



**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
PROGRAM SUPPORT BUREAU – QUALITY IMPROVEMENT DIVISION
CULTURAL COMPETENCY UNIT**

CULTURAL COMPETENCE PLAN UPDATE – FY 16-17

Criterion 6

County's Commitment to Growing a Multicultural Workforce

September 2017

Criterion 6: Country'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 its 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 underserved or underserved population via tuition reimbursement and loan forgiveness programs
- Retain current skilled workforce that speak languages 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 15-16:

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

This program has availed public mental health staff (i.e., clerical, para-professionals, clinical staff, and program administrators) with 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. Upon completion, staff is expected to acquire an understanding of the recovery oriented approach and to incorporate such concepts into their practice in the public mental health system. With the implementation of Health Care Reform, this program was enhanced to include integrated healthcare. During FY 15-16, 111 individual staff members of the public mental health workforce attended this training.

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 15-16, 245 participants registered for the licensure preparation program and 167 of them represented underserved cultural communities.

Health Navigator Skill Development Program

This program trains individuals (peer advocates, community workers and medical case workers) on knowledge and skills needed to assist consumers navigate, and advocate for themselves in both the public health care and mental health systems. This 52-hour certificated training uniquely incorporates elements of didactic learning and supervised experience. As part of the certification process, participants complete nine hours of health navigation coaching sessions. These sessions support the participants to practice the skills learned in the classroom. During the supervised experience component, participants receive feedback and guidance on how to effectively assist a consumer navigate through the public health and mental health systems of care. During FY 15-16, 33 participants completed this training.

Recovery Oriented Supervision Training and Consultation Program (ROSTCP)

The goal of the ROSTCP is to increase the capacity of the public mental health system to deliver best practice recovery-oriented mental health services. The ROSTCP trains supervisors and managers across all age groups inclusive of all public mental health programs. Participants who completed this training are better equipped to assume leadership roles to teach, support, and elevate the recovery and resilience tenets of MHSA. During FY 15-16, the program trained 202 participants throughout the eight Service Areas of the County.

Interpreter Training Program

These trainings were offered to bilingual staff that currently perform or are interested in performing language interpretation services and to monolingual English-speaking mental health providers on the proper usage of language interpreters in the public mental health system. During FY 15-16, a total of 187 staff participated in the language interpreters training series.

Clergy/Mental Health Staff Roundtable 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 15-16, all eight Service Areas participated in these Roundtable sessions. The program continued to fund a consultant to assist in facilitating the roundtable discussions and provide guidance as needed.

Mental Health Rehabilitation 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 15-16, this training was completed by 55 participants.

Peer Advocate Training

During FY 15-16, this certificated advanced peer advocate training enhanced the skills of peer advocates already working in the mental health system. During FY 15-16, 19 individuals completed this training.

Parent Advocates/Parent Partners Training Program

This program was designed to provide knowledge and technical skills to Parent Advocates/Parent Partners who are committed to:

- Work with families with children experiencing mental health issues
- Support the employment of parents and caregivers of children and youth consumers in the public mental health system
- Promote resilience and sustained wellness.

It was implemented by the Children System of Care in FY 16-17. The trainings are expected to continue during FY 17-18.

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. These trainings include such topics as 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. A total of 201 new speakers have been trained.

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 15-16, 69 individuals received an aggregate total of 171 career advisement sessions.

Stipend Program for MSW and MFT 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 unserved and underserved populations of the County. During FY 15-16, this program provided stipends to 52 MFT and 52 MSW students committed to the public mental health system. While four Nurse Practitioner Stipends were available, none were awarded. Additionally, six post-doctoral fellows were funded and provided additional educational opportunities that support evidence-based models, as well as the underserved and unserved communities.

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 California State University at 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 slot 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:

- Provisions of 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
- Trainings on 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:

Community Worker/Sign Language Interpreter

Essential job functions:

- Provides sign language interpretation for deaf or hard of hearing consumers as needed
- Facilitates relations between the agency and the community by communicating agency policies and programs to consumers, family members, and community residents and conveying community cultural patterns and attitudes to agency professional staff;

- Receives service referrals from social workers and eligibility workers to assist welfare recipients in a variety of ways such as obtaining food stamps and housing
- Serves as an advocate for consumer access to departmental and community resources
- Assists consumers, family members, and caregivers in obtaining and completing application forms for benefits and services
- Provides emergency services to consumers by making referrals to appropriate supportive agencies and arranging for emergency shelter
- Takes medical, mental health, family, social, and employment histories and assists consumers in completing necessary forms
- Informs pregnant teenagers and their families of available medical, mental health, and social services, adoption agencies, and prenatal care providers; educates women in the various methods of birth control
- Six months of full-time experience working with the public or with community groups performing duties such as interviewing consumers concerning health or social service matters, answering questions, and providing information about health, mental health, and social services to consumers
- Certification as a Certified Interpreter in American Sign Language (ASL) issued by the National Association of the Deaf (NAD) and the Registry of Interpreters for the Deaf (RID)

Psychiatric Social Worker I or II/ Mental Health Clinician I or II (Khmer-speaking)

Long Beach Asian Pacific Islander Family Mental Health Center (LBAPI Family MHC) is a directly operated outpatient mental health clinic that specializes in providing comprehensive, culturally sensitive, family-focused, outpatient mental health services to the Asian Pacific Islander (API) population of all age groups. The candidate will provide individual psychotherapy to CalWORKs consumers aimed to remove mental health barriers to employment.

Essential job functions:

- Provide outpatient treatment services including individual or group psychotherapy, rehabilitation, and targeted case management services for CalWORKs consumers
- Complete initial assessments, treatment plans, and documentation in IBHIS to meet LACDMH documentation and CalWORKs requirements
- Collaborate with Individual Placement and Support (IPS) employment specialists, psychiatrist, case managers as part of an inter-disciplinary team to provide treatment services to consumers
- Many of the consumers are monolingual Khmer speakers, therefore, candidates for this position must be fluent in the Khmer language

Veterans Claims Assistant

This position 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 necessary in assisting veterans and/or their spouses and dependents and are assigned full responsibility for processing applications and claims. Incumbents must exercise knowledge of and interpretation of Federal, State and local legislation, and regulations relating to veterans. This position 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:

- Interviews veterans and their dependents, advising and assisting them in establishing their rights to and filing claims for benefits, such as pensions, compensation, insurance, rehabilitation, education, hospitalization, medical care, and burial
- Explains applicable laws and regulations, and assists in drawing up the necessary application forms or correspondence
- Assists veterans in presenting evidence to prove veterans' disability or preference rating
- Secures documentary evidence of births, marriages, and divorces of veterans and their dependents
- Acts as liaison with other governmental or private agencies concerned with the welfare of veterans and their dependents; refers veterans and their dependents to other agencies for information or services
- Makes field calls to persons unable to come to the office

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:

- Bilingual Spanish speaking required
- Managing the busy phones in this child crisis clinic and keeping track of staff in order to effectively transfer calls
- The ability to learn and follow the clinic's policies and procedures with respect and courtesy
- Confirming doctor's appointments
- Receiving and logging payments from consumers. Making deposits as appropriate
- Faxing, filing, and organizing projects
- Working in the Avatar/IBHIS system
- Possessing a comprehensive knowledge of computer programs: Word, Excel, Outlook, Power Point, Integrated System (IS)
- Data entry of staff's Units of Service

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. Spanish speaking preferred.

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
- 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 consumers' 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 and dependence
- Counsel consumers individually or in group settings, utilizing motivational interviewing and stages of change interventions, assisting them in recognizing causal factors of abuse and developing appropriate coping behaviors and stress reduction techniques to prevent relapses
- 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 accessing 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
- Must be able to obtain Los Angeles County Jail clearance

Men's Community Reintegration Program – Community Worker

The primary responsibility will be to provide intensive field-based mental health and targeted case management services to an adult forensic population. Spanish-speaking preferred, as well as experience and interest in working with individuals in a forensic setting who have a history of co-occurring disorders and homelessness.

Essential job functions:

- Work as part of a multi-disciplinary team
- Conduct outreach and engagement of individuals in a forensic setting
- Provide individual and group rehabilitation services in the field and the clinic which focus on helping consumers improve their life skills
- Provide linkage referrals for health, housing, substance abuse, and other ancillary services in the community
- Participate in treatment team meetings

- Accompany/transport consumers to health, mental health, and well-being appointments

Homeless Outreach and Mobile Engagement (HOME) – Medical Case Worker (MCW)

The primary responsibility will be to provide outreach, engagement, and ongoing targeted case management services to the homeless mentally ill population in Service Areas 4 and 6, which have the largest homeless population in Los Angeles County. The HOME Unit is mandated to outreach to the most underserved, overlooked and disenfranchised mentally ill members of the homeless population living anywhere on the streets of Los Angeles County.

Essential job functions:

- Under the direction of, and usually in partnership with, a licensed clinician, the MCW conducts field-based psychiatric evaluations of homeless adults to ensure their safety and appropriate care;
- Utilizes community-based support services in order to better manage consumers' needs, make appropriate referrals, and link consumers to community mental health, support services, and available shelter/housing;
- Provides ongoing targeted case management services to consumers in order to connect them to appropriate mental health services;
- Assists in triage and prioritize calls for community response by HOME staff.