



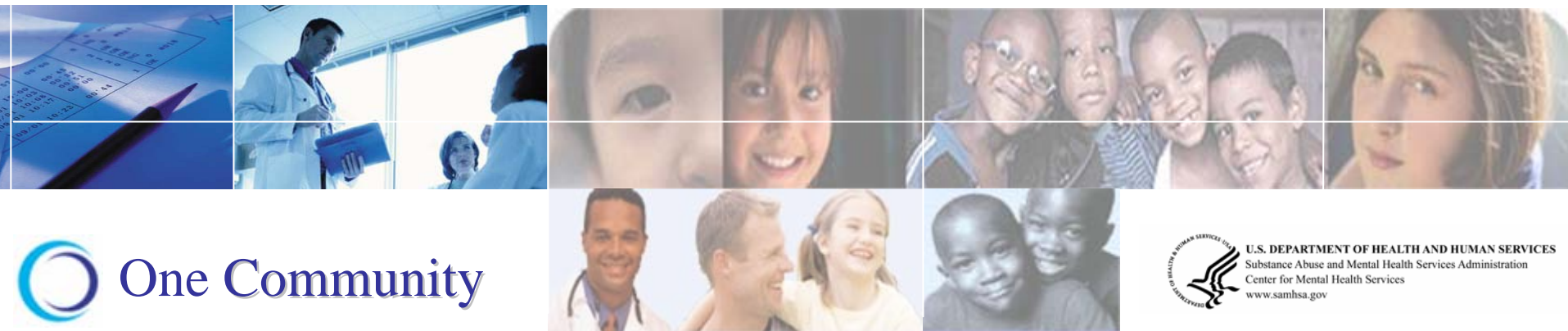
Broward County's System Transformation:

The Development of a Cultural Competence Infrastructure

 One Community

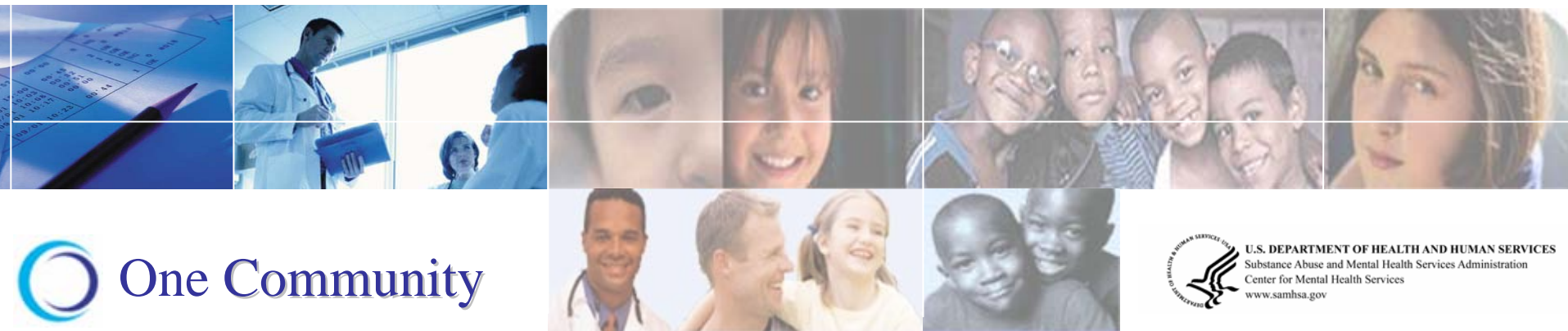
One Community Partnership

- Broward County was awarded a six year grant in 2002 from The U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA)
- Established to develop a System of Care for SED Children that is community based, culturally competent and driven by family voices



Audience Representation

1. Family Members
2. System of Care Community Representatives
3. Cultural Competence Coordinators
4. Direct Service Staff/Supervisors
5. Administrators/Organization Decision Makers
6. Researchers/Evaluators

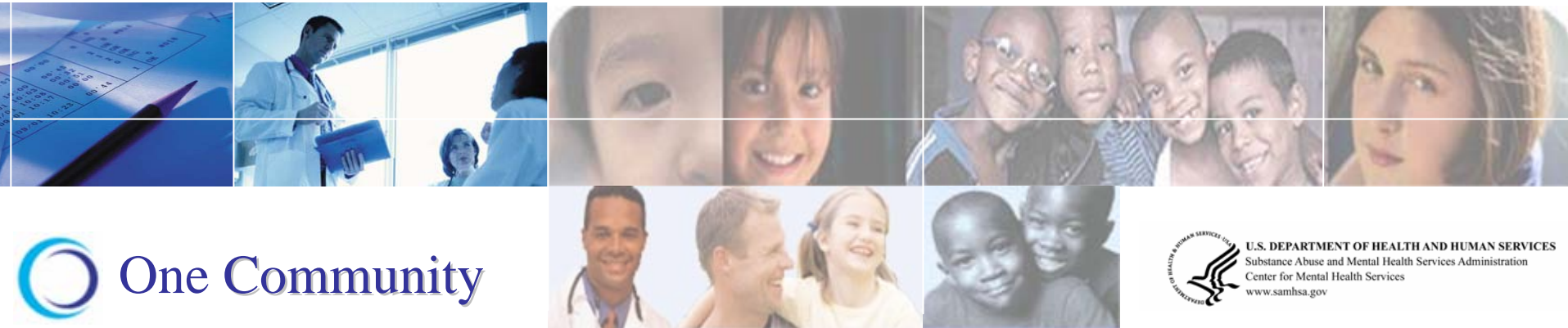


Presentation Objective

To share the process and strategic components to successfully implement cultural competence initiatives



THE ACCIDENTAL PROCESS



Accomplishments

- Development of cultural competence standards
- Development, pilot, expansion and integration of a cultural training curriculum
- Adoption of a “community based” definition of cultural competence
- Development and completion of a cultural competence logic model
- Development of cultural competence action plan



Initiatives In Progress

- **Standardization of data elements**
- **Funders' pilot of contractual accountability**
- **Identification and integration of cultural competence monitoring elements**
- **Training process improvement and identification of integration opportunities**
- **Integration of cultural competence plan within Broward Children's Services System**



Presentation Outline

- **Community Perspective**
- **Data: The Driving Force**
- **Logic Model: A Call to Focus**
- **Standards: The Foundation**
- **Training: The Building Blocks**
- **Action Plan: Connecting The Dots**
- **Questions & Discussion**



Broward County Today

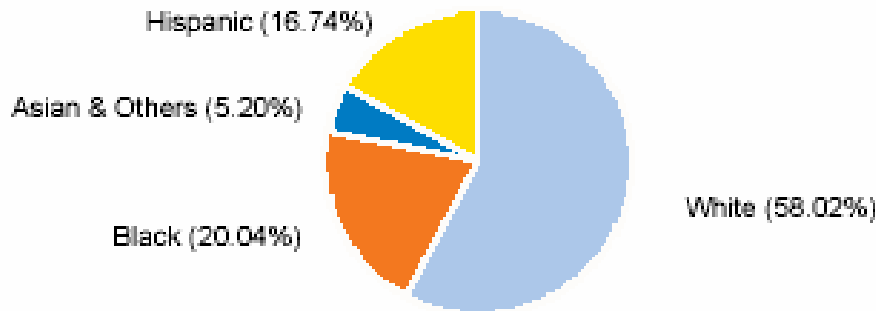
- **1.6 million people live in Broward County**
- **One in four residents is under age 18, including nearly 280,000 school-aged children**
- **Minority groups represent people from across the globe, with a sizeable influx from the Caribbean, Central and South America.**



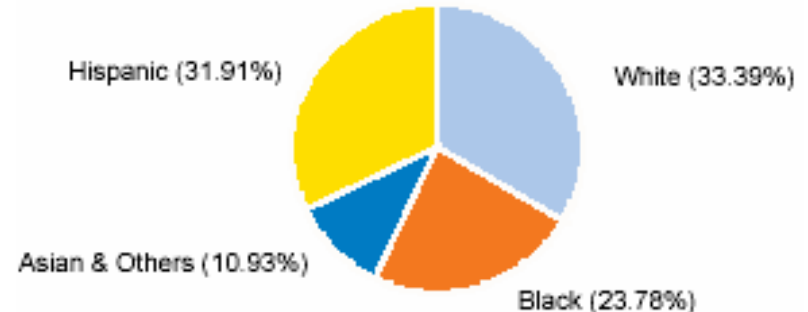
The picture is shifting . . .

- Minority groups now account for 65% of our student population.
- In 2006, minorities became the majority in Broward.
- By 2030, 2/3 of Broward's residents will be minorities.

Population by Race, 2000



Projected Population by Race, 2030



Source: U.S. Bureau of Census, 2000



What is diversity?

- **Diversity is the probability that two randomly-selected people, living in the same community, will be of a different culture.**
- **Places in which the population is evenly divided among several racial/ethnic groups are the most diverse.**



Broward is becoming increasingly diverse, both culturally and linguistically.

- Of the 15 largest counties in the United States, Broward ranks eleventh in terms of diversity.
- Approximately 25% of Broward's population is foreign-born.
- Of these, 69% speak a language other than English. Most common foreign languages include Spanish, Creole, and Portuguese.



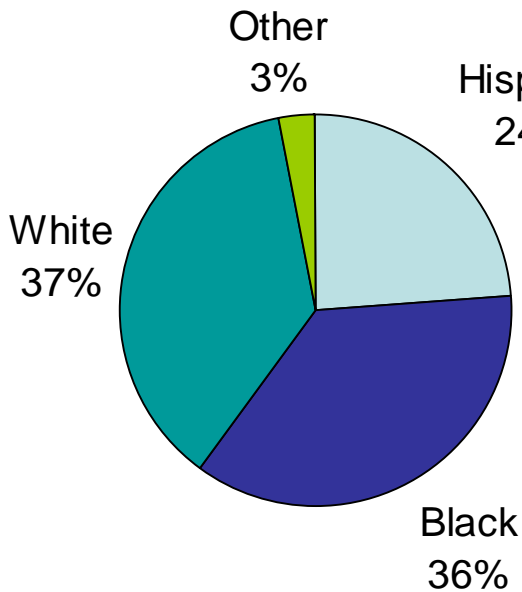
Changing demographics open new opportunities for transformative change



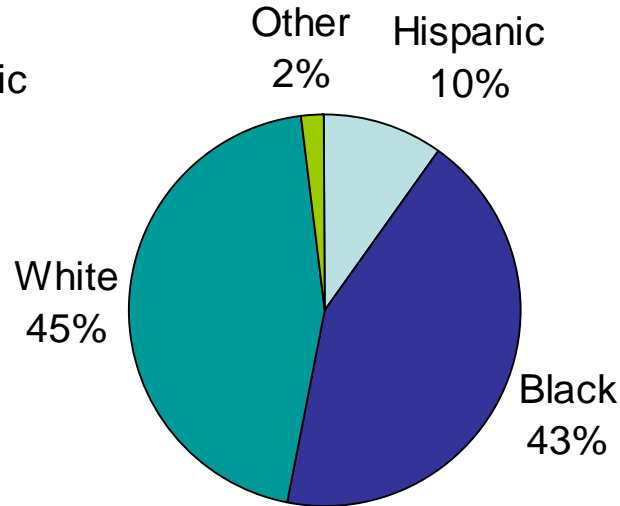
- **Cultural competency represents a new way of thinking about the philosophy, content, and delivery of children’s mental health services.**
- **In order to assure equal access and quality services for all, providers must develop an awareness of:**
 - **values & customs of diverse populations**
 - **the impact of their own culture on services**



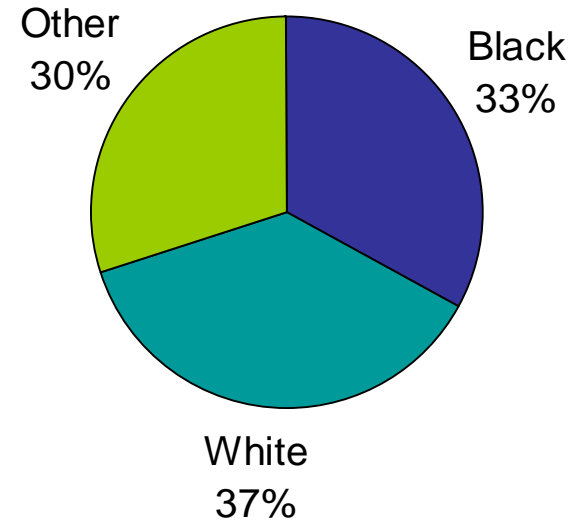
Diversity makes monitoring more challenging.



Agency A



Agency B



Agency C



Data gaps drive cultural competence plan

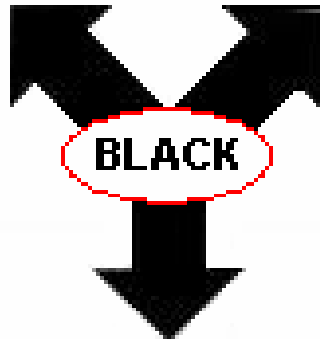


Jamaican

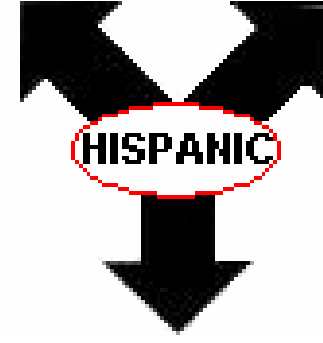
Haitian

Colombian

Cuban



African-American

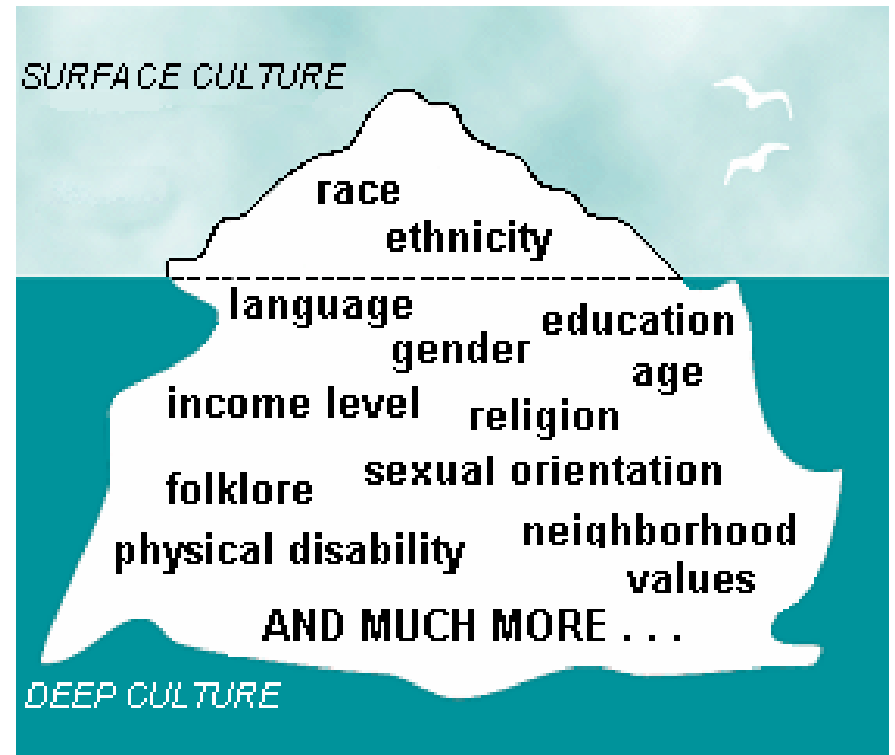


Puerto-Rican



Race/ethnicity represent just the tip of the iceberg

- Diverse populations are frequently identified as being made up of people of color.
- Systems of care recognize that diversity exists within racial and ethnic groups.
- Everyone has a culture and is part of several subcultures.



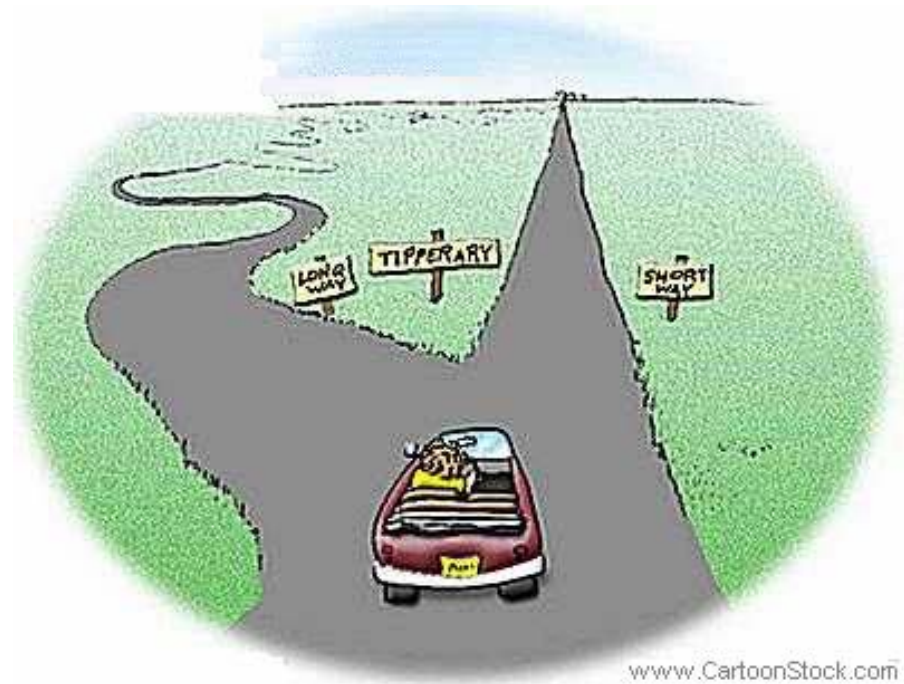
How do we develop effective strategies to implement cultural competence?

- In order to respect and embrace to the unique needs of diverse populations, changes are needed at multiple levels:
 - Policymaking
 - Administrative
 - Service
- Cultural competence is a developmental process that requires an ongoing commitment and a plan of action.



A roadmap helps . . .

- Development of your own cultural competence infrastructure will be unique.
- We hope our experience will provide some shortcuts.



Logic Model



LOGIC MODEL

A logic model is a visual representation of a planned process. It is a picture of why and how you believe a process will work.

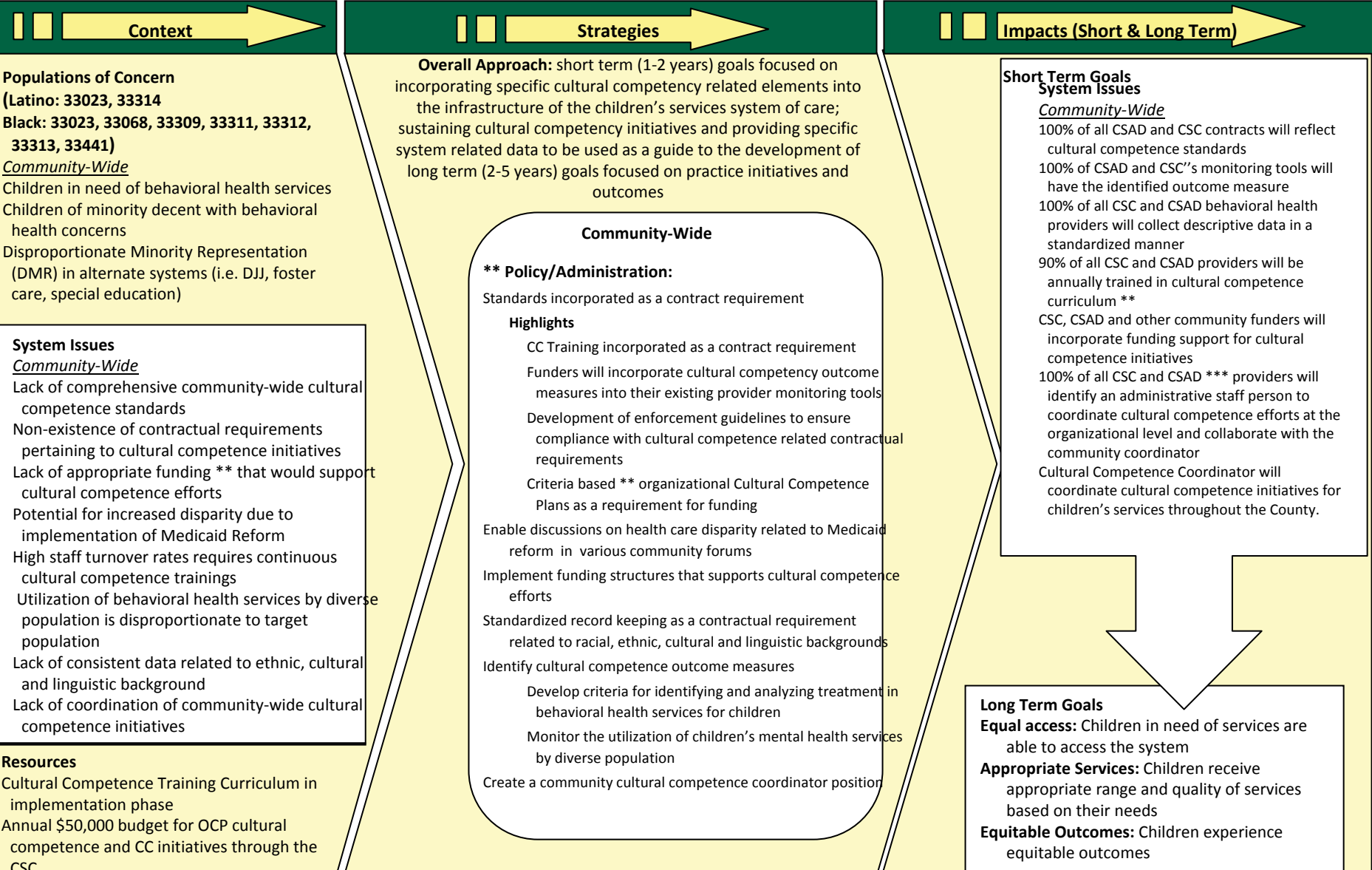
- **Context: Needs, Issues, Resources**
- **Strategies**
- **Impacts: Short & Long Term**



One Community Partnership of Broward County's Cultural Competence Logic Model



Mission: To create culturally competent services which result in equal access, appropriate services and equitable outcomes for all children with behavioral health concerns in Broward County.



Context

Populations of Concern
(Latino: 33023, 33314
Black: 33023, 33068, 33309, 33311, 33312,
33313, 33441)
Community-Wide
 Children in need of behavioral health services
 Children of minority descent with behavioral health concerns
 Disproportionate Minority Representation (DMR) in alternate systems (i.e. DJJ, foster care, special education)

System Issues
Community-Wide
 Lack of comprehensive community-wide cultural competence standards
 Non-existence of contractual requirements pertaining to cultural competence initiatives
 Lack of appropriate funding ** that would support cultural competence efforts
 Potential for increased disparity due to implementation of Medicaid Reform
 High staff turnover rates requires continuous cultural competence trainings
 Utilization of behavioral health services by diverse population is disproportionate to target population
 Lack of consistent data related to ethnic, cultural and linguistic background
 Lack of coordination of community-wide cultural competence initiatives

Resources
 Cultural Competence Training Curriculum in implementation phase
 Annual \$50,000 budget for OCP cultural competence and CC initiatives through the CSC

Strategies

Overall Approach: short term (1-2 years) goals focused on incorporating specific cultural competency related elements into the infrastructure of the children's services system of care; sustaining cultural competency initiatives and providing specific system related data to be used as a guide to the development of long term (2-5 years) goals focused on practice initiatives and outcomes

Community-Wide

**** Policy/Administration:**
 Standards incorporated as a contract requirement

Highlights
 CC Training incorporated as a contract requirement
 Funders will incorporate cultural competency outcome measures into their existing provider monitoring tools
 Development of enforcement guidelines to ensure compliance with cultural competence related contractual requirements
 Criteria based ** organizational Cultural Competence Plans as a requirement for funding
 Enable discussions on health care disparity related to Medicaid reform in various community forums
 Implement funding structures that supports cultural competence efforts
 Standardized record keeping as a contractual requirement related to racial, ethnic, cultural and linguistic backgrounds
 Identify cultural competence outcome measures
 Develop criteria for identifying and analyzing treatment in behavioral health services for children
 Monitor the utilization of children's mental health services by diverse population
 Create a community cultural competence coordinator position

Impacts (Short & Long Term)

Short Term Goals
System Issues
Community-Wide
 100% of all CSAD and CSC contracts will reflect cultural competence standards
 100% of CSAD and CSC's monitoring tools will have the identified outcome measure
 100% of all CSC and CSAD behavioral health providers will collect descriptive data in a standardized manner
 90% of all CSC and CSAD providers will be annually trained in cultural competence curriculum **
 CSC, CSAD and other community funders will incorporate funding support for cultural competence initiatives
 100% of all CSC and CSAD *** providers will identify an administrative staff person to coordinate cultural competence efforts at the organizational level and collaborate with the community coordinator
 Cultural Competence Coordinator will coordinate cultural competence initiatives for children's services throughout the County.

Long Term Goals
Equal access: Children in need of services are able to access the system
Appropriate Services: Children receive appropriate range and quality of services based on their needs
Equitable Outcomes: Children experience equitable outcomes

Logic Model Questions

- **What activities are we engaged in?**
- **Why are we engaged in the activity?**
- **How do we know the activity is necessary?**
- **What is the expected outcome of the activity?**



WHY DEVELOP A LOGIC MODEL?

- **It facilitates process planning and delivery**
- **It demonstrates how different components of a process, such as resources, activities, objectives and outcomes are linked**
- **It brings clarity to process**
- **It helps to focus activity**



Definition of a Standard

- **A rule or principle considered by an authority or by general consent as a basis of comparison; an approved model.**



OCP Cultural Competence Standards

- **Developed as a result of a cultural competence assessment**
- **Foundation for all cultural competence initiatives in the Children's Behavioral Health System**
- **Must be tailored according to specific sites' needs and wants**
- **Implementation will be tiered across system partners**
- **Establishes accountability**



OCP Standards Categories

- Human Resource Development
- Governance
- Quality Monitoring and Improvement
- Public/Community Relations
- Management Information System
- Prevention, Education and Outreach
- Cultural Competence Planning
- Assessment
- Plan of Treatment
- Discharge
- Cross Cultural Linguistic and Communication Support
- Knowledge Understanding, Skills and Attitudes



Human Resource Development

STANDARD: Staff recruitment, retention, training and development in the areas of cultural competence shall be implemented at all levels and across all disciplines, for leadership and governing entities, as well as for management and support staff.



Cultural Competence Curriculum

○ Phase I

1. Developed an entry level cultural competence curriculum
2. Piloted for approximately one year

○ Phase II

1. Developed clinicians curriculum

○ Phase III

1. Both trainings integrated in Broward's Training Collaborative
2. Researching coaching model



Connecting The Dots: The Development of a CULTURAL COMPETENCE PLAN



OCP Cultural Competence Plan

○ THE PLAN IS MANAGEABLE

- Phase 1: System infrastructure building, data collection and sustainability of cultural competence initiatives which will support phase 2
- Phase 2: Utilization of data to identify additional cultural competence outcomes focused on practice improvement and organizational outcome achievement



OCP Cultural Competence Plan Continued...

○ THE PLAN IS SIMPLE

- Focused → infrastructure building
- Limited Goals → based on a limited number of standards
- Builds on existing system → integrated into existing system components



OCP Cultural Competence Plan Continued...

○ THE PLAN IS REALISTIC & PRACTICAL

- Phased in

- Short term general (systems) approach → long term specific (practice) approach

- Piloted

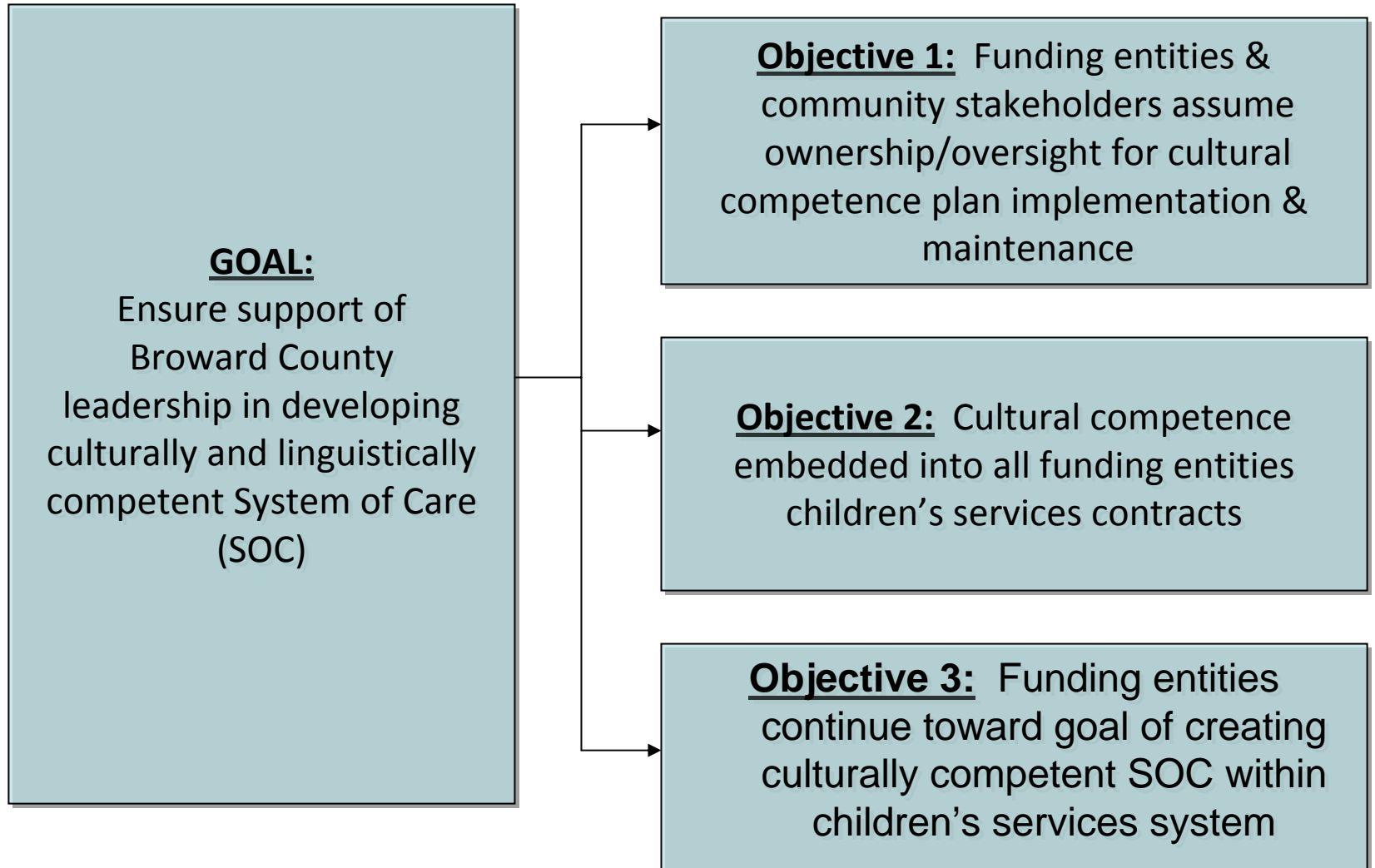


The Action Plan

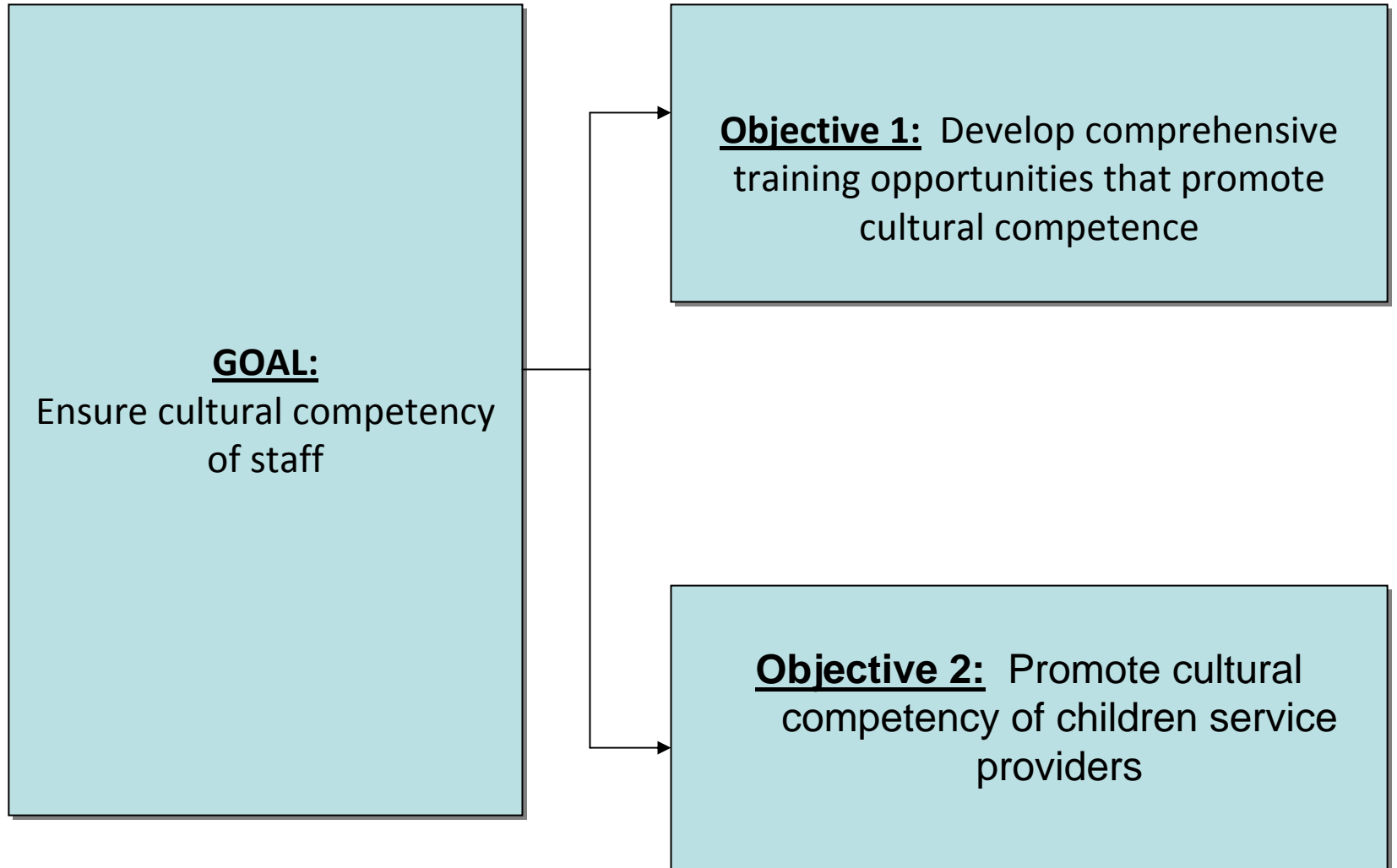
- **Governance & Administration**
- **Training & Education**
- **Data Information Management**
- **System Coordination**
- **Community Collaboration**



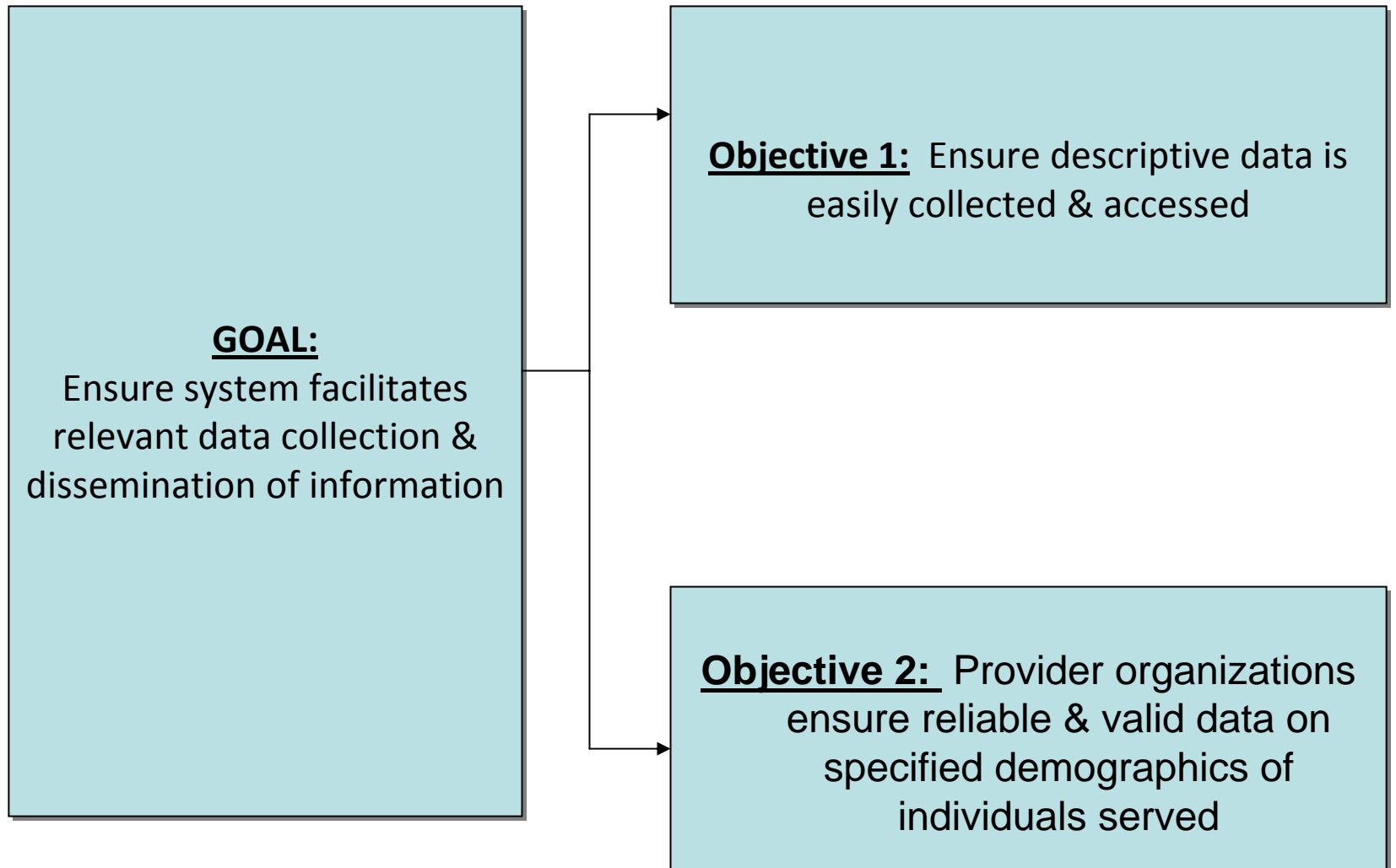
Governance & Administration



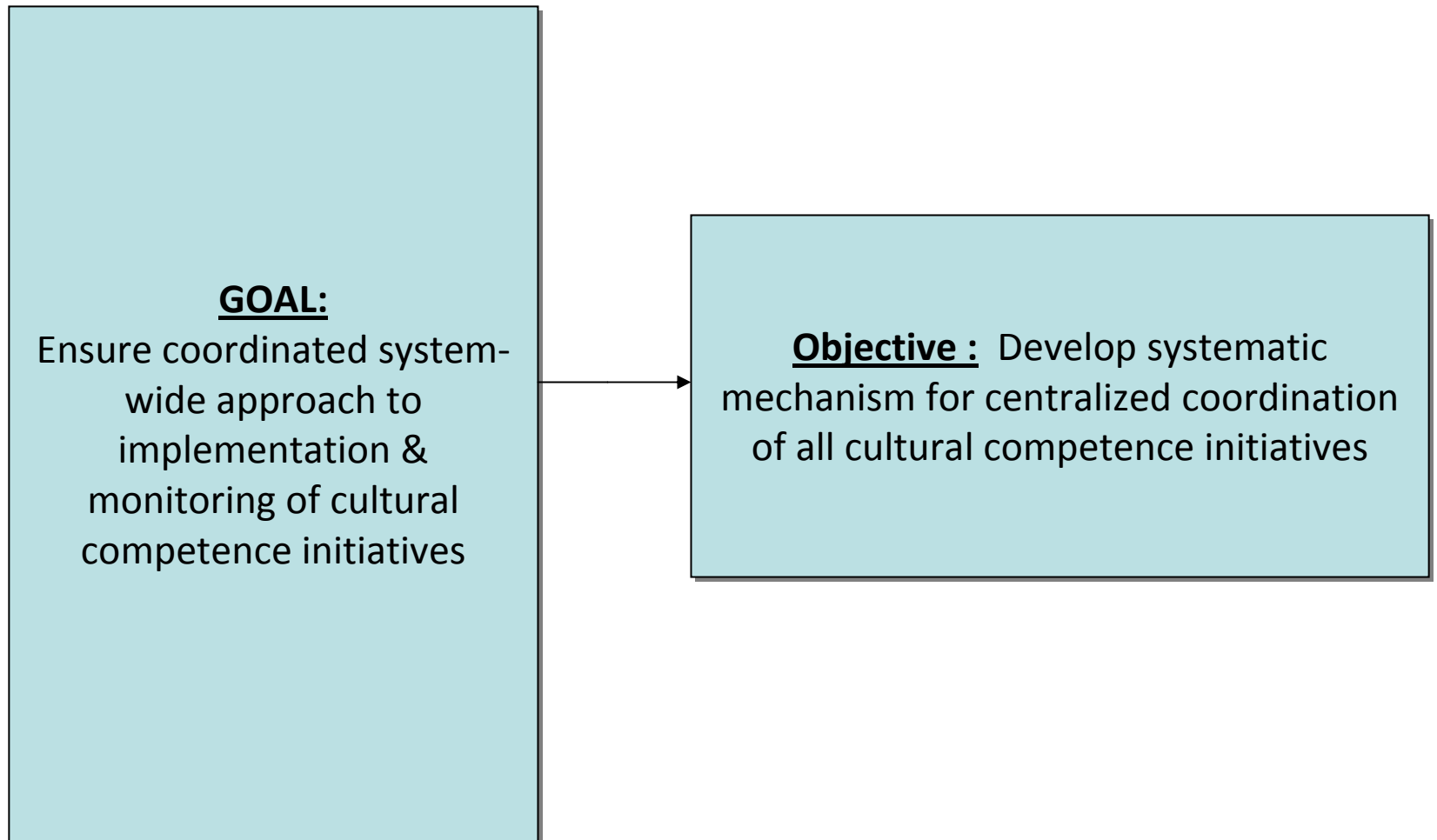
Training & Education



Data & Information Management



System Coordination



Community Collaboration

GOAL:

To ensure ongoing collaboration among cultural/diversity groups in the planning, development and implementation of culturally & linguistically effective behavioral health services

Objective : Increase communication among cultural/diversity groups in the community to improve coordination of activities, reduce duplication and reduce mental health disparities

Plan Essentials

- **Funders and community stakeholders drive and champion the plan**
- **Accountability established through contractual requirements**
- **Monitored & evaluated progress**
- **Standardized & disseminated data**
- **System-wide coordination of plan**



Essentials Continued...

- **Integration into daily operations**
- **Person with focal responsibility for implementing, communicating, coordinating, supporting & providing technical assistance to integrate cultural competence in children's services system**



KEY PROCESS STRATEGIES

COLLABORATION & INTEGRATION



QUESTIONS



Discussion Questions

- Are changes in diversity impacting service delivery in your community?
- On a scale of 1-5, where do you think your community sees cultural competence as a priority?
- Of the core components discussed, where is your community?
- What do you see as the greatest barrier to moving cultural competence forward in your community?

