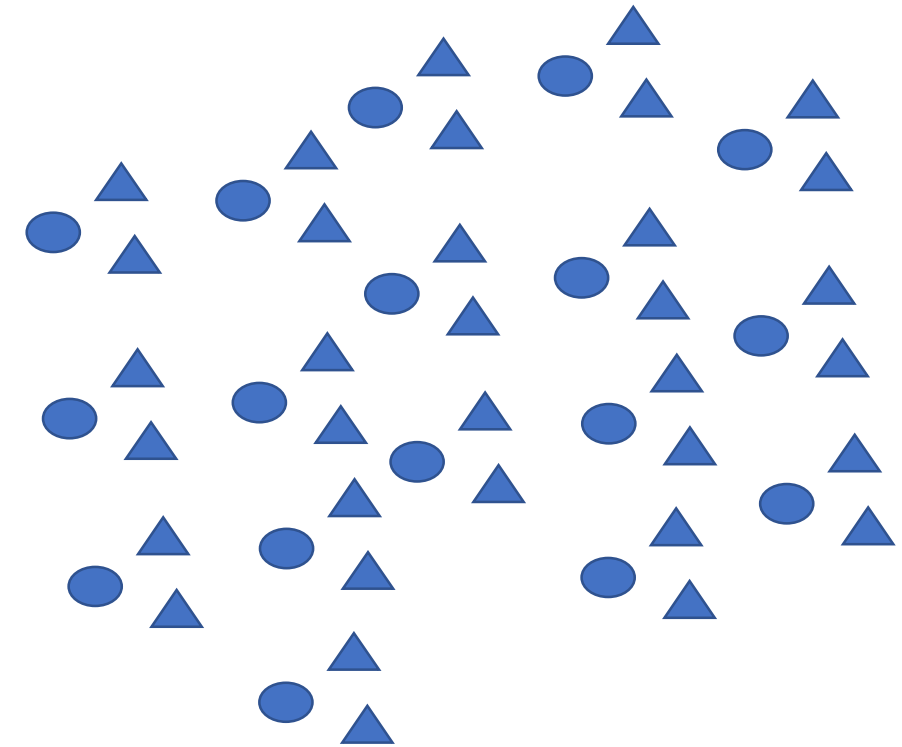
Research in communities of color in the Northlands

- Duluth, MN
- Population ~86,000
- 10% non-White, and ~3% African American (and growing?)
- Largest African American community organization is the NAACP
- Majority of African Americans are school aged (<18y)

“Leveraging relationships to affect health behaviors”



Scale up



Health conscious community
by mass action

What did we experience?

- Many of the men were unaware of health status.
- Women often stated they would do more to help if they knew more.
- Participants of both sexes where enthusiastic about the program.
- **Men cited the discussion as being a big draw.**
- Overall the experience of participants was largely positive.

What did we learn?

- You have to be flexible with dates, locations, and even objectives.
- Social gatherings are good starting point, but not always effective.
- No one stakeholder knows everything about a community.
- Winter is a real barrier that needs to be avoided.
- You may be a stranger but you don't have to remain one.
 - You can represent the institution, AND you can be part of the community.
 - Breaking bread and attend non-program activities around town

What did we learn?

Sometimes you have to help to create the culture.

- Communities can be so disenfranchised, that there is little to work with at first.



Key Takeaways

- The customer is still always right.
 - As institutions, we cannot dictate what communities need.
- All stakeholders are not created equal.
 - Do your research to make sure that you have the right players.
- Even for researchers, we need to be in the relationship business.
 - Immersion, finding ways to connect their way.
- Each community is different, sometimes beyond expectations
 - Regional differences affect how communities show up
- The messenger matters even more than you think.

Barriers to Trust... and How to Overcome Them

Rae Blaylark

What is Trust?

- Reliance on the honesty, accuracy, integrity, strength, ability, surety, etc., of a person or thing
- The endorsement of good (positive) qualities of truth, honesty, ability, fairness, and responsibility
- Vivid and compelling communication that intersects vision, values, and experiences
- The obligation or responsibility imposed on a person in whom confidence or authority is placed: a position of trust
- Confidence; Belief; Hope



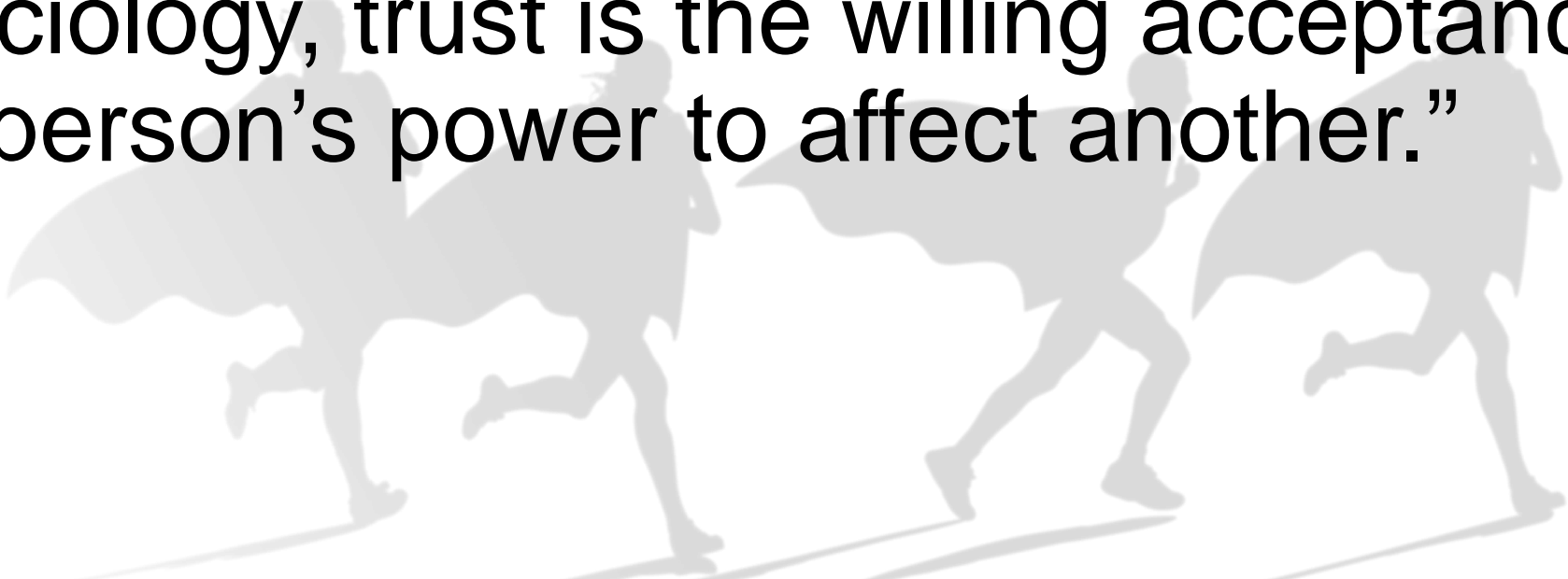
SOURCE: <http://dictionary.reference.com/browse/trust>

Trust



Wikipedia:

“In sociology, trust is the willing acceptance of one person’s power to affect another.”



Grab your cape.



What Trust is Not...

- ☐ Blind
- ☐ Free of personal responsibility and accountability
- ☐ An inherent right



The Importance of Trust

- Organizations with high trust outperform organizations with low trust by nearly three times



How Does Trust Affect Human Behavior?



- A performance multiplier (or divider)
- Builds confidence in others and in oneself



Barriers to Trust

❑ People Barriers

- ❑ Lack of cultural understanding
- ❑ Recognize cultural differences
 - ✓ Differences matter. It's okay!
- ❑ Past experiences
 - ✓ Distant past, recent past...it all makes a difference!

❑ Systemic Barriers

- ❑ Access
 - ✓ Education, care, options, etc.
- ❑ Policies & Procedures

Barriers to Trust – Systemic Barriers

Systemic Discrimination/Racism

“The institutionalization of discrimination through policies and practices which may appear neutral on the surface but which have an exclusionary impact on particular groups, such that various minority groups are discriminated against intentionally or unintentionally.”

Source: Canadian Race Relations

Barriers to Trust – Systemic Barriers

Systemic Barriers

“Barriers that restrict or limit access to resources or opportunities in various spheres and sectors within society such as employment, education, health, social services etc.

Source: HCCI Training Manual

Overcoming Trust Barriers

COMMUNITY EMPOWERMENT

An intentional, ongoing process centered in the **local community**, **involving mutual respect**, **critical reflection**, **caring** and **group participation** through which people lacking an equal share of valued resources gain **greater access to** and **control those resources.**”

Cornell Empowerment Group



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Overcoming Trust Barriers

Foster a Supportive Culture for Diverse Populations

- Incorporate diversity of people, thoughts, and processes into the mission, messaging, and operations
- Develop strategies to empower the voice of the historically voiceless

Invest in Diversity

- Recognize association bias
- Collaborate with those who think differently than you
- Practice cultural humility

Develop Strategies to Engage Stakeholders

- Provide trainings and systems that support your efforts
- Empower staff and stakeholders
- Identify Allies
- Build diverse relationships & collaborate with diverse thinkers

Identify Gaps

- Identify them
- Own them
- Change them



Overcoming Trust Barriers

PUBLIC EDUCATION AND AWARENESS

- ☐ Promote Equitable Practices
- ☐ Foster Inclusive, Integrated and Diverse Staffing
- ☐ Conduct Public Forums to Address Pertinent Issues
- ☐ Advocate for Diversity Scans and Equity Scorecards
- ☐ Develop an Inclusivity Radar
- ☐ Become an Industry Catalyst and Advocate for Change
- ☐ Promote ACTIVE Community Engagement
 - ☐ Don't just show up...

Overcoming Trust Barriers

- ❑ Be aware of your own attitudes, stereotypes, and expectations
- ❑ Actively listen to learn from others' experiences
- ❑ Use language and behaviors that are non-biased and inclusive of ALL people
- ❑ Work collectively with others, organize and support efforts that increase diverse input

Overcoming Trust Barriers – Shift Your Focus!

What to Look For?

- ☐ Who else cares (or should)?
- ☐ Who else is able to help?
- ☐ Who has the power and is it unequally distributed?
- ☐ Who benefits (or doesn't)?
- ☐ **Network** outside of your sphere of influence
 - ☐ What can I learn from others?



What is Networking?

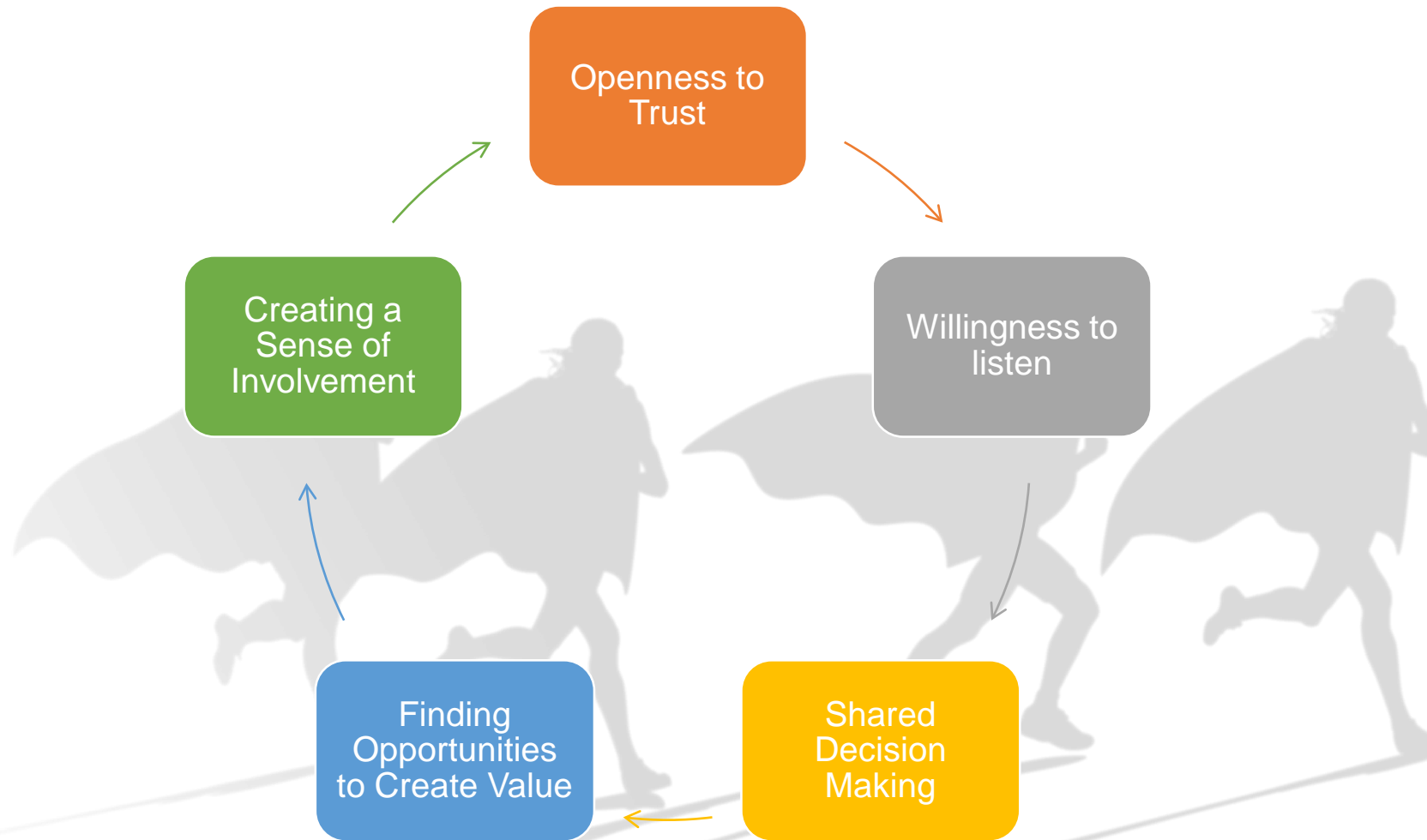
The core idea of network theories is that networks of experts create benefits and value, which are hidden in social relations characterized by *trust* and reciprocity. The networks raise the ability of members and community to participate and interact when resolving common problems

- Cross and Barker, 2014

What is Strategic Networking?

- *Trust-worthy* strategic networks enhance the willingness of people to act in a way that is beneficial to the network and institutions.
- The collective *trust* of a network is separate from the interpersonal relationships within an organization.
- *Trust* must be assessed at the organizational and network levels.

The Cycle of Trust



Benefits of Community Trust Building and Networking

Identify:

- ☐ Cultural eyes and ears of the community
- ☐ Gate-keepers of the community
- ☐ Data gatherers
- ☐ Cultural competence and humility
- ☐ Comprehensive social assessment



Building Trust

- ***BUILDING TRUST*** is perhaps the most difficult and time consuming commitment.
- The building process requires a cultural shift that encourages diverse perspectives and embraces the expression of differing opinions.
 - Plan different approaches for different needs and situations
 - Incorporate feedback methods

***“To be trusted is a greater
compliment than being loved”***

- George MacDonald



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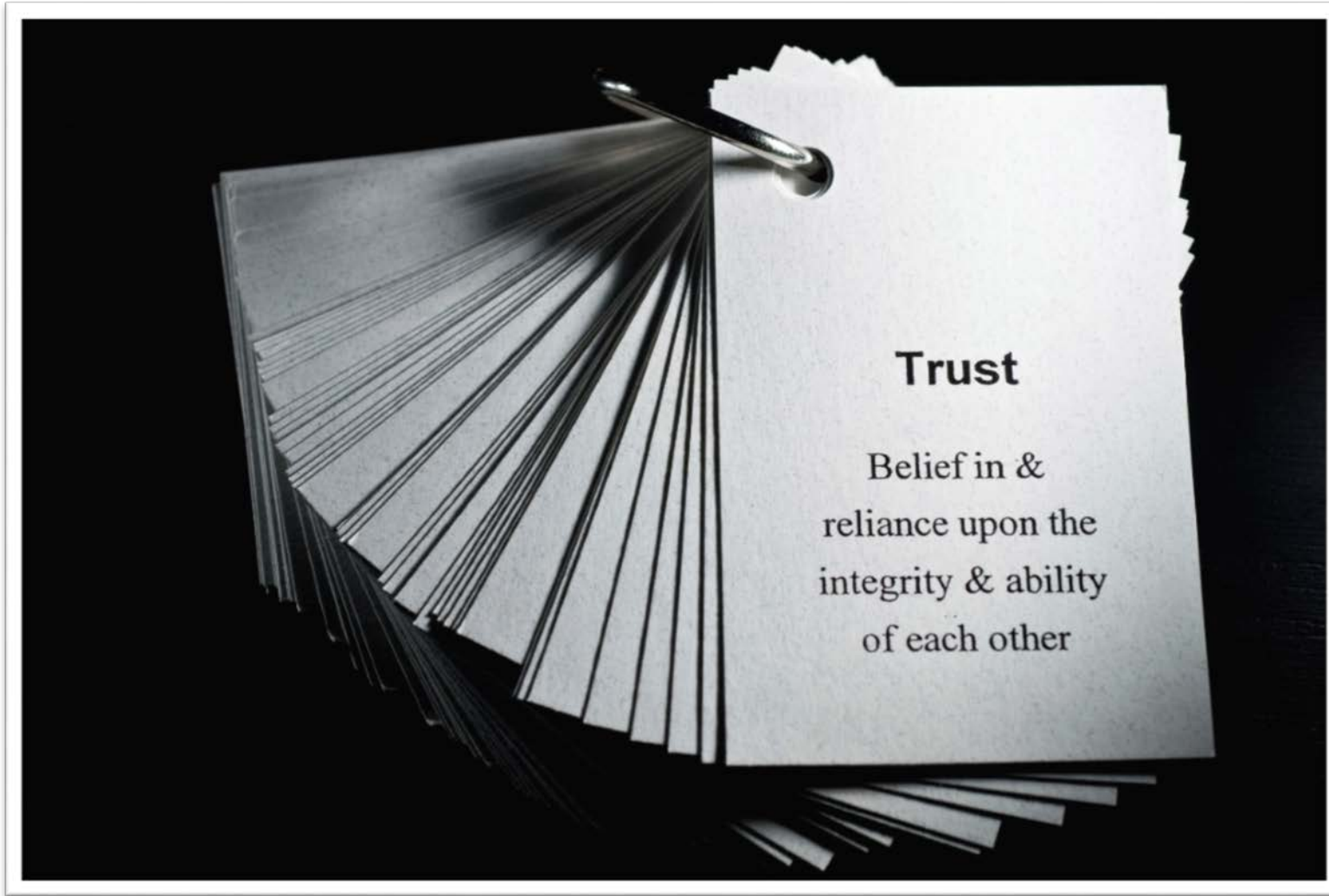
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Cultural Competence and Interpersonal Trust

Nehrwr Abdul-Wahid

TRUST



Elements of Trust

- Frequent, 'honest' communication; trust is built one interaction at a time
- Be patient. Building trust takes more time for some
- Show people you care about them and their interests, as much as your own
- Be consistent; follow through on your word, many times over
- Offer your willingness to listen; seek first to understand then be understood (*7 Habits of Highly Effective People*)
- Own your mistakes; honesty and integrity are crucial to building trusted relationships

Barriers to Building Trust...

across cultural differences

- Lack of recognition of one's own approach (capacity) toward cultural differences
- Assumption of sameness. Treating others, and their needs, as if they are the same as yours will likely miss important information (cultural) needed for more effective bridging and adaptation to cultural differences.
- History. (or lack thereof)
- Over-analyzing options. Fear of doing the “wrong thing” or offending someone leads to “analysis paralysis”

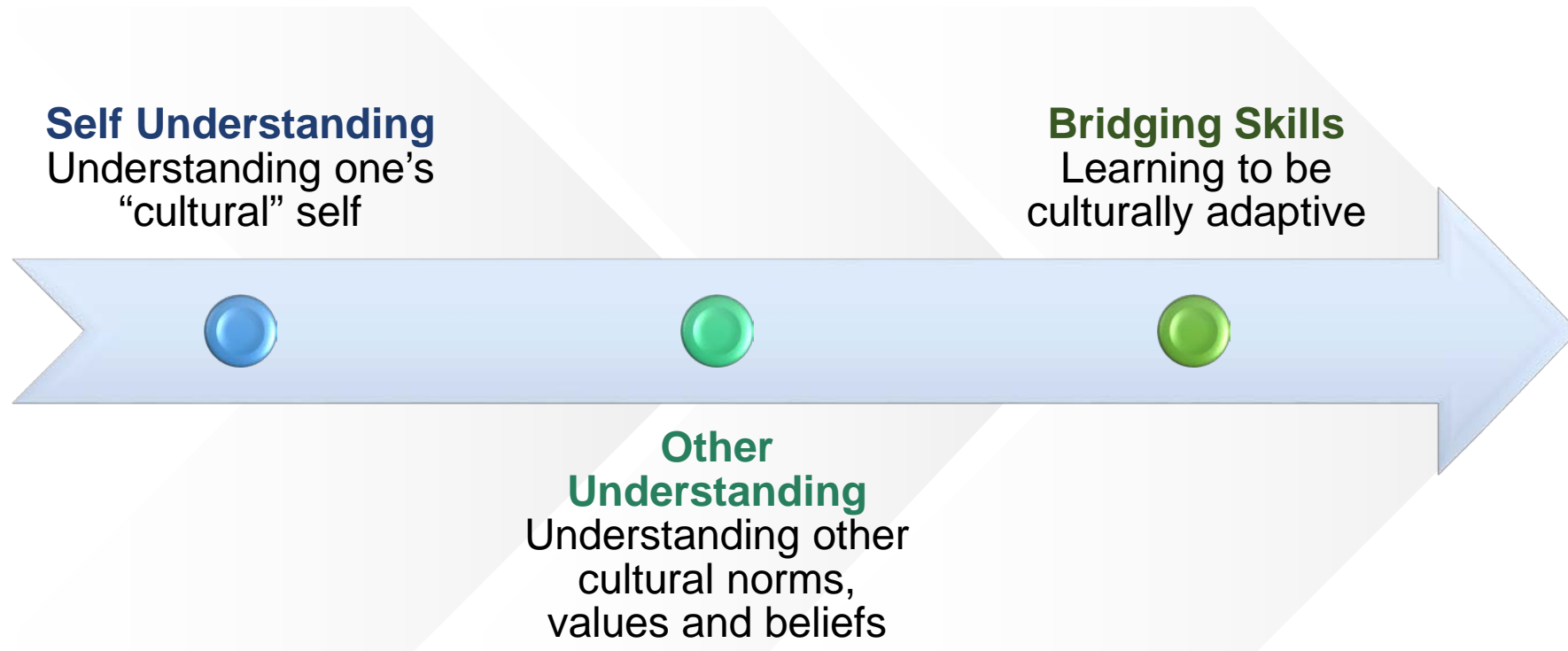
Minimization: *An Overemphasis on Commonality*

- Minimize the *role* and *significance* of cultural differences
- Will not denigrate other cultures
- Moved beyond feeling differences are a threat
- “*Deep down we’re all the same.*”
- Uses own cultural lens to view/understand/interact with others

Primary Emotional/Cognitive Approach to Difference:
COMFORT & TOLERANCE

Key to Development: Build deeper cultural self-awareness and understanding of other subjective cultural differences

Developing Cultural Competence



Stereotypes Vs. Cultural Patterns

Stereotypes

Narrow

Fixed

Closed minded

Judgmental

E.g.: Latinos are always late

VS

Cultural Patterns

Broad

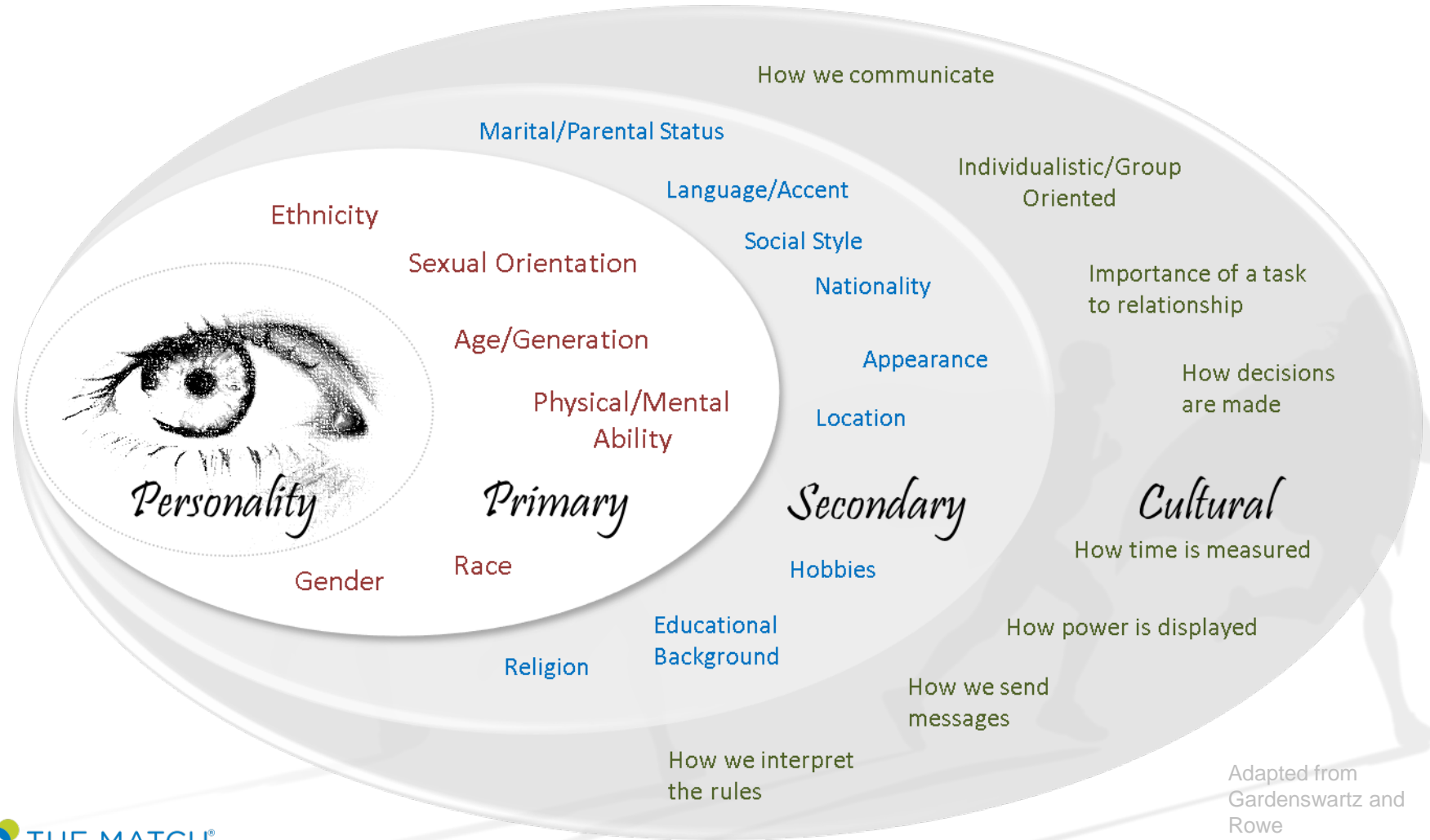
Flexible

Open minded

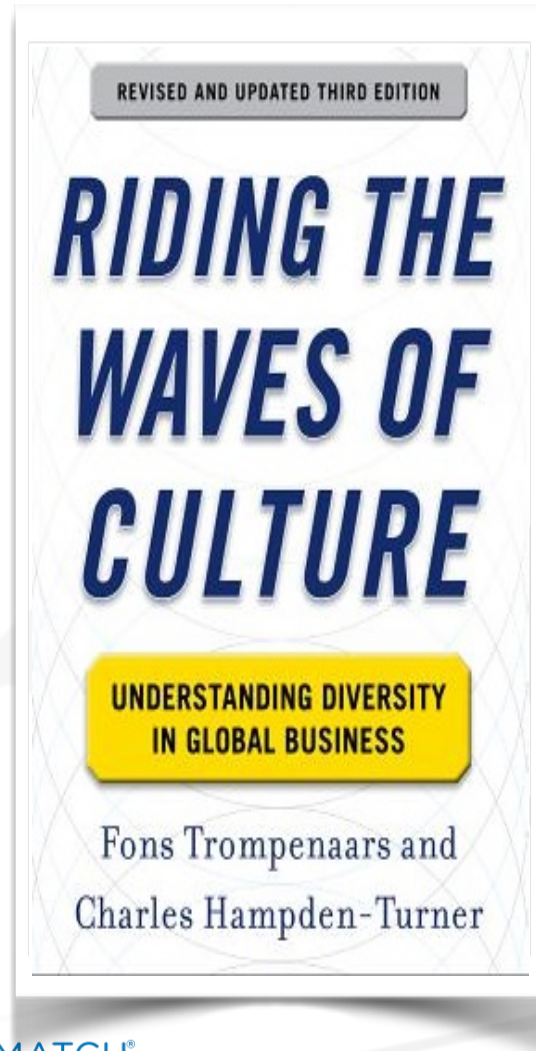
Reflective

E.g.: Many Latino cultures value relationships over schedules

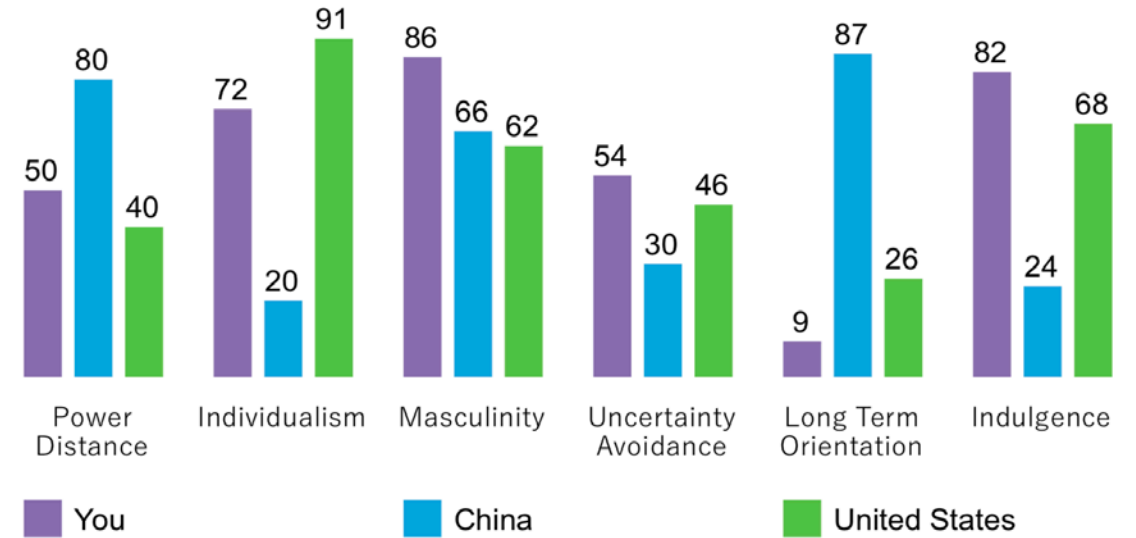
Diversity and Inclusion Dimensions



'Dimensions' of Culture



Geert Hofstede



Direct Vs. Indirect Communication

Direct Culture Strategies

- Meaning inside verbal message
- Precise, explicit use of language
- Reliance on face-to-face resolution
- Verbally assert differences of opinion
- Persuasion through reasoned argument
- Rely more on objective & explicit information
- Rely more on verbal & written communications
- Go straight to the point in discussions
- Problem/solution (task) orientation

VS

Indirect Culture Strategies

- Meaning outside verbal message
- Ambiguity, vagueness in language use
- Reliance on third party for resolution
- “Talk around” differences of opinion
- Persuasion through “facework”
- Rely more on contextual, internalized understanding of information
- Rely less on verbal & written communication, more on context
- Hint, suggest main point
- Relationship repair (relationship) orientation

Words and Phrases That Erode Trust:

Title What's the Message?

1
"Where are you from?"
"Where were you born?"
"You speak such good English."
Asking someone to teach them words in their native language.

2
"You are a credit to your race."
"You are so articulate."

3
"When I look at you, I don't see color."
"American is a melting pot."
"There is only one race, the human race."

What's the message?

**You are not American.
You are a foreigner.**

**People of color generally not as intelligent.
It is unusual for someone of your race to be intelligent.**

**Denying a person's racial/ethnic experiences or as a racial/ethnic being.
Assimilate/accurturate.**

Grab your cape.



Words and Phrases That Erode Trust: Title What is the message?

4

A white person clutching their purse as a person of color passes.

A white person waits to ride the next elevator when a person of color is on it.

5

"I am not racist. I have several XYZ friends."

"As a woman, I know what you go through as a racial minority."

6

"I believe the most qualified person should get the job."

"Everyone can succeed in this society, if they work hard enough."

What's the message?

**You are a criminal.
You are dangerous.**

**I am immune to racism because I
have friends of color.
Your racial oppression is no
different from my gender
oppression.**

**People of color are given extra unfair
benefits because of their race.
People of color are lazy and need to
work harder.**

Words and Phrases That Erode Trust: Title Word Is The Message?

7

"Why do you have to be so loud/animated? Just calm down."

"Why are you so quiet? We want to know what you think. Be more verbal."

Dismissing an individual who brings up race/culture in work setting.

8

Person of color consistently mistaken for a service worker.

Having a taxi cab pass a person of color to pick up a white passenger

"You people..."

What's the message?

**Assimilate to dominant culture.
Leave your cultural baggage
outside.**

**People of color are only support
staff/entry-level. They couldn't possibly
occupy high-status positions.**

**You are likely to cause trouble and/or
travel to a dangerous neighborhood.**

You don't belong. You are a lesser being.

Grab your cape.



So What...Now What?!?

- Get CURIOUS! What's your current approach (capacity) toward cultural differences? What kind of development do you need to engage in to maximize your adaptive capabilities?
- What specific goals do you have where cultural (patterns of) differences need to be more effectively recognized and navigated?
- What specific cultural differences (patterns of difference) challenge you the most? Why? What can you do to improve your recognition and reaction to these, and others?

Panel Q&A



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