



**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
OFFICE OF ADMINISTRATIVE OPERATIONS – QUALITY IMPROVEMENT DIVISION  
CULTURAL COMPETENCY UNIT**

**CULTURAL COMPETENCE PLAN UPDATE – FY 16-17**

**Criterion 6**

**County's Commitment to Growing a Multicultural Workforce**

**August 2018**

## **Criterion 6: County's Commitment to Growing a Multicultural Workforce**

### **I. Recruitment, Hiring, and Retention**

The Los Angeles County Department of Mental Health (LACDMH) is committed to growing a culturally and linguistically competent workforce to serve our communities with quality services. Despite the myriad of challenges resulting from the large size and the cultural diversity of the County, the Department continues efforts to recruit, hire, train, and retain culturally and linguistically competent staff through these strategies:

- Equip monolingual English-speaking clinical staff with culturally responsive and linguistically competent language interpreters
- Integrate consumers, family members, and parent advocates/parent partners into the public mental health workforce at the peer, para-professional, and professional levels
- Retain current skilled workforce that represent a cultural or linguistic unserved or underserved population via tuition reimbursement and loan forgiveness programs
- Retain current skilled workforce that speak language representative of the communities served via tuition reimbursement and loan forgiveness programs
- Build collaborations with higher education institutions to promote mental health careers
- Provide the mental health workforce with a myriad of quality cultural competency trainings to enhance the service delivery
- Build the linguistic capability of the system of care by paying bilingual bonus to staff from Directly Operated programs
- Provide interpreter training to bilingual certified employees who are interested in language interpretation services
- Provide training for monolingual English-speaking staff on how to use language interpreters

Below are examples of LACDMH's workforce development efforts for FY 16-17:

#### **Public Mental Health Workforce Immersion into the Mental Health Services Act (MHSA)**

This program has availed public mental health staff (i.e., clerical, clinical staff and program administrators) to attend a three-day immersion program that focuses on the tenets of MHSA. Training participants are provided a first-hand experience of the MHSA tenets as consumers share their personal recovery journey during this training. Upon completion, staff is expected to acquire an understanding of the recovery oriented approach and to also incorporate such concepts into practice in their work in the public mental health system. During FY 16-17, a purchase order was secured for this training program.

#### **Licensure Preparation Program (LPP)**

This program funds licensure preparation study materials and workshops for unlicensed social workers, marriage and family therapists, and psychologists. All accepted participants must be employed in the public mental health system and have completed the required clinical hours for taking the mandatory Part I, and thereafter Part II of the

respective licensure board examinations. During FY 16-17, 176 MSWs participated in Part 1 training, 51 passed it the same FY, 2 failed and 123 had not scheduled their exam.

### **Health Navigator Skill Development Program**

This program trains Peer Advocates, Community Workers and Medical Case Workers on knowledge and skills needed to assist consumers navigate, and advocate for themselves in both public health and mental health systems. This 52-hour training uniquely incorporates a seven hour orientation for supervisors that prepared them to supervise staff providing health navigation services. During FY 16-17, 102 participants completed this training.

### **Interpreter Training Program**

These trainings are offered to bilingual staff that perform or are interested in language interpretation services. Trainings are also available for monolingual English-speaking providers on the proper usage of language interpreters. During FY 16-17, a total of 165 participated in the various interpreter training components.

### **Clergy/Mental Health Staff Roundtable Pilot Project**

This project continues to bring together clergy and mental health staff to address the mental health issues of the individuals and communities they mutually serve. This Roundtable Project has provided an opportunity for faith-based clergy to understand the essence of mental health services focused on recovery as well as for mental health personnel to understand and integrate spirituality in the recovery process. During FY 16-17, all eight Service Areas continue to operate their own Clergy/Mental Health Staff Roundtable. Feedback received from both clergy/faith leaders and public mental health personnel continues to be positive. The program funds a consultant to assist in facilitating the roundtable discussions, and provide guidance and structure when needed.

### **Mental Health Recovery Specialist Training**

This program prepares persons with a minimum of 24 hours of college credit, inclusive of consumers and family members, to work in the field of mental health as psycho-social rehabilitation specialists. This 12-week program is delivered in partnership with mental health contractors and the local community colleges. Successful completion of this program ensures that participants are qualified to apply for career opportunities in the public mental health system as peer advocates. During FY 16-17, this training was completed by 60 individuals interested in employment in the public mental health system.

### **Peer-Focused Training:**

During FY 16-17, the following trainings were delivered:

- **Homeless Outreach Peer Enhancement (HOPE)**  
This program is intended to train mental health peers and family peers who volunteer in a shelter setting to assist consumers identify their recovery goals related to mental health, physical health, substance abuse and stability. During the pilot project in FY 16-17, 12 individuals received this training.
  
- **Macro Peer Advocacy Program**

This program is targeted to peers, family advocates and members to effectively promote and empower the consumer voice and advocate for continued support of MHSA recovery, resilience, and wellness tenets. Components include the legislative process, communication strategies for both written and in person presentation with County and State constituents, and development of successful political collaborative/relationship approaches. During FY 16-17, 130 peers participated in this training.

### **Social Rehabilitation Curriculum Consultation**

Six focus groups were conducted with expert staff subject matter (i.e., Community Workers, Employment Specialist, and Substance Abuse Counselors) and supervisors. The goal of the focus group was to identify core competencies necessary to train future social rehabilitation staff across the system of care. During FY 16-17, a total of 45 subject matter expert staff participated in the focus groups. Based on their core competency recommendations, future social rehabilitation trainings need to be developed and implemented.

### **Working with Psychosis in Community Mental Health**

The training will provide participants with awareness about the experiences individuals hearing voices endure and how these experiences impact their lives and recovery process. During FY 16-17, 37 individuals participated in this training.

### **Expanded Employment and Professional Advancement Opportunities for Family Members in the Public Mental Health System**

These trainings prepare family members of consumers to develop or augment skills related to community outreach, advocacy and leadership and decrease barriers to employment. The training topics include public speaking, navigating systems, and resource supports for consumers and families. This program is funded with the intent to target/outreach family members about mental health services in the community meeting the objective of the program outline in the MHSA-WET Plan. During FY 16-17, a total of 193 new speakers completed this training.

### **Mental Health Career Advisors**

This program is designed to fund career advisor services for public mental health staff. These services include: the provision of ongoing career advisement, coordination and development of career goals, linkage to job training resources, mentoring, and information sharing and advocacy. The Mental Health Career Advisors function as a one-stop shop for upward career mobility. A pilot program began services September 2014. During FY 16-17, 43 individuals participated in this training and received a total of 101 career advisement sessions.

### **Stipend Program for Marriage and Family Therapists (MFT), Master of Social Work (MSW), and Psychiatric Nurse Practitioner (PNP) Students**

This program provides 2nd year students with an educational stipend totaling \$18,500 in exchange for a contractual obligation to secure employment in a hard-to-fill area of the County, for a minimum of one year. It prioritizes students who are linguistically and/or culturally able to service the traditionally un-served and under-served populations of the

County. During FY 16-17, this program provided stipends to 70 MFTs and 74 MSW/PNP students committed to the public mental health system. In addition to the MFT, MSW and PNP stipends, six psychology post-doctoral fellows were funded under this financial incentive program.

### **Mental Health Promoters**

Community members are trained as mental health promoters (presently Spanish-speaking). With continued training and support, these individuals have become community champions and liaisons educating whereby their respective communities on available mental health services and promoting anti-stigma campaigns. Presently, 89 promoters are trained. During FY 16-17, the mental health promoters outreached to 18,624 community members through 2,047 collective presentations in the community.

### **Underserved Cultural Communities (UsCC) Graduate Recruitment**

This program targets individuals from unserved/underserved communities who are committed to providing culturally and linguistically competent mental health services to their communities. The UsCC Graduate Recruitment Program focuses on the following underserved groups:

- African/African American (AAA)
- American Indian/Alaska Native (AI/AN)
- Asian Pacific Islander (API)
- Eastern European/Middle Easterner (EE/ME)
- Latino

This program offers two options. Option 1 is a three-year program which consists of a one-year paid internship providing direct services to unserved/underserved communities at an LACDMH contract agency and two years of funding for a graduate program in social work with a clinical concentration in marriage and family therapy or licensed professional clinical counseling. This option is for candidates with limited knowledge or experience in social service who possess a strong interest and commitment to working in the mental health field. Option 2 is a two-year program which provides funding for individuals pursuing a graduate degree in social work with clinical concentration in marriage and family therapy, or licensed professional clinical counseling. This option is intended for candidates who have experience working in an LACDMH-affiliated community-based organization. Payback service commitments are required and to be completed in an outpatient mental health program providing full time direct clinical services to the unserved/underserved communities: Option 1 = three years and Option 2 = two years.

Sixty applications were received. The distribution of individuals who submitted completed application vs. those awarded ( ) is as follows:

- Latino – 27 (4)
- AAA – 6 (1)
- API – 13 (5)
- EE/ME – 4 (0)
- AI/AN – 4 (2)
- LGBTQI2-S – 6 (3)

- Deaf/Hard of Hearing – (0)

No applications were received from the deaf/hard of hearing community, although outreach was extensive and targeted to the following agencies/universities: Greater Los Angeles Deaf, Five Acres, John Tracy Clinic, Awakenings, Mount San Antonio College, and CAL State Northridge.

The selection of candidates was based on the review of application packets and interviews for the highest rated applicants. Several factors accounted for the variation in stipend slots awards among the cultural communities: Low scores on the application or the interview, bachelor's degree completion pending availability of classes needed, priority to work rather than pursue a master's degree program or subject to other commitments, and limited bilingual language proficiency. Lastly, program expectations mandate that upon graduation from a master degree program, awardees would work in either a LACDMH Directly Operated or Contracted site in service of the underserved communities they represent.

Collectively, these activities increase the cultural and linguistic competency of our workforce by:

- Providing culturally responsive and linguistic enhancement of interpreters and the clinicians that utilize them
- Integration of consumers, family members, and parent advocates/parent partners into the public mental health workforce at the peer, paraprofessional and professional levels
- Retention of current skilled workforce and recruitment of future workforce, with priority afforded to individuals that represent an unserved or underserved population and/or speak a needed language
- Outreach to community partners, such as community colleges and faith based leaders/organizations, to build collaborations and address stigma often associated with mental illness, while creating partnerships with community based organizations that may create an additional way for consumers to enter the public mental health system
- Train the mental health workforce about the consumer culture and the promotion of hope, wellness and recovery

In addition to the 13 programs mentioned above and consistent with the CLAS standards, LACDMH builds its culturally and linguistically competent workforce by creating culture-specific job vacancies across a variety of positions. Examples include:

**Psychiatric Social Worker II or Mental Health Clinician II for Transition Age Youth (TAY) Navigator position**

Juvenile Justice Mental Health Programs is recruiting a licensed Psychiatric Social Worker or Mental Health Clinician for a TAY Navigator position at Camp Afflerbaugh, a locked juvenile detention center operated by Probation Department.

Essential job functions:

- Assess the needs, strengths and risk factors of camp youth and develop an individualized, post-release plan with each youth and his family in collaboration with the youth's camp clinician, camp probation officer, field probation officer, Los Angeles County Office of Education (LACOE) transitional counselor and, when applicable, Juvenile Justice Transition Aftercare Services (JJTAS) staff
- Explore community resources available near youth's release address and determine which resources will best serve the youth's needs, and provide linkage to same
- Participate in multi-disciplinary team meetings
- Provide supportive documentation to Probation officer for WRAP-around referrals
- Generate and track Transition Age Youth Full Service Partnership (TAY FSP) referrals for severely emotionally disturbed or persistently mentally ill camp youth
- Advocate for acceptance into specialized programs such as Independent Living Program (ILP), TAY FSP and Systems of Care by communicating and collaborating with agency leads
- Make aftercare telephone contact with families following youth's release from camp to ensure youth is receiving appropriate services and assists with linkage as needed
- Identify and compile information about community resources specific to the needs of youth transitioning out of Probation camps, thereby establishing a resource directory for Program use
- May facilitate transitional/discharge groups for youth
- May carry a small clinical caseload
- May provide training to unlicensed clinical staff

### **Clinical Psychologist I/II – Spanish-Speaking**

The Vermont Corridor Specialized Foster Care Program is looking for an energetic, positive and enthusiastic clinician to join our team. Ability to work in a fast paced environment, astute clinical assessment and diagnostic skills, as well as strong interpersonal and organizational skills are highly desired. Spanish-speaking is a must.

Essential job functions:

- Complete initial diagnostic assessments, determine medical necessity, and develop treatment plans
- Provide crisis intervention services, both in the Department of Children and Family Services (DCFS) office and in the field
- Provide direct therapeutic intervention and treatment to children and youth monitored by DCFS
- Participate in multi-disciplinary team meetings with children and families and partner agencies to address the family's goals while involved with the Department of Children and Family Services
- When appropriate, link children and their caregivers to appropriate mental health and community-based services to best meet their underlying needs
- Actively participate in various case conferences and team meetings regarding social and mental health issues of high-risk families, and provide consultation

regarding the best resources to address the mental health needs of children both prior to and following separation from their parents

- Complete all documentation using Integrated Behavioral Health Information System (IBHIS) and abide by all LACDMH documentation requirements

### **Psychiatric Social Worker II – Spanish-Speaking**

Service Area 4 Administration is seeking a Spanish-Speaking Psychiatric Social Worker II. The Psychiatric Social Worker will assist with the development and implementation of the Promotores Program within Service Area 4 boundaries.

Essential job functions:

- Provide direct support, guidance, consultation to para-professionals responsible for educating, training and engaging the underserved Spanish speaking community
- Actively participate in multidisciplinary meetings with professional and community members to strategically plan outreach and engagement for this population
- Follow up with community members identified as needing mental health services as a result of the outreach and educational sessions conducted by Promotores
- Provide and monitor of clinical training on a variety of mental health topics to assist the para-professionals to enhance their knowledge and skill set
- Prepare reports on data and outcomes collected associated to the success of the program

### **Psychiatric Social Workers I/II or Mental Health Clinicians I/II – Spanish-Speaking**

The Child Welfare Division is seeking to co-locate Spanish-Speaking Psychiatric Social Workers I/II and Mental Health Clinicians I/II at the Harbor UCLA (Torrance SA 8) and MLK Jr. (Compton SA 6) Medical Hubs. The individuals selected will deliver mental health services to children and youth who are in or are at risk of entering the child welfare system.

Essential job functions:

- Provide assessments, screenings, consultations, crisis interventions, triage, referrals, and linkage services to children, youth, and their families
- Actively participate in multidisciplinary meetings with professional members that include: staff from Department of Health Services (DHS), Law Enforcement Agencies, DMH Specialized Foster Care, and Mental Health Providers
- Consult with Psychiatric Mobile Response Team or Law Enforcement to assist in acute or urgent issues
- Utilize DHS systems (E-mHub & ORCHID) and LACDMH electronic health record (IBHIS)

### **Psychiatric Social Worker II**

The Adult Systems of Care Bureau – SA 7 Program Administration is recruiting a Psychiatric Social Worker II (PSW II) for the Latina Promotores de Salud Mental position. This Psychiatric Social Worker II will ensure appropriate guidance, coordination,



administrative, and clinical oversight is in place as it relates to Promotores of Community Health Workers groups under the MHSA Prevention and Early Intervention plan.

Essential job functions:

- Provide leadership and clinical expertise to 40 para-professional Community Health Workers in SA's 7 and 8, who are faced with mental health crisis in the communities in which they are presenting on mental health topics
- Follow up with residents in need of mental health services as a result of these outreach and education sessions, to assure they are evaluated and linked to appropriate services
- Provide immediate clinical interventions in crisis situations related to the Community Health Workers' outreach to community residents, including involvement of the Psychiatric Mobile Response Team as needed.
- Assist CHW's with their own mental health crises that are sometimes triggered by the presentations and the over identification with the community residents to whom they are presenting
- Provide bi-monthly support group for the Promotores to share their concerns and challenges
- Provide direct support, consultation, and mentorship to these trained community presenters, through observation, evaluation, and feedback regarding the effectiveness of their presentations and areas of needed growth.
- Assist the presenters as needed with any clinical questions arising that they cannot address due to lack of sufficient clinical expertise.
- Support the Parent Partners who also guide the Promotores in their work when the needs of the Promotores are outside of their scope of practice
- Oversee the delivery of clinical training on a variety of mental health topics to assist the Community Health Workers in developing knowledge and skills related to a wide range of mental health topics, on which they will later present to the community. Provide direct training as needed
- Collect and gather data for outcomes analyses, including demographic statistics. Prepare outcome reports yearly

### **Community Worker**

Arcadia Full Service Partnership (FSP) is a field-based adult outpatient program offering intensive service delivery for consumers experiencing and/or at-risk for institutionalization, incarceration, homelessness, or in-patient psychiatric services. Arcadia FSP is located in San Gabriel Valley and has an opening for a Community Worker. This position is currently housed at the Arcadia FSP site in Monrovia, but will relocate within 6 months to the new clinic site in Covina. The Community Worker participates on a multi-disciplinary team to engage prospective FSP consumers, provides case management and supportive services to consumers once they are enrolled in FSP, and assists in the development of community resources for consumers with severe mental illness in order to support their recovery.

Essential job functions:

- Participate in the Outreach and Engagement of new referrals to the FSP program, meeting consumers in the field to help prospective consumers understand how FSP might benefit them
- Work in collaboration with other members of the treatment team to support the consumer's treatment and progress toward recovery
- Meet with consumer's in the field and in the clinic to determine possible case management needs and assists in developing a treatment plan objective for those needs
- Assist consumers in establishing benefits
- Assist consumers in the completion of necessary forms such as Bus Pass Applications, etc.
- Document all consumer contracts in the consumer record in Progress Notes in accordance with Medi-Cal requirements or in a Community Outreach Services (COS) note as required by LACDMH

### **Medical Case Worker I or II – (Spanish-Speaking)**

The Edmund D. Edelman Westside Mental Health Center – Child and Family Program located at 11303 W. Washington Blvd in West Los Angeles is seeking a Spanish-Speaking Medical Case Worker I or II for its Directly Operated Clinic.

Essential job functions:

- Work as part of a multi-disciplinary team
- Provide culturally-competent case management and linkage to children and families
- Provide mental health resources, referrals, and linkages to other community agencies
- Assist in linking Spanish-Speaking families to Psychiatric/Medication Support Services
- Serve as the initial point of contact for new referrals
- Collect data and log calls in Service Request Tracking System (SRTS) and Service Request Log (SRL)
- Participate in on-going training, supervision, and consultation
- Participate in triage, case dispositions/team conferences, case consultations, quality assurance, quality improvement, and case review activities
- Collaborate with DCFS, School Districts, Probation, other Mental Health clinics, and Community-Based organizations

### **Veterans Claim Assistant II**

Provides advice and assistance to veterans and their dependents in securing rights and benefits under Federal, State, or local legislation and assists in the preparation of claims for benefits. Positions in this class perform the full scope of activities tasks necessary in assisting veterans and/or their wives and dependents and are assigned full responsibility for processing applications and claims. Incumbents must exercise a knowledge of and apply Federal, State, and local legislation and regulations relating to veterans. These positions must also have knowledge of the organization and procedures of the Veterans' Administration and the State Department of Veterans' Affairs; terminology used in

legislation, regulations and claims presentation; community resources available to veterans and the principal sources of information important in completing veterans' claims.

Essential job functions:

- Interview veterans and their dependents, advise and assist them in establishing their rights to and filing claims for benefits, such as pensions, compensation, insurance, rehabilitation, education, hospitalization, medical care, and burial
- Explain applicable laws and regulations, and assist in drawing up the necessary application forms or correspondence
- Assist veterans in presenting evidence to prove veterans' disability or preference rating
- Secure documentary evidence of births, marriages, and divorces of veterans and their dependents
- Act as a liaison with other government or private agencies concerned with the welfare of veterans and their dependents; refer veterans and their dependents to other agencies for this information or services
- Make field calls to persons unable to come into the office
- Maintain records and prepare reports

### **Medical Case Worker I or II**

Hollywood Mental Health Center (HMHC) is an adult outpatient clinic located in the heart of Hollywood with an opening for a Medical Case Worker (MCW) in its Housing Services Program. The Housing MCW will serve as the housing coordinator/liaison for outpatient consumers receiving services at HMHC. The HMHC Housing Program serves homeless consumers, their families, and individuals living in other settings to access and maintain permanent housing.

Essential job functions:

- Complete subsidized housing program applications
- Accompany consumers to housing appointments & conduct home visits
- Assist consumers with housing searches including meeting landlords/property managers
- Attend various LACDMH and community housing meetings
- Complete housing objectives in treatment plans
  
- Co-facilitate a Housing Orientation Group for consumers who are eligible for housing assistance
- Develop housing resources
- Enter Coordinated Entry System questionnaires into the Homeless Management Information System

### **Men's Community Reintegration Program – Substance Abuse Counselor**

The Men's Community Reintegration Program is seeking a substance abuse counselor for its program located in the heart of downtown Los Angeles. This position

will focus on providing intensive substance abuse services to justice involved adults who have histories of co-occurring mental health and substance use disorders.

Essential job functions:

- Identify and conduct outreach to consumers both in and out of jail custody in need of substance abuse counseling and mental health care, and conduct interviews to obtain personal and family histories, particularly as they relate to substance abuse issues
- Work as part of a multi-disciplinary team to provide input regarding consumer's substance abuse issues as they pertain to services and supports planning, and to contribute to the development, implementation and evaluation of treatment and/or other therapeutic approaches
- Provide information to consumers on substance abuse or dependence
- Counsel consumers individually or in group settings, utilizing motivational interviewing and stages or change interventions, assisting them in recognizing casual factors of abuse and developing appropriate coping behaviors and stress reduction techniques to prevent relapse
- Provide linkage and referrals to substance abuse and other ancillary services in the community
- Engage consumers in peer support activities, including those specifically designed for persons with co-occurring mental illness and substance.
- Facilitate consumers access to community resources for social, recreational, and educational activities, and public transportation to support their recovery
- Participate in educational activities to improve knowledge of integrated treatment of mental health, medical and substance abuse disorders. May provide educational groups on substance use disorders

### **Mental Health Advocate**

Provides a variety of peer support, advocacy, and other recovery services to consumers transitioning to community living.

Essential job functions:

- Convey community and consumer cultural patterns and attitudes to mental health professional staff
- Act as an interpreter for consumer population
- Within the context of the program population served, communicates, represents, and promotes the mental health services consumer's perspective within the continuum of care
- Orient consumers' family members, significant others, and caregivers of mental health consumers to the mental health system in order to assist these parties to navigate the system and receive necessary services
- Facilitate consumer, family member, and caregiver access to departmental and community resources and services provided by other community and public agencies by assisting with scheduling appointments and transportation; or by accompanying the consumer to meetings that affect their receipt of services in order to provide advocacy and support in meeting consumers' needs

- Assist consumers in developing independent living skills in activities such as housekeeping, cooking, shopping, budgeting, using public transportation, and attending to personal grooming and hygiene, etc. through demonstration and coaching
- Assist consumers with housing by facilitating access to residential care or permanent housing
- Facilitate consumers' participation with multi-disciplinary teams by assisting in formulating service goals and plans for achieving such goals
- Assist consumers with obtaining and completing appropriate application forms for various benefits and services
- Lead discussions with consumers regarding recovery, wellbeing and quality of life
- Recruit and train volunteer mentors for consumers transitioning into community living settings
- Participate in conferences/meetings within the Department of Mental Health
- Accompany consumers to appointments and self-help activities
- Attend seminars and in-service trainings in connection with related duties as assigned

### **Intermediate Typist Clerk – Spanish-Speaking**

Valley Coordinated Children's Services in Reseda is seeking a highly qualified Bilingual Spanish-speaking individual for our reception area. This individual must possess the ability to function fluidly in a fast-paced working environment.

Essential job functions:

- Manage the busy phones in this child crisis clinic and keep track of staff in order to effectively transfer calls
- Learn and follow the clinic's policies and procedures with respect and courtesy
- Confirm doctor's appointments
- Receive and log payments from consumers. Make deposits as appropriate.
- Fax, file, and organize projects
- Apply knowledge of computer programs: Word, Excel, Outlook, PowerPoint, Integrated System (IS) to daily work operations
- Data entry of staff's Units of Service
- Keep the waiting and play room neat and orderly