

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

CY 2018 Cultural Competency Unit Report

The Cultural Competency Unit (CCU) is one of three Units of the Office of Administrative Operations - Quality Improvement Division (OAO-QID), formerly known as Program Support Bureau - Quality Improvement Division (PSB-QID). This organizational structure allows for cultural competency to be integrated into QID roles and responsibilities to systematically improve services and accountability to consumers, family members, and the communities served by the Department. Additionally, this structure places the CCU in a position to collaborate with several LACDMH Programs such as the Underserved Cultural Communities (UsCC) Unit, the Patients' Rights Office (PRO), the Workforce, Education and Training (WET) Division, Mental Health Services Act (MHSA) Implementation and Outcomes Division, and the Service Area (SA) Quality Improvement Committees (QICs). The CCU supervisor is also the LACDMH Ethnic Services Manager (ESM), which facilitates the administrative oversight of the Cultural Competency Committee (CCC) activities. It also reinforces the departmental framework for cultural responsiveness via the implementation of the Cultural Competence Plan (CCP) requirements and the Culturally and Linguistically Appropriate Services (CLAS) standards. The CCU promotes awareness and utilization of this framework to: reduce disparities; combat stigma; promote hope, wellbeing, recovery and resiliency; and serve our communities with quality care.

Most salient activities of the CCU in CY 2018:

1) Implementation of the Health Agency's (HA) Institute for Cultural and Linguistic Inclusion and Responsiveness (ICLIR)

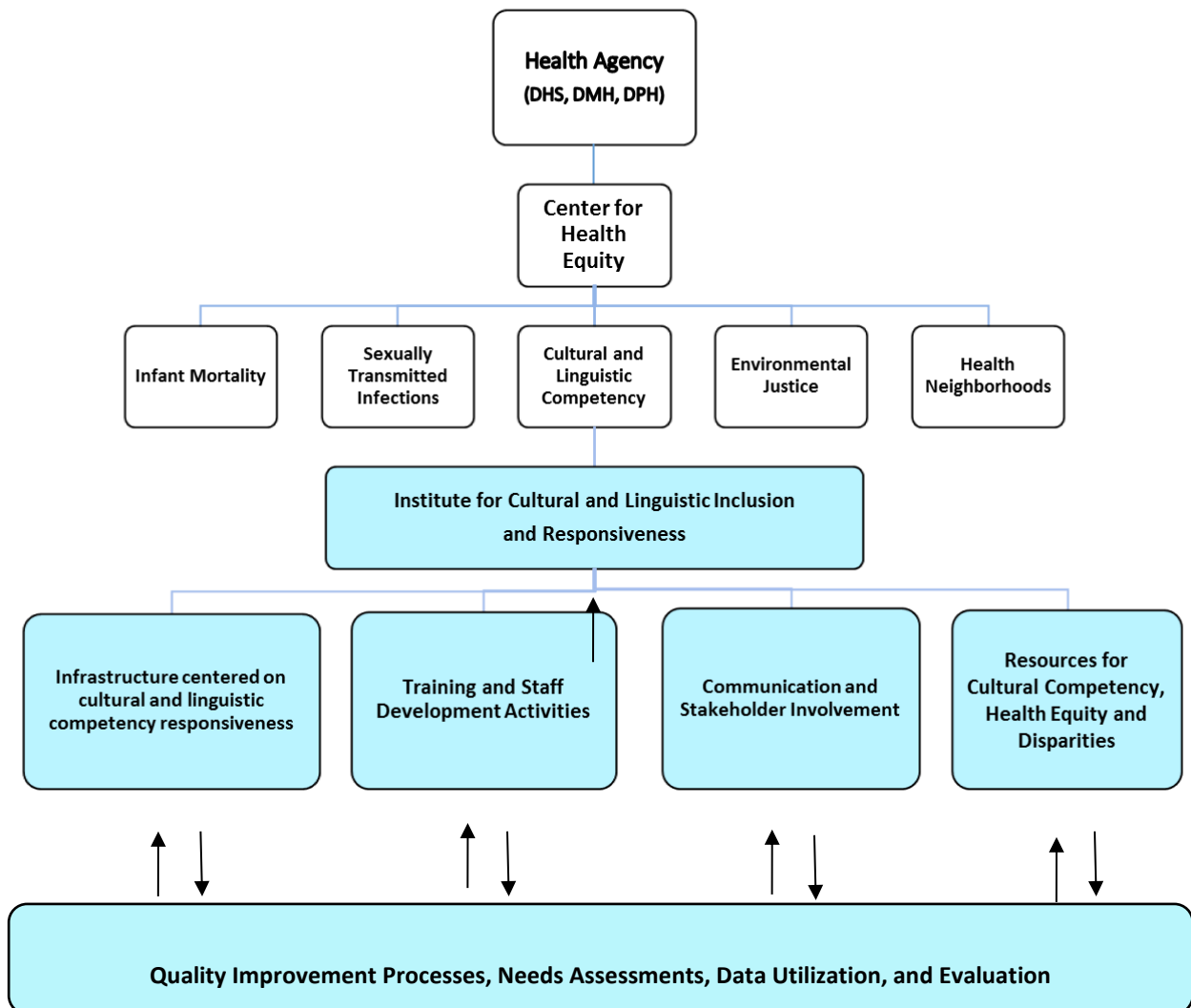
Implemented in April 2018, the goal of the Institute is to create culturally and linguistically appropriate pathways that address gaps in service delivery and advance the HA's ability to meet the needs of Los Angeles County communities. The framework for ICLIR was developed by the LACDMH ESM and the CCU provides administrative support for ICLIR's monthly meetings and objectives. The ICLIR framework consists of four (4) strategic domains:

1. Infrastructure centered on cultural and linguistic competency responsiveness – ensures active collaboration among the three Departments to:
 - Identify and respond to cultural and linguistic service delivery gaps within the HA
 - Establish appropriate goals in accordance with the Departments' cultural and linguistic competency reporting requirements and ICLIR's mission statement
 - Assess the functionality of cultural competence-related policies and procedures for ICLIR
2. Training and staff development activities – endows Department of Health Services, Department of Mental Health, and Department of Public Health staff with additional skill sets that enhance cross-cultural awareness, sensitivity, and humility, and decrease implicit bias

3. Communication and stakeholder involvement mechanisms – focuses on collaborative efforts to:
 - Build effective processes for the transmission of information related to CC and linguistic appropriateness within Departments and across the HA
 - Gather and respond to feedback received from stakeholders including consumers, family members, peers, advocates, Promotores de Salud, and staff
4. Resources for cultural competency, health equity and disparities – comprises a virtual repository for useful literature and toolkits pertinent to cultural competence, health equity, and health disparities which inform service planning, delivery, and evaluation

The ICLIR domains are sustained by the following commitments:

- Improve the HA's quality of culturally and linguistically competent services
- Respond to gaps in service delivery
- Fulfill needs assessment follow-up actions
- Utilize data to identify and evaluate the effectiveness of interventions
- Build cross-departmental responsibility to share resources



2) Implementation of the HA's Labor Management Transformation Council's (LMTCC) Cultural Intelligence Workgroup

The mission of the Cultural Intelligence Workgroup is to increase cultural sensitivity, understanding and humility within the HA in order to enhance the quality of interpersonal human relationships for all individuals connected to the County of Los Angeles. During CY 2018, the workshop reviewed the Consumer Perception Survey data specific to the item "Staff was sensitive to my cultural background." This data was utilized for the planning of a cultural sensitivity campaign for the three HA Departments in CY 2019.

3) LACDMH Cultural Competence (CC) Organizational Assessment

This project is a system wide assessment of staff perceptions regarding the Department's responsiveness to the cultural and linguistic needs of the Los Angeles County diverse communities. As the lead for this project, the CCU worked closely with the hired consultant to implement the survey in December 2018. Strategic survey completion reminders were sent to the entire LACDMH workforce to encourage participation. The survey outcomes and recommendations from the CC Organizational Assessment are expected by Spring 2019. This information will inform future cultural and linguistic competence strategies to reduce mental health disparities. The Department will utilize these recommendations to improve its system of care in the area of cultural and linguistic competency.

4) Network Adequacy: Annual Completion of CC Training

To assist in the implementation of the Network Adequacy requirements pertinent to annual completion of cultural competence training, the CCU developed a "Frequently Asked Questions" handout which was widely utilized to guide clinical and administrative programs seeking technical assistance. It was made available to all LACDMH programs and providers via the QID webpage. Additionally, the CCU released two departmental memoranda for Directly-Operated (DO), Legal Entities/Contracted Providers, and Administrative Programs to a) clarify the differences between the two provisions under which CC training must be completed: the federal Medicaid Managed Care "Final Rule" Network Adequacy requirements under Title 42 and the State's Medi-Cal regulations under Title 9 – CCP, and b) move the system toward a standardized mechanism to track CC training completion by staff until the Network Adequacy Certification Tool (NACT) became operational.

5) Tracking of CC Training Completed by the LACDMH Workforce

The CCU developed two levels for tracking the completion of annual cultural competence training. For the first level, the CCU coordinated efforts with the Quality Assurance Division (QAD) to access attestations received via Quarterly Reports submitted by DO and Legal Entities/Contracted Providers. The second level involved the distribution and tracking of completed training attestation forms specifically designed for reporting by executive management, DO and Legal Entities/Contracted Providers, and Administrative Programs. After completing an analysis of the quarterly reports and attestation forms received, the Unit generated SA-specific summary

reports which were disseminated to the SA QIC chairs for follow-up on training requirements. Additionally, the CCU collaborated with QAD to ensure that the NACT included a field for reporting and tracking of completed annual cultural competence training. Two items were added to the NACT: “Cultural Competence Training (select “yes” or “no”) for receiving training in the past 12 months” and “Percentage of workforce members trained in Cultural Competence.”

6) External Quality Review Organization (EQRO) Review

The CCU actively participated in the annual EQRO Review in September 2018. The Unit coordinated the collection of reports from twenty-five (25) programs regarding strategies to reduce mental health disparities, consumer utilization data, and cultural competence staff trainings. The CCU also provided technical assistance to these programs for the proper completion of these reports. The collective information gathered was utilized for the 2018 LACDMH CCP Update and EQRO evidentiary documentation. Additionally, the ESM provided a presentation on the CCU’s activities in the disparities session of the EQRO Reviews.

7) Cultural Competency Trainings and Community Presentations

A. New Employee Orientation (NEO)

The CCU participated in NEO by providing bi-monthly one-hour long CC trainings that introduce new employees to the functions of the CCU, the CLAS Standards, the CCPR, the County of Los Angeles demographics and threshold languages, and the Department’s strategies to reduce mental health disparities.

B. CCP presentations at all SA QICs

The CCU developed and delivered a total of nine presentations on the criteria of the CCP at SAs 1-8 and countywide QICs. The presentation covered the following topics:

- What is the CCP?
- Why does LACDMH develop an annual CCP?
- How is the CCP developed?
- What are the requirements and components of the CCP?
- Sample content for the CCP criteria

C. SA 2 CC presentations

The Ethnic Services Manager(ESM) and supervisor for the CCU provided a series of three presentations for parents and community members from Morningside, Haddon Avenue Stream Academy and Hubbard Street Elementary Schools in March 2018. Each presentation was conducted in Spanish and had a two-hour long duration. The evaluation forms gathered from participants reported high levels of satisfaction with the content relevance and applicability to family life and social relations.

D. CC and Cultural Humility presentation for the HA’s LMTC

In May 2018, the ESM delivered this presentation to an audience composed of the HA Directors from the Departments of Mental Health, Health Services and Public

Health as well as representatives from Labor Unions. This presentation marked the starting point for the implementation of the LMTC's Cultural Intelligence Workgroup (please refer to item 2) for detailed information.

E. CC and Cultural Humility training for Students of Social Work and Psychology

This training was developed and delivered by the ESM for approximately 20 Master level students in October 2018. Training topics included:

- Introduction and definitions
- Federal, State and County regulations pertinent to cultural competency
- The CLAS Standards
- LACDMH strategies to reduce mental health disparities
- Cultural humility
- The client culture and stigma
- Elements of cultural competency in service delivery
- County of Los Angeles and LACDMH demographics

8) LACDMH Integrated Health Multicultural Conference Planning Oversight

Starting in October 2018, the CCU led the planning efforts for the implementation of the first LACDMH Integrated Health Multicultural Conference, scheduled for June of 2019. The conference addresses models of health integration for less-recognized yet well-established underserved populations such as veterans, foster care youth, immigrants and asylum seekers, persons experiencing homelessness, older adults, persons who are incarcerated or recently released from prison, persons with disabilities, and persons who have substance use disorders, among others.

9) CCC Administrative Oversight

The CCU continued providing on-going technical assistance and administrative oversight conducive to the attainment of the Committee's goals and objectives. The ESM monitored all activities pertaining to the CCC and provided updates on the CCU's projects as well as cultural competency initiatives at the State and County levels during CCC meetings. The ESM also participated in the CCC Leadership meetings with the Co-Chairs and the OAO Director to plan meeting agendas, objectives and activities of the committee. Additionally, the ESM developed the CCC annual report which included demographics regarding the ethnicity, gender, cultural expertise, and languages represented by the membership as well as the goals and activities of the committee.

10) Cross-County Department Collaboration in CC Initiatives

The CCU collaborated in initiatives that involved a consortium of County Departments with the goal of advancing cultural competence, cultural humility and language justice. Examples include:

- A. Government Alliance for Racial Equity (GARE)
- B. 2018 Riverside County CC Summit Planning Committee
- C. 2019 Countywide Equity Summit Planning Committee.

11) Data Collection, Analysis and Reporting of Preferred Language Requests

The CCU continued the collection and analysis of all the preferred language requests reported by LACDMH providers via their Initial Request & Referral Logs for Culture Specific Mental Health Services. The Unit produced monthly and annual summaries of the total requests for preferred threshold and non-threshold languages by SA. These reports are utilized to track the language requests from Limited English Proficiency consumers at the time they access mental health services.