DMH ARDI Council and Division

DRAFT-ACTION PLAN

Presented to Mental Health Commission 12/21

LOS ANGELES COUNTY
**DEPARTMENT OF
MENTAL HEALTH**
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ARDI Division: Internal and External Focus

Internal

- Promote anti-racist work environment

- Increase transparency and inclusion in executive decision making

- Define clear pathways for career advancement for Black and other POC

- Create safe spaces to explore impact of racism and oppression at work

- Reduce incidents of work related racism and inequities

- Provide staff trainings to address impact of racism and inequities

ARDI Division: Internal and External Focus

External

- Develop, implement and evaluate programs and services from an anti-racist, culturally competent perspective

- Improve access to care caused by racism, cultural, linguistic barriers

- Address ongoing issues of systemic oppression in service delivery including poverty, disproportionality of impact and persistent mental Illness

- Evaluate outcomes of all programs designed to serve specific diverse populations and make recommendations for quality improvement

Goals of the ARDI Division-1

Combat racism, particularly anti-Black by increasing awareness

- Provide training and education to increase awareness and improve internal/external environments

- Promote intrapersonal growth; Increase cultural humility, competence, equity and inclusion

- Transform organizational culture and service delivery to racial/cultural diverse populations

- Cultivate standards/expectations to support changing mindsets, behaviors, interactions

Goals of the ARDI Division-2

Staff wellbeing and empowerment

- Prioritize employee wellbeing and empowerment

- Create safe, brave spaces to hold conversations on racism

- Integrate employee culture in organization

- Foster reflective supervision, and oversight

Goals of the ARDI Division-3

Hiring, supervision, and professional advancement

- Improve hiring, supervision at all levels and professional advancement

- Ensure staff reflect clients served

- Ensure the existence of promotional pathways for all employees

- Address pay equity and living wages for different classifications

Goals of the ARDI Division-4

Provide anti-racist, culturally congruent, and responsive services

- Focus on anti-racist services and service delivery (advanced knowledge and skill)

- Increased congruence in treatment services

- Improve responsiveness and service relevance

- Increase cultural humility in service delivery

Goals of the ARDI Division-5

Increased partnership and collaborations across Los Angeles County and stakeholders

- Leverage public and community resources to dismantle systemic racism in communities

- Promote partnerships across County and City departments and community stakeholders

- Underscore accountability to community public services

Goals of the ARDI Division-6

Increase responsiveness of executive management and leadership

- Move from words and promises to commitment responsiveness and accountability by executive management and leadership

ARDI Division Domains and Core Competencies

Environment

Internal: Work Environment

Create a work environment that systemically addresses anti-Black and other forms of racism, and oppression. Create psychological safe spaces where employees can feel safe exploring the impact of anti-Black and institutional racism. Create work environments where a person's race, color, gender or sexuality is not a barrier towards professional growth and advancement. Create a work environment that values and models participatory decision-making. Promote staff wellbeing and empowerment. Commitment, accountability and responsiveness of leadership at all levels. Culture system shifts: Department moves towards more inclusive, transparent and anti-racist work environment.

External: Treatment and Service Delivery

Focus on anti-racism services and service delivery. Client centered clinicians and staff who demonstrate cultural humility, cultural competence and congruence with communities served. Leverage partnerships and collaboration across county to maximize services and reduce disparities and social determinants to care. Culture system shifts-services provided celebrate race and culture of clients served. Care environments reflect welcoming, receptive and inclusive environments that are anti-racist, where culture/diversity is incorporated and celebrated.

ARDI Division Domains-Core Competencies-2

Training-Internal

Develop, implement and evaluate curriculum designed to provide employees the information and necessary psychological safety to explore issues of anti-Black and other forms of racism, oppression, inequities and institutional barriers in the workplace, which impede or hinder advancement and equitable treatment. Develop and sustain a participatory, empowering and just work environment, which values and respects the dignity and diversity of its workforce.

Training-External

Develop, implement and evaluate curriculum, workshops and groups designed with input, feedback and participation from the underserved and diverse communities that are the focus and intention of service. Implement QA and QI measures to assure curriculum, groups, workshops and interventions are addressing the clinical, cultural and linguistic needs of diverse communities served. Workshops and trainings offered to community participants are able to gather community feedback incorporated systemically in the division's quality improvement efforts.

ARDI Division Domains-Core Competencies-3

Outcomes: Internal

Identify outcome measures to evaluate impact of staff trainings offered through ARDI. Create opportunities to gather employee feedback and recommendations and track implementation. Design train-the-trainer programs, including desired qualifications and requirements. Work with ARDI SAC and CEO's Office to track progress and movement towards established goals and objectives, such as North star goals and ALC recommendations.

Outcomes: External

Evaluate outcome measures of programs, trainings, and services to improve relevance and impact on intended populations. Collect intake and outcome data to evaluate efficacy of services provided to underserved communities. Assure services provided are regularly and systemically evaluated and that defined outcome measures are able to assure ongoing quality improvement. Create reports (such as the Cultural Competence Report) and others, measuring the impact of racism and cultural barriers to care. Identify and track performance improvement measures outlined in an annual division plan. Calculate cost of services, trainings and resources provided by division so as to division and apply calculations to division performance and forecasting.

ARDI Division Domains-Core Competencies-3

Leadership – Internal

Advocate and support BIPOC and other diverse DMH staff members to identify advancement and leadership opportunities within DMH. Identify training leaders and staff members to foster, promote and support leadership and advancement opportunities. Work with department leadership to model effective and supportive leadership practices. Identify staff to serve in leadership opportunities and support pathways towards advancement. Seek participation and collaboration of diverse leaders within the department to create a transparent and participatory leadership style, which values and respects the contributions of BIPOC and other diverse staff.

Leadership – External

Work with BIPOC and other culturally and linguistically diverse communities to identify and develop community leadership that is reflective and representative of the communities served. Leverage partnerships with other County departments, providers, organizations and leaders to maximize impact of services. Increase participation and collaboration of diverse community leadership in the design, implementation and evaluation of services delivered. Work to promote participation and leadership development of youth and community members.

Questions?

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