

CSS CULTURAL COMPETENCY and DIVERSITY PLAN FOR FY 18-19

The Performance Improvement Council under the direction of Chairperson Ginger Little prepared the 2018-2019 Plan. This document was presented and approved by the CSS Leadership on June 6, 2018 and the CSS Performance Improvement Council on June 28, 2018. The CSS Client Rights Committee reviewed and approved July 24, 2018.

ORGANIZATIONAL VALUES

| GOAL | INDICATORS | ACTIVITIES | TIMELINE | STATUS | PERSON RESPONSIBLE |
|---|---|--|--|---|--|
| To enhance commitment to becoming a more culturally competent organization through leadership, staff investment and documentation efforts | Presence of overall investment in Cultural Competency inclusive of Culture, Age, Veteran Status, Gender, Sexual Orientation, Spiritual beliefs, Socioeconomic status, and Language. CARF Standard 1.A.5. | All SU staff complete documented Cultural Competence and Diversity Training | At New Employee Orientation & Annually CARF Standard 1.1.5. | Assigned staff training in Relias is current as of May 31, 2018 | Program Managers & Supervisors |
| | | Provide regular communication about Cultural Competence/Diversity news, expectations and events in Staff Newsletters and on the CSS internal SharePoint and external Website | Ongoing | | Program Managers & Supervisors, Information and Education Coordinators |
| | | Review of the Cultural Competency Plan | Annually | | Ginger Little |
| | | Regular Cultural Competence discussions, presentations, reports and activities at CSS Management and staff meetings | Ongoing | | Stacy Lowry, Department Director; Program Managers |
| | | Maintain organization's mission, values and strategic business plan to reflect commitment to Cultural Competency & Diversity | Ongoing | | CSS Leadership Team |
| | Presence of Cultural Competency Principles and Practices reflected in agency's mission, values and strategic business plan | Program descriptions reflect commitment to Cultural Competency | Annually | | Program Managers & Supervisors |
| | | Identify a Cultural Competence executive "Champion" who has the | Completed | | Stacy Lowry, Department |

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| | | authority to ensure implementation of the plan | | | Director is our Champion |
| | Presence of an individual on the County Corporate Diversity Team | Define and promote the role and reporting of Cultural Competence "Champion" for staff | Completed | ongoing | Ronnie Devine |
| | | Include all staff in the development of the plan. Engage in Cultural Competence discussions, activities and goal setting in staff meetings | Ongoing | | Program Managers & Supervisors |
| | | Cultural & Environmental Competence Committee, CSS Client Rights Committee and CSS Leadership Team to review CCC plan | Annually - ongoing | | Stacy Lowry |
| | | Provide regular communication with leadership and staff about the plan, its expectations, and effectiveness | Ongoing | | Karen Pelletier |
| | | Managers and Supervisors have accountability in their work plans and are measured on performance of plan implementation in their annual review | Ongoing | | Program Managers & Supervisors |
| | Accountability by each manager for the success of the Cultural Competency Plan | Each SU staff member has a performance measure on Cultural Competence in their annual review | Ongoing | | Program Managers & Supervisors |
| Individual cultural differences are recognized in Person Centered Profiles (PCP) | PCP's formally address and document cultural variables inclusive of Culture, Age, Veteran Status, Gender, Sexual Orientation, Spiritual beliefs Socioeconomic status, and Language. CARF Standards 1.A.5. and 2.A.20. | Cultural issues are routinely addressed in the consumer treatment plan, assessment and other service delivery episodes, with treatment amended as needed | Treatment Plan review as needed | | Program Managers & Supervisors |

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GOVERNANCE

| GOAL | INDICATORS | ACTIVITIES | TIMELINE | STATUS | PERSON RESPONSIBLE |
|--|---|--|-----------------------|--|--|
| To enhance community partner and customer engagement and commitment through increased involvement and accountability | Communication tools consistently address Cultural Competence | Internal Communication: email, staff meetings, etc. | Ongoing | | All Staff |
| | | External Communication: Consumer Newsletter, public relations, community meetings, etc. | Ongoing | | All Staff |
| | Plan for engagement of diverse community groups | Develop partnerships and involvement with various community groups and agencies that provide additional services and support to diverse populations | Ongoing | | CSS Leadership Team |
| | | Establish a space on the CSS SharePoint web site to offer community links, resources on Cultural Competence and training/information | Ongoing | | Program Managers & Supervisors, Information and Education Coordinators |
| To create opportunities for consumer, staff, and community input | Process of consumer - community input in the development of Cultural Competence Plans, activities, and issues | Demonstrate evidence of input from diverse advisory groups into refinement of the Plan (CSS Client Rights Committee) | Quarterly at meetings | | Ginger Little |
| Mecklenburg County has developed a plan to implement an Equity and Inclusion Initiative which aims to ensure that equal services are available for every resident and that valued employees view the County as a fair and equitable place to work, | | The County worked with the Government Alliance on Race and Equity (GARE) to provide an employee survey designed to give an inside look at how each employee perceives equity | March 16, 2018 | Survey ended. Results will be reviewed and analyzed by GARE and Mecklenburg County leadership. | County Manager's Office |

Reviewed on: 6/6/18, 6/28/18

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| To align program policies and procedures with culturally competent principle and practices | Program policies and procedures are regularly reviewed and revised to reflect awareness and importance of Cultural Competency | Review and assessment of current program policies and procedures. As policies and procedures are reviewed, they're examined for cultural competence content | Ongoing | | CSS Leadership Team |

STAFF DEVELOPMENT

| GOAL | INDICATORS | ACTIVITIES | TIMELINE | STATUS | PERSON RESPONSIBLE |
|---|--|---|----------|--------|--|
| To improve staff performance related to Cultural Competence | Review staff performance | Staff expected to attend trainings and classes and participate in various diversity events and are rated in their annual performance review | Ongoing | | Program Managers & Supervisors |
| | | Supervisors will encourage staff to attend trainings, classes and events and include this as needed on annual work plans | Ongoing | | Program Managers & Supervisors |
| | | Supervisors will coach staff on Cultural Competence and help manage cultural conflicts | Ongoing | | Program Managers & Supervisors |
| To establish a Human Resources recruitment process | Develop a process for actively recruiting, hiring and maintaining diverse, bi/multi lingual and cultural staff | Review and refine advertising approaches and recruitment locations | Ongoing | | County Human Resources; Program Managers |
| To ensure staffing is culturally reflective of the population served inclusive of leadership positions, management positions, direct service positions and support service positions. CARF Standard 1.A.5. | Monitor clinical populations and respective staff for demographic diversity | Continued review of Clinical Programs to target areas that need more culturally diverse staff | Ongoing | | CSS Leadership Team |

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| | Continuous monitoring of needs and recruitment to achieve diverse workforces to accomplish the appropriate and effective services of consumers | Review job descriptions and innovatively adapt them as necessary to attract larger pools of candidates | Ongoing | | CSS Leadership Team & County HR |
| | | Review the protocol that includes cultural competence questions for interview candidates, new hires and at exit | Ongoing | | CSS Leadership Team |
| | | Human Resources training on culturally competent recruitment and interviewing | Ongoing | | Human Resources |
| To continually improve and update the training content for Cultural Competency and Diversity CARF Standard 1.1.5.b.(4) | Evidence of a Cultural Competency training curriculum and training plan | Develop a mandatory training plan delineated by job title | Ongoing | Staff Mandatory Training grid will be monitored for updates (CSS All MeckEDU under development) | Ginger Little/Rashida Hudson |
| | | Annual County-wide Employee Climate Survey | Ongoing | | CSS Leadership Team |
| | Assessment of effectiveness of Cultural Competence training content | Documentation on how Cultural Competence training is integrated into overall staff training activities | Ongoing | | Ginger Little |
| | Evidence of staff's awareness, input, and acceptance of Cultural Competency Plan | Provide a Cultural Competence overview in New Employee Orientation | Ongoing | | Rashida Hudson |
| | Dissemination of information on Cultural Competence staff training opportunities and policies and procedures | Provide information on alternative and informal Cultural Competence training opportunities for staff | Ongoing | | Program Managers & Supervisors |
| | | Provide Lunch & Learn trainings throughout the year, where cultural diversity/competency will be a topic at a minimum, once a year. | Ongoing | Trainings began in June, 2017 | Rashida Hudson |

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COMMUNICATION

| GOAL | INDICATORS | ACTIVITIES | TIMELINE | STATUS | PERSON RESPONSIBLE |
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| To enhance understanding of different communication needs and styles of diverse consumer populations | Develop a process for access to interpretation services and for informing consumers of their right to interpretation and translation services | Staff trained in use of interpreters | Ongoing | | Program Managers & Supervisors |
| | | Staff trained in consumer rights in regard to interpretation services and Title VI – LEP requirements | Ongoing | | Ginger Little |
| | | Revise the Consumer Rights Handbook | As needed | | Ginger Little |
| | | Include Cultural Competence and interpretation questions on Consumer Satisfaction Survey | Ongoing | | Ginger Little |
| | Presence of plan for culturally appropriate dissemination of written and other materials | In compliance with Title VI of the Civil Rights Act for translated materials | Ongoing | | Ginger Little |
| To improve the avenues of communication within and between ethnically diverse consumers and communities | Participation in community outreach and education sessions highlighting mental health concerns for diverse consumer groups and communities | Outreach to underserved populations and determination of best ways to engage those potential consumers in services | Ongoing | | CSS LEADERSHIP TEAM |
| | | Develop relationships with diverse media groups (newspaper, television, and radio) | As needed | | County Public Information |
| To improve communication with consumers whose populations have met LEP thresholds and have limited English proficiency CARF Standard 1.A.5. | Translation of CSS forms into Spanish | Consent to Treatment, Release of Information, Consent for Billing, and other forms have been translated into Spanish; others added as needed, and completed ones revised as needed | As needed | | Program Managers & Supervisors |