



People • Pride • Progress • Partnerships

AMH Cultural Competency Plan 2008

Pre-Competence: Agencies that realize their weaknesses in serving some communities and attempts to improve some aspect of their services to a specific population

Competence: Holding culture in high esteem. These agencies seek to add to the knowledge base of culturally competent practices by conducting original research, developing new therapeutic approaches based on culture and publishing the results of their research. Sustainability.

GOAL	INDICATORS	ACTIVITIES	TIMELINE	
			PHASE I Pre-competence	PHASE II Competence
ORGANIZATONAL VALUES				
To enhance commitment to becoming a more culturally competent organization through Leadership, Investment, and Documentation Efforts.	Presence of overall investment in cultural competency.	<ul style="list-style-type: none"> -Selected staff complete Cultural Competence Train the Trainer program. -All staff complete Cultural Competence Training -Cultural Competence budget is established -Provide regular communication about Cultural Competence news, expectations and events -Provide regular informal learning opportunities for staff on Cultural Competence (Lunch & Learn series, Lunch & Language Series) -Development of Cultural Competency Plan -Regular Cultural Competence discussions, presentations, reports and activities at management and staff meetings. 	<ul style="list-style-type: none"> May 2008 December 2008 Ongoing Ongoing May 2008 	<ul style="list-style-type: none"> June 2009 June 2009
	Presence of Cultural Competency Principles and Practices reflected in agency's Mission, Values and Strategic Business Plan	-Revise organization's Mission, Values and Strategic Business Plan to reflect commitment to Cultural Competency.	October 2008	

		-Revise program descriptions to reflect commitment to Cultural Competency.		December 2009
	Presence of an individual at the executive level responsible for implementation of the Cultural Competency Plan.	-Identify a Cultural Competence executive "Champion" who has the authority to ensure implementation of Plan.	October 2008	
		-Define and promote the role and reporting of Cultural Competence "Champion" for staff		January 2009
	Evidence of staff's awareness, input, and acceptance of cultural competency plan.	-Include all staff in the development of the Plan. Engage in Cultural Competence discussions, activities and goal-setting in staff meetings.	Ongoing	
		-Present key goals and indicators in Cultural Competence training and overview sessions.	Ongoing	
		-Management Team, Consumer and Family Advisory Committee, Cultural Competence Advisory Committee, Provider Council and Community Stakeholders to review Plan.		January 2009
		-Present Plan to staff, Providers, and to the community		January 2009
		-Provide regular communication with staff, Providers, and the community about the Plan and its expectations.	Ongoing	
		-Survey Providers and the community to assess awareness		June 2009
To improve information and data collection processes, procedures, and practices relevant to culturally competent planning, programs, and services.	Conducts regular organizational self-assessments regarding Cultural Competency.	-Review, evaluate and administer an annual organizational assessment.		June 2009
	Conducts regular community	-Gather data from AMH surveys, community		December 2009

<p>To enhance commitment to becoming a more culturally competent organization through Leadership, Investment, and Documentation Efforts.</p>	<p>needs assessments around Cultural Competency.</p> <p>Conducts and documents regular Provider assessments regarding Cultural Competency Plan and Implementation.</p> <p>Presence of accountability by each manager for the success of the Cultural Competency Plan.</p>	<p>surveys, and partner/stakeholder surveys, and best practice committees to assess community awareness and share consumer needs.</p> <p>-Produce an annual report that highlights consumer demographic breakdown, language needs, staff demographics and cultural competence assessment results and the overall state of the Plan.</p> <p>-Collaborate with Provider Relations, CFAC, CCAC and Provider Council to establish a measurement tool for assessing and reporting evidence of Providers' Cultural Competency Plan and implementation.</p> <p>-Survey Consumers to assess evidence of Providers' Cultural Competence.</p> <p>-Managers/Supervisors have accountability in their work plans and are measured on performance of Plan implementation in their annual review.</p> <p>-Staff have a performance measure on Cultural Competence in their annual review.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>December 2009</p> <p>January 2009</p> <p>December 2009</p>
<h2>GOVERNANCE</h2>				
<p>To enhance community engagement and commitment through increased involvement and accountability.</p>	<p>Communication tools consistently address cultural competence</p> <p>Plan for engagement of diverse community groups</p>	<p>-Internal Communication: Grapevine Newsletter, email, staff meetings.</p> <p>-External Communication: Provider Hot Sheet, public relations, community meetings, Provider InfoShare</p> <p>-Develop a Cultural Competence Social Marketing Plan</p>	<p>Ongoing</p> <p>Ongoing</p> <p>November 2008</p>	

<p>To create opportunities for consumer, staff, and community input.</p> <p>To align policies and procedures with culturally competent principles and practices</p> <p>To enhance Senior Management's and Board Members' understanding of the importance of developing a culturally competent agency.</p>	<p>Process of consumer/community input in the development of cultural competence plans, activities, and issues</p> <p>Policies and procedures are regularly reviewed and revised and reflect awareness and importance of Cultural Competence.</p> <p>Senior management team members and Board members are trained in cultural competence principles and practices.</p> <p>Work with Provider Relations to</p>	<ul style="list-style-type: none"> -Establish a Community Cultural Competence Advisory Committee -Develop partnerships and involvement with various community groups and agencies that provide services and support to diverse populations -Offer Cultural Competence Overview Sessions for Providers, committees, consumers and stakeholders -Plan a Community Roundtable event to discuss and further develop the Plan -Establish a space on the AMH web site to offer community links, resources on Cultural Competence -Demonstrate evidence of input from diverse advisory groups into refinement of the Plan. -Review and assessment of current policies and procedures -Consumer, stakeholder and community input is sought into the review of policies and procedures. -Make specific training sessions available for management team and select Provider Council, CCAC members, CFAC members, consumers and stakeholders. 	<p>January 2008</p> <p>Ongoing</p> <p>August 2008, Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Spring 2009</p> <p>Spring 2009</p>
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<p>To review and align Provider policies and procedures with culturally competent principles and practices.</p>	<p>establish a mechanism for assessing evidence Cultural Competence implementation including a Cultural Competence Plan. The LME will offer providers technical assistance to complete plans.</p>	<p>-Work with CCAC, stakeholders, consumers, Provider Council and provider community to develop a replicable community-wide training plan.</p> <p>-Review provider documentation, materials and policies to ensure they meet Title VI expectations.</p> <p>-Review level of provider involvement in free Cultural Competence orientation and overview sessions, committees, activities and events.</p> <p>-Rate Providers on their Cultural Competence plan and implementation in the public Provider Performance Report.</p>		<p>December 2009</p> <p>December 2009</p> <p>December 2009</p> <p>December 2009 / January 2010</p>
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STAFF DEVELOPMENT

<p>To improve staff performance and training related to Cultural Competence.</p>	<p>Review staff performance.</p>	<p>-Staff expected to attend trainings and classes and participate in various diversity events and are rated in their annual performance review.</p> <p>-Supervisors will encourage staff to attend trainings, classes and events.</p> <p>-Supervisors will coach staff on cultural competence and will help manage cultural conflicts.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
<p>To establish a Human Resources recruitment process.</p>	<p>Develop a process for actively recruiting, hiring and maintaining diverse, bi-lingual and bi-cultural staff.</p> <p>Continuous monitoring of needs and recruitment to achieve diverse workforces to accomplish the appropriate and effective services</p>	<p>-Review and refine advertising approaches and recruitment locations.</p> <p>-Review job descriptions and innovatively adapt them as necessary to attract larger pools of candidates.</p>	<p>May 2008</p>	<p>June 2009</p>

<p>To continuously improve and update the training content for cultural competency</p>	<p>of consumers.</p> <p>Evidence of a cultural competency training curriculum and training plan</p> <p>Assessment of effectiveness of training content</p> <p>Dissemination of information on staff training opportunities and policies and procedures.</p>	<ul style="list-style-type: none"> -Post ads in a variety of diverse and targeted publications and sources. -Develop a questionnaire that includes Cultural Competence questions for interview candidates, new hires and include in interviews at 90 days of hire and at exit. -Human Resources training on culturally competent recruitment and interviewing. -Develop a mandatory Training Plan. -Training assessed in pre- and pos- training evaluations and in annual employee climate survey. - Documentation on how training is integrated into overall staff training activities. -Provide a Cultural Competence Overview in New Employee Orientation -Provide information on alternative and informal training opportunities for staff. -Develop a process for staff to reflect on their training and overall educational opportunities and provide feedback. 	<p>May 2008</p> <p>May 2008</p> <p>January 2008</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>January 2009</p> <p>June 2009</p>
<h2>COMMUNICATION</h2>				
<p>To enhance understanding of different communication needs and styles of diverse consumer populations</p>	<p>Develop a process for access to interpretation services and for informing consumers of their right to interpretation and translation services.</p>	<ul style="list-style-type: none"> -Staff trained in use of interpreters -Staff trained in consumer rights in regard to interpretation services and Title VI LEP -Establish a baseline of interpreter needs by 	<p>Ongoing</p> <p>Ongoing</p>	<p>June 2009</p>

<p>To improve the avenues of communication within and between ethnically diverse consumers and communities.</p> <p>To improve Interpersonal Communication within the organization and create a safe, inclusive environment that fosters respect for and acknowledgement of</p>	<p>Presence of plan for culturally appropriate dissemination of written/other materials.</p> <p>Number of community outreach and education sessions highlighting mental health concerns for diverse consumer groups and communities.</p> <p>Documentation of strategic/ processes to promote effective communication among diverse staff.</p>	<p>tracking the number of calls to MeckLINK and provider community.</p> <p>-Contract with consulting firm with certified interpreters.</p> <p>-Revise the Consumer Rights Handbook.</p> <p>-Include Cultural Competence and interpretation questions on Consumer Satisfaction Survey.</p> <p>-In compliance with Title VI for translated materials.</p> <p>-Collaborate with other community entities to increase availability of resources.</p> <p>-Create a community events calendar</p> <p>-Provide Cultural Competence Overview Sessions and presentations to diverse communities.</p> <p>-Develop relationships with diverse media groups (newspaper, television, and radio).</p> <p>-Develop strategies with CCAC for establishing “cultural brokers” to better reach communities.</p> <p>-Managers and staff complete training.</p> <p>-Promote informal workshops, Lunch & Learn Series, and external opportunities.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2008</p> <p>Ongoing</p>	<p>December 2009</p> <p>June 2008</p> <p>June 2009</p>
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<p>different needs and approaches.</p>		<ul style="list-style-type: none"> -Include features on cultural competence in internal communication formats and in staff meetings. -Supervisors coach staff on cultural competence challenges, conflicts and dilemmas. -Supervisors and staff identify ways to improve cultural competence in their day-to-day work and activities. -Annually assess employee climate. -Encourage staff input and feedback into overall Plan and implementation. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>June 2009</p> <p>June 2009</p>
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