

Innovation Work Plan Narrative

Date: 3-28-11

County: Fresno County

Work Plan #: INN-03

Work Plan Name: Holistic Culturally Competent Wellness Center

Purpose of Proposed Innovation Project (check all that apply)

- INCREASE ACCESS TO UNDERSERVED GROUPS
- INCREASE THE QUALITY OF SERVICES, INCLUDING BETTER OUTCOMES
- PROMOTE INTERAGENCY COLLABORATION
- INCREASE ACCESS TO SERVICES

Briefly explain the reason for selecting the above purpose(s).

The reason for selecting the above purpose is guided through the input and feedback we have received through our stakeholder process. Though all of the above stated purposes apply to this plan, Increasing the Quality of Services, Including Better Outcomes is the primary purpose to be reviewed. Stakeholders expressed a strong desire for serving the needs of Fresno County's diverse cultural and linguistic communities that are underserved or unserved. Stakeholders guided by past and current community planning processes reaffirmed the need to increase access to services for underserved Hispanic, African American, Native American, Southeast Asian, as well as other community groups in Fresno County in a manner that meet the unique needs of each targeted population. Each of the underserved groups has their unique community, culturally, spiritually, and linguistically based wellness and recovery practices that will enhance treatment of behavioral health related issues. Existing Fresno County CSS and PEI programs are required to deliver services in a culturally competent manner; however, we can be innovative and look at service delivery that is non-traditional but cultural and ethnic as a means to address disparities. Some of the existing disparities include; a lack of collaboration with cultural and ethnic groups, and understanding and respect of non clinical approaches to mental health. Through Innovation we strive to test a new approach that may bridge some of the current gaps. The Holistic Center uses a model for culturally competent services, and will adapt that model to meet the needs of Fresno County Consumers by catering the approach to the identified underserved cultures in Fresno County. It will also differ in that all cultures will be located at one facility, to promote education and awareness of alternative treatments, and will also refer/link consumers to culturally appropriate services within the community. The goal is to improve quality and outcome of services by having the diverse cultural groups working together (cultural collaborations) to learn from each other and advance diverse and holistic approaches to wellness.

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The EQRO FY 09-10 Report stated "The relative access and the average approved claims for Hispanic beneficiaries were lower than for White beneficiaries. Over the past

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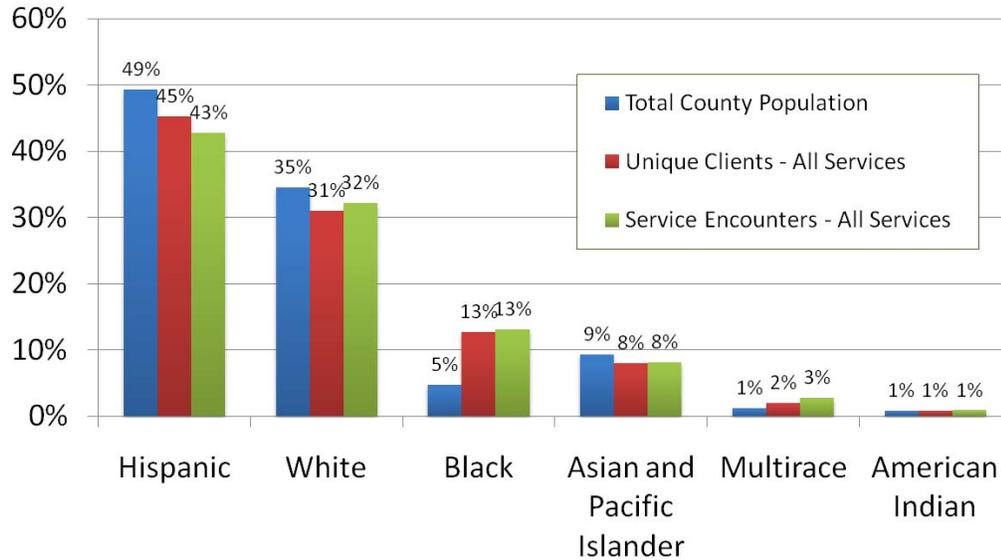
four years of data, these disparities decreased slightly – approaching parity in approved claims but continued remarkable disparity in access." As it relates to cultural competency the EQRO report revealed the following disparities in services and penetration rates:

Component		Rating			
		Present	Partially Present	Not Present	Not Rated
6	Cultural competence principles and practices drive service delivery		X		

Element	Fresno	Rank	Large MHPs	Statewide
Penetration rate – Hispanic	2.83%	46	3.47%	3.41%
Approved claims per beneficiary served – Hispanic	\$2,588	42	\$3,745	\$4,448
Penetration rate – Asian/Pacific Islander	3.77%	N/A	4.42%	4.30%
Approved claims per beneficiary served – Asian/Pacific Islander	\$2,585	N/A	\$3,193	\$3,329

Based on RDA Consultant's system review of Fresno County Department of Behavioral Health, disparities in services were also indicated as shown in the chart below:

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The American Family Physician December 2005 Article on "Cross-Cultural Medicine" by Gregory Juckett T, M.D., M.P.H., *West Virginia University School of Medicine*, stated "A person's worldview (i.e., basic assumptions about reality) is closely linked with his or her cultural and religious background and has profound health care implications. Patients' worldviews and religious beliefs also affect how they view disease causation. Some see illness as having not only physical but also spiritual causes. Physicians should respectfully explore a patient's beliefs within the context of the patient's culture. Many patients use home remedies or visit traditional healers before seeking conventional medical treatment. Others return to traditional healers in lieu of completing an ongoing conventional medical work-up. Patients may lose confidence in their physicians if they do not receive prompt, culturally comprehensible diagnoses. Clinical success often depends on communicating with these healers and prioritizing tests and treatments".

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In order to reduce some of the noted disparities in services to cultural and ethnic groups, and evidence revealed in literature reviews of culturally competent services, Fresno County is proposing a Holistic Culturally Competent Wellness Center as an innovative way to address wellness and recovery for the many diverse communities in our County.

During the stakeholder process, stakeholders identified a need for better quality of services and increased communication and collaboration between the Department and the community groups. RDA system review also identified a need for the Department to increase collaboration and communication with other agencies and with stakeholders in

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the community. This innovation strategy will be one of the links between the Department and underserved cultural groups in the community by providing an educational opportunity for awareness, access and linkages, at a Holistic center that are based on the unique cultural, ethnic, spiritual, and linguistic needs of each underserved group. Education/awareness and linkages will be provided by trusted facilitators/community members that understand the unique needs of their communities and are well versed in the alternative techniques of wellness and recovery and understand the holistic approaches to wellness and recovery. This innovation strategy will also allow the Department to be more aware of what non-county operated programs and support systems are available to consumers leading to increase in the quality of services available for the underserved populations of our County. Reporting to the community on measurable outcomes on a regular basis will provide agencies, stakeholders, and consumers with quantitative data to determine the effectiveness of this proposed program.

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Fresno County's innovation strategy will increase access to services, as consumers, staff and community members, will receive education regarding possible alternative services that are appropriate to their unique needs.

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Some of the current service gaps regarding culturally competent services in Fresno County are:

- A lack of collaboration with cultural and spiritual groups
- A lack of acceptance by those in the mental health profession in Fresno County of non clinical mental health treatment
- A lack of understanding of the variety of cultures and spiritual groups that are located in Fresno County and their perception of mental illness
- The well being of the entire person, aside from just mental health is not currently practiced

The gaps that exist in traditional Holistic Centers are:

- All cultures are not located in one center
- Not mental health/behavioral health focused
- Not focused on cultural issues manifested by the stigma associated with mental illness

Through this approach Fresno County's goal is to bridge the current gaps identified above in Fresno County cultural competence through a model that has been adapted to bridge the identified gaps above regarding traditional Holistic Center models. The ultimate goal for Fresno County through this approach is to improve services. Fresno County's model embraces the diversity of the County and incorporates cultural practices

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into mental health. Many Holistic Models are focused more on physical health and don't incorporate cultural approaches to wellness and recovery. In order to best serve the diverse community in Fresno County cultural approaches to mental health will be used.

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Project Description

Describe the Innovation, the issue it addresses and the expected outcome, i.e. how the Innovation project may create positive change. Include a statement of how the Innovation project supports and is consistent with the General Standards identified in the MHSA and Title 9, CCR, section 3320. (suggested length - one page)

INN-03 – Holistic Culturally Competent Wellness Center will provide an innovative approach in addressing mental health/behavioral health related issues for underserved and un-served clients who typically are not seeking clinically based mental health services, and instead prefer alternative culturally and ethnically focused wellness and recovery practices. The Holistic Center will provide education, referral, linkage, to culturally appropriate alternative types of treatment/healing based around a holistic wellness and recovery approach that will be used to create positive change and meet the unique needs of individuals/community groups. Alternative practices based on cultural norms and practices for each targeted population will be used and therefore, will reach more diverse and underserved Fresno County consumers. INN-03 will provide a new approach to a Holistic Center that will aid in the improvement of already existing and future culturally competent services in Fresno County and will assist in consumer's wellness and recovery based on a holistic model of recovery. We imagine the diverse groups working together and learning from each other. This provides an opportunity for different cultures to come together with the same goal of serving the community and simultaneously learn about other cultural groups and about mental health. It is anticipated that positive, behavioral health, physical health, and spiritual health (holistic learning) be strengthened.

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INN-03 will bring education/awareness regarding alternative healing/holistic options, and accessibility to targeted populations such as the Native American, Asian, African American, Hispanic, and other cultures that use traditional healers that focus on healing of the whole person as opposed to just mental health. These holistic approaches may incorporate spiritual, cultural, and ethnic approaches to recovery and wellness. Education and awareness will also be inclusive of services seen as 'traditional mental health services' in an effort to show the potential collaboration between 'traditional' and 'non-traditional' services that benefit the consumer and family.

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A Holistic Center Advisory Council, made up of representative members of the community will be developed. The Advisory Council will provide recommendations on the design and development of the Holistic Center and the type of services to be offered as well as the general operation of the center.

INN-03 will consist of approximately two staff from each targeted cultural/ethnic group (approximately 10 total staff) that is regarded as facilitators or experts in the alternative forms of healing who will have knowledge of healers and cultural groups/leaders within Fresno County and will provide education, linkage, and referral services to alternative healing/holistic options. The staff will also provide education and information to any and

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all who go to the center about their cultural or ethnic group and alternative healing.

These facilitators will also be trained in recognizing symptoms of the onset of the manifestation of mental illness. Facilitators shall function as the link between the Department, the community, stakeholders, clients, and the various centers delivering mental health services. These facilitators shall share and distribute program information, participate in the referral process, and monitor outcomes.

Specifically, the services provided will include, but not limited to the following:

- Education, referral, and linkage to various culturally appropriate alternative healing resources/agencies within the community.
- Additional alternative holistic services to be determined by the Advisory Council
- Native American, Southeast Asian/Asian, African American, Hispanic cultures, as well as other underserved groups, would be linked to alternative forms of treatment that is based on each specific culture and focuses on the whole person as opposed to just mental health in a means to recovery and wellness. Learning would be measured to see if clients recover and feels better through these alternative forms of treatment versus the traditional clinical model approach.
- The Holistic center will be collaboration between stakeholders and the Department and shall promote Fresno County's Cultural Competency Plan guidelines. The Holistic Center and its activities will incorporate the cultural and spiritual identities of consumers as they strive for wellness and recovery.
- The diversity of the services and activities at Holistic Centers will educate the general public thereby reducing the stigma associated with mental illness.
- Cultural representatives, alternative healers and faith based leaders will receive training in identifying signs of mental illness that may affect members in their communities. The knowledge of mental illness and the services provided by the Department and other local providers will aid these leaders (facilitators) in supporting consumers who belong to their communities.

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In relation to the MHSA and Title 9, CCR, section 3320, Fresno County's Innovation Plan meets all identified standards. A thorough Community Program Planning Process was done via the MHSA Innovation survey, focus groups, RDA consultant review, and stakeholder meetings. Service delivery and evaluation of this plan will include Community Collaboration and Cultural Competence. This plan will be both Client and Family Driven, and focus on Wellness, Recovery and Resiliency, and will contain Integrated Service Experiences for clients and their families. A detailed description of these key components is identified below:

1. Community Collaboration- The Holistic Center will promote a high degree of community collaboration in that cultural, ethnic and spiritual leaders from various underserved communities shall provide cultural based services to their communities and will receive training regarding mental illness from the Department and community providers.

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2. Cultural Competence- The Holistic Center is designed to meet the standards of Cultural Competency, as cultural and spiritual leaders within Fresno County shall provide a holistic approach to the health and well being of consumers. In addition, the cultural facilitators shall be trained in recognizing the early signs and manifestation of mental illness,
3. Client Driven- Clients who are from the identified populations may choose to seek non clinical mental health services via the Holistic Center based on their unique cultural, ethnic, and spiritual beliefs. Deleted:
4. Family Driven- Family members of consumers will be very much a part of the recovery of the consumers in the identified populations. Families will have a strong influence and be a key in the support systems of consumers, and will be more involved due to the personal holistic nature of the treatment.
5. Wellness, Recovery, and Resilience Focused- The identified populations have not been appropriately served. The Holistic Center will highly promote the wellness and recovery of these individuals through non clinical and cultural based services.
6. Integrated Service Experiences- The Holistic Center will strive to provide “access to a full range of services provided by multiple agencies, programs and funding sources in a comprehensive and coordinated manner” (Title 9, CCR, Section 32000.190). The cultural, ethnic, and spiritual leaders will collaborate with the Department and other providers/ organizations within Fresno County to best serve the clients in the identified populations. The services shall be integrated by using several forms of alternative treatment and unique cultural providers. Several funding sources will be used, as leveraging between the Department and other providers, both in-house and from the community will be utilized. Deleted:
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Contribution to Learning

Describe how the Innovation project is expected to contribute to learning, including whether it introduces new mental health practices/approaches, changes existing ones, or introduces new applications or practices/approaches that have been successful in non-mental health contexts. (suggested length - one page)

One learning goal Fresno County will achieve through this innovation program is to gain a better understanding of alternative treatment methods used and trusted by many unserved and underserved members of the community and to help identify the unique needs for each group. This learning will be collective for those seeking possible alternative healing/holistic options as well as educate those that are treatment providers, first responders and others regarding options and interest as brought up by the consumer/individual being seen. In the mental health field, there is a lack of understanding and use of non clinical alternative treatment methods that promote recovery, wellness, and wholeness. Fresno County’s population differs from populations in other counties and therefore will add to the field of mental health by developing more culturally competent services for additional diverse groups. The whole area of cultural competence is new and needs further development. Another key

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learning goal will be to monitor and track the success of the alternative wellness and recovery practices and compare them to traditional clinical mental health evaluation levels. As cultural leaders express interest in this Innovation plan, Fresno County will be able to see the unique methods used in alternative wellness and recovery and apply some of these holistic cultural practices in their mental health practices.

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In addition, with the collaboration of various cultural and ethnic groups the needs of unserved or underserved cultural groups may be re-evaluated and adjusted to be more culturally and ethnically sensitive.

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Another learning goal, in addition to Fresno County learning from this plan, is the various community groups will gain a better understanding of signs and symptoms of mental illness and help to assist in reducing the stigma of mental health in the community. The entire County stands to learn from the INN-03 program in that awareness and increased access to the Holistic Center will aid in stigma reduction.

The learning experience Fresno County will gain from the Holistic Center will be revolutionary in the approach in the treatment of mental illness. Holistic Centers are used all over the country in the treatment of mental illness, and successfully so. However the current models for Holistic Centers is not appropriate for Fresno County due to the unique needs of the diversity of Fresno County consumers. Other models don't have all cultures located in one center. The other models also don't incorporate the County's Behavioral Health Department with the Holistic Center as collaboration partners to not only address mental health, but the overall health and wellness of consumers. The plan has adapted this approach by proposing to collaborate with a large variety of diverse cultures and ethnic groups to reach the identified un-served and underserved populations. The adaptation of a Holistic Center also differs from other models in that an integrated approach to recovery and wellness will be used that incorporates unique cultural practices, traditional mental health training on signs of mental illness, and identifying evaluation measures that capture the success of the alternative treatment compared to traditional mental health clinical treatment by bringing different cultural groups together in one Center as opposed to separate centers for each group. By having different groups in one center will aid in learning from one another and promote collaboration of different healing practices. Fresno County stands to learn a great deal through this innovation program and will learn how effective these type of culturally based services for the identified underserved populations will be. By Fresno County integrating traditional mental health treatment models with the Holistic model in our innovation strategy this will provide Fresno County the opportunity to learn the benefits of providing both service types to our consumers.

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Timeline

Outline the timeframe within which the Innovation project will operate, including communicating results and lessons learned. Explain how the proposed timeframe will allow sufficient time for learning and will provide the opportunity to assess the feasibility of replication. (suggested length - one page)

Implementation/Completion Dates: 08/11-07/14
MM/YY – MM/YY

INN-03 The Holistic Center identified in this innovation project is expected to start in August, 2011 and commence for a three year period through July, 2014. It is expected that this time frame will allow Fresno County Department of Behavioral Health sufficient time to assess the progress of this innovation project, make necessary adjustments as needed, as well as provide the opportunity to communicate results to the community, other key stakeholders as well as other County and State agencies.

Fresno County Department of Behavioral Health will report on a quarterly and monthly basis to key stakeholders via the Department's MHSa website, Mental Health Board meetings, as well as other community forums. The Department has established an Outcomes Committee and will report on a periodic basis key outcomes, success/lessons learned, learning achieved as well as opportunities for further learning associated with this program.

On a quarterly and monthly basis the Department will be able to track usage of the Holistic Center, and the amount of interest expressed by cultural and spiritual leaders, as well as the success of clients in their recovery and wellness. In addition, the Department will be able to track effective and integrated linkage methods, and be able to provide time sensitive follow-up as needed.

The three year period will allow the Department sufficient time to assess the feasibility of replication through concrete data collection methods, collaboration with key community partners on outcomes achieved, as well as through review and feedback from consumer/family members and consumer advocacy groups.

The three year time period allows for:

- Initial Design/training in this Innovation Program – August-~~September~~ 2011
- Collaboration with cultural/ethnic community providers – August-September 2011

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- Inform the community of the Holistic Center plan and invite various cultural groups to become part of the Center
- Develop and implement a Holistic Center Advisory Council
- As each group commits to be involved they will submit their goals and hopes for the Holistic Center
- Implementation of the program (including RFP, contracting, MOU's etc as needed) August 2011 through project completion
- Monthly and Quarterly reporting to Mental Health Board and other stakeholders – August 2011-July 2014
 - At the end of each quarter the outcomes will be evaluated and potential and necessary changes will be identified
- Adjusting this innovation model as needed to meet the needs of the consumers/family – Ongoing – August 2011 through July 2014
- Engaging clients to capture qualitative as well as quantitative data – August 2011 – July 2014.
- Defining the model in a final/completed manner that can be replicated to other agencies/communities - June 2014 - July 2014.

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Project Measurement

Describe how the project will be reviewed and assessed and how the County will include the perspectives of stakeholders in the review and assessment.

The Holistic Culturally Competent Wellness Center innovation project will be reviewed and assessed through a community stakeholder driven process. This process will include communicating openly on the projects goals and reporting to the community outcome measurements on a periodic basis. Specifically the project will be reviewed and assessed in the following methods:

- Outcomes as stated in this Innovation Project (increase in culturally and ethnically sensitive services through having all the different cultures in the same Holistic Center) will be communicated to the Local Mental Health Board and at Mental Health Board (MHB) meetings. MHB meetings are attended by various community agencies, clients and families, advocacy groups, as well as other key stakeholders.
- Outcomes will be shared and discussed at other community stakeholder meetings such as the Adult Mental Health sub-committee, Children's Mental Health sub-committee, as well as contracted provider organizational meetings.
- Outcome measurements will be posted on the Department's MHSA website and update periodically – monthly and quarterly.
- Feedback from the community, clients and families will be received as services are being carried out and adjustments will be made to meet the needs of the community. Feedback will also help assess which elements of the proposed approach contribute to outcomes.
- Fresno County Department of Behavioral Health has created an Outcomes Committee and this committee will review and assess the performance of the project and provide suggestions for improvements as needed.
- Annual Updates to this project will be provided to the community and community forums/meetings will be set up to discuss outcomes and/or refinements needed.

What we will need to determine based on the outcomes, will be if this is a successful approach to a Holistic Center that meets the needs of Fresno County consumers. The outcomes that will be measured through the process listed above are the effectiveness of non clinical services in a Holistic Center that encompasses all of the identified cultures. In order to determine if this project is successful the success rate of consumers who are referred to the Holistic Center must be evaluated by effective follow

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up with consumers who are referred to the Holistic Center. Progress should be compared back to when consumers were seeking clinical approaches to address their mental health issues. Additional outcome measurement to include reporting of culturally/linguistically competent documentation in consumer records (of those engaged in 'traditional' care) due to the increased awareness and possible linkages based on consumer input. There should also be a comparison of other models versus our Holistic Center model.

Data will be received through internal Department databases tracking client progress/linkage, as well as through provider tracking systems such as client and family satisfaction surveys, focus groups, interviews, etc.

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Leveraging Resources (if applicable)

Provide a list of resources expected to be leveraged, if applicable.

Leveraging resources is still being worked out and it is hoped that the Department can obtain leveraging resources through the following sources:

- Community Cultural/Ethnic/Spiritual Providers – office space, data sharing on outcomes and other statistical data, and consultation with facilitator/expert staff
- Natural Community Partners and referral sources – Community agency staff time, office space, and consultation time as well as data measurement sharing
- Other leveraging sources to be reviewed