



SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

CLC Applied: Cultural and linguistic competence strategies for successful implementation

April 8, 2016

How to ask a question during the webinar



If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. **(left)**



If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**



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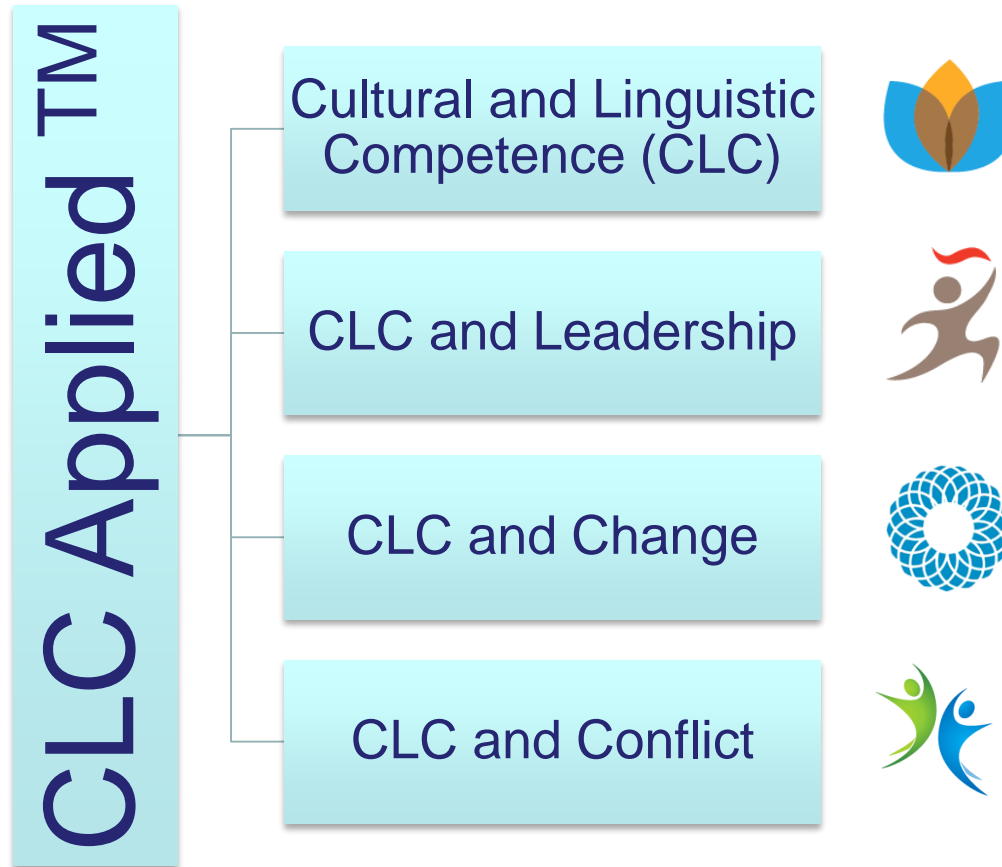
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Objectives:

- Identify the tenets of CLC integration
- Interpret CLC as a strategy to address behavioral health disparities
- Identify the leadership shifts required to successfully integrate CLC
- Assess ways in which people experience change during the integration of CLC
- Assess the value of conflict engagement as the CLC leader

CLC Applied



CHANGEMATRIX

Complexity of the Issue

Multiple factors influence disparities

- ✧ Race, socioeconomic status, gender, age
- ✧ Bias in health care systems
- ✧ Individual health beliefs

The complexity of the issue - and different viewpoints about whether or why disparities exist - cannot be allowed to lead to paralysis and inaction in the broad policy community.

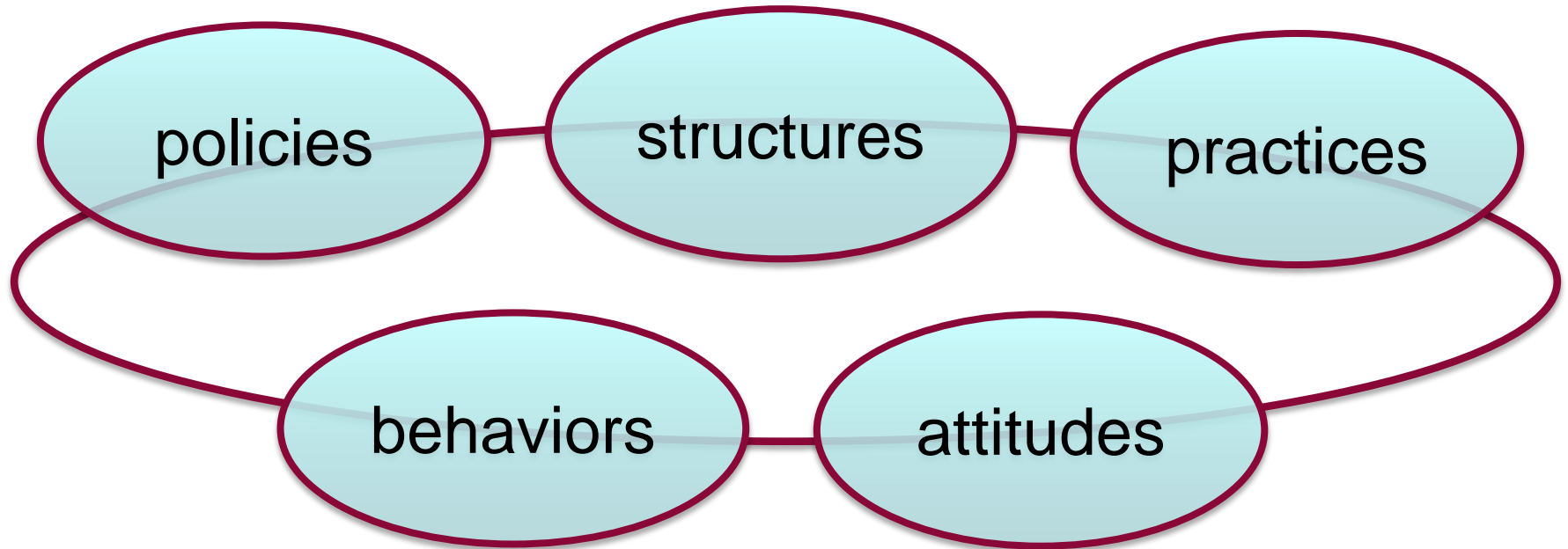
Source for quote: Kate Meyers, Kaiser Permanente Institute for Health Policy

Cultural Influences on Help Seeking Behaviors and Attitudes

- Use traditional remedies and healers
- Limited experience with Western medical systems
- Mistrust health care and social service providers
- Experience racism, prejudice, and bias
- Delay access to care
- Experience cultural and linguistic barriers

National Center for Cultural Competence, 2002

Cultural Competence



requires that organizations have a clearly defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally

Cross, T. et al (1989). *Towards A Culturally Competent System of Care Volume I*. Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center

Culturally Competent Systems

Cultural competence must be manifested at every level of an organization including:

- Policy making
- Administrative functions
- Service delivery
- Consumer and family involvement
- Community engagement

Cross, T. et al (1989). *Towards A Culturally Competent System of Care Volume I*. Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center

Elements of Cultural Competence

Organizational Level

- ❖ Value diversity
- ❖ Conduct cultural self-assessment
- ❖ Manage the dynamics of difference
- ❖ Institutionalize cultural knowledge
- ❖ Adapt to diversity
 - policies, structure, values, and services

Cross, T. et al (1989). *Towards A Culturally Competent System of Care Volume I*. Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center

Elements of Cultural Competence

Individual Level

- ❖ Understand your own culture
- ❖ Acknowledge cultural differences
- ❖ Engage in self-assessment
- ❖ Acquire cultural knowledge and skills
- ❖ View behavior within a cultural context

Cross, T. et al, (1989). *Towards A Culturally Competent System of Care Volume I*. Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center

Leadership Today

Deeply held beliefs about leadership are challenged

Values that made us successful become less relevant

Skills that made us successful become less relevant or
must be re-framed or re-tooled

Adapted from Heifetz, Ron (1996) Leadership without Easy Answers

Adaptive Work

Mobilize groups of people

Leaders need to adapt

Adaptive work is difficult and stressful

Solution and implementation is unclear and requires learning

Adapted from Heifetz, Ron (1996) Leadership without Easy Answers

Key Question

To differentiate between adaptive and technical work ask...

Does making progress on this problem require changes in people's values, attitudes, and/or habits of behavior?

The Work of the Leader



Technical

**Interpretation
and
translation
services**

Change Needed

- Whose values, beliefs, attitudes or behaviors must change in order to move forward?
- What shifts in priorities, resources and power are necessary?
- What sacrifices would have to be made and by whom?

Adaptive

**Cultural and
linguistic
competence**

adapted from Georgetown University Center for Child and Human Development (2010)
Leadership Academy on Eliminating Disparities

Is this adaptive or technical?

- ✧ Recognize the need for a CLC coordinator and set aside resources
- ✧ Having all staff dialogue about the value and worth of workforce diversity to express diverse perspectives and engage in exploring the differences to get to a shared understanding
- ✧ Hiring a CLC coordinator, developing roles and responsibilities
- ✧ Client education about making appointments and the importance of being on time
- ✧ Developing a policy around workforce diversity and hiring people from diverse backgrounds
- ✧ Exploring the appointment protocol for clients seeking services within the organization

Addressing the Adaptive Challenge

Get on the Balcony

Identify the Adaptive Challenge

Regulate Distress

Maintain Disciplined Attention

Give the Work Back

Protect All Voices

Heifetz, Ron (1996) Leadership without Easy Answers

Shifts in Leadership Functions

Direction to staff and organization

Protection of the vision and mission of the organization

Orientation of current and new employees

Engaging conflict in bringing diverse perspectives to the table

Shaping the culture and norms of the organization

The Collective Intelligence

“Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels, who need to use one another as resources, often across boundaries, and learn their way to those solutions”

Heifetz, R and Laurie, D. (1998) The Work of Leadership. Boston: Harvard Business Review

Champion CLC values Serve as “Guardians”

Leading is a choice

Experiencing Change

“The changes required will be not only in our organizations but in ourselves as well....Only by changing how we think can we change deeply embedded policies and practices. Only by changing how we interact, can shared vision, shared understandings, and new capacities for coordinated action be established.”

Senge, P. M. (1990). *The Fifth Discipline*, p. xiv

**CHANGE IS A PROCESS,
NOT AN EVENT.**

Leading Change

Change is constant

Why lead change?

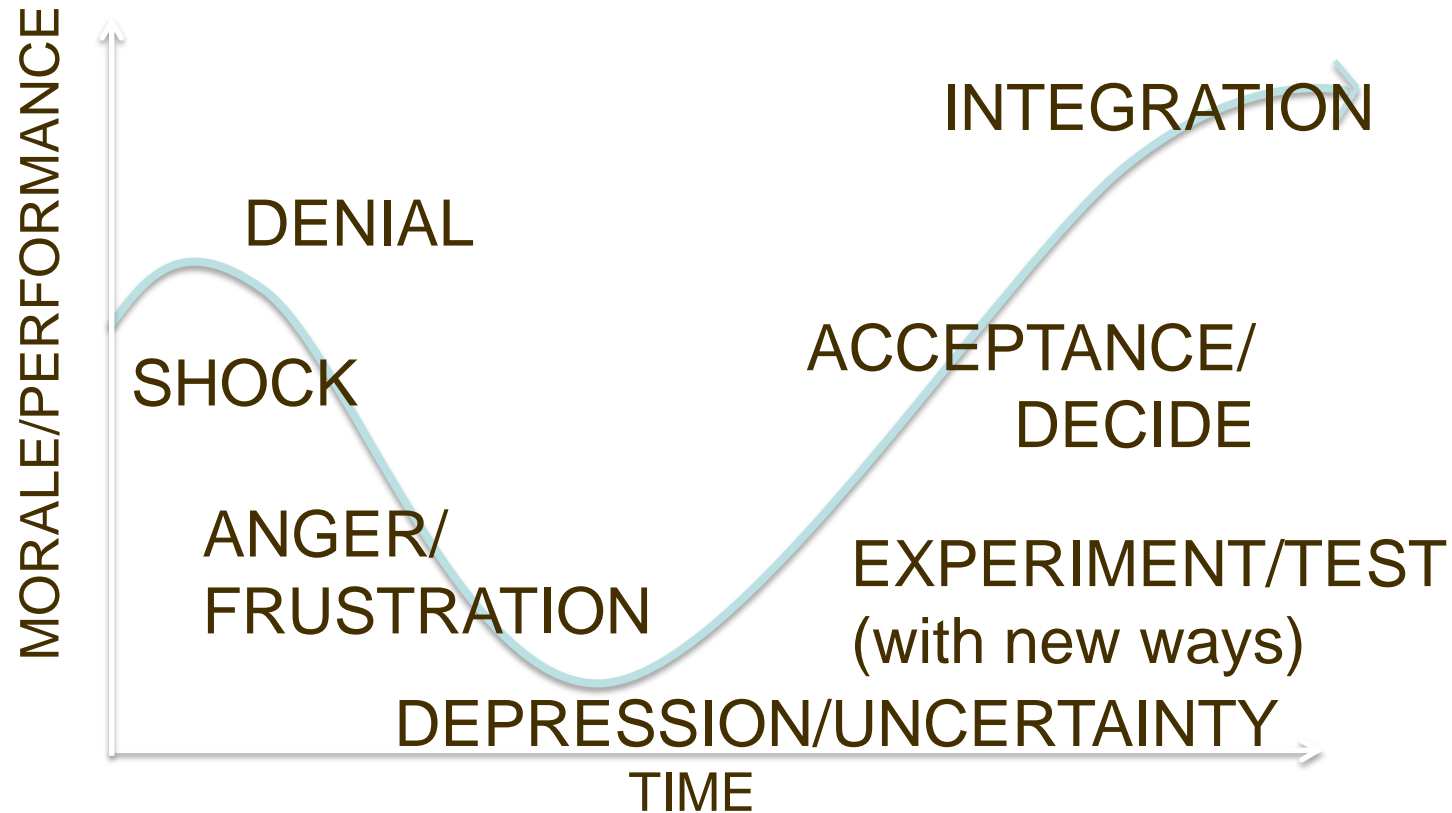
Understand reactions to change

Plan for fostering change

Implement and manage change processes



How People Experience Change



**Leadership
Tasks**

**Provide on-going
communication
about change**

**Provide
emotional support**

**Provide direction and
guidance**

adapted from Kübler-Ross, E. (1969) *On Death and Dying*. New York, NY: Scribner Publishers

Stages of Change

PROGRESS



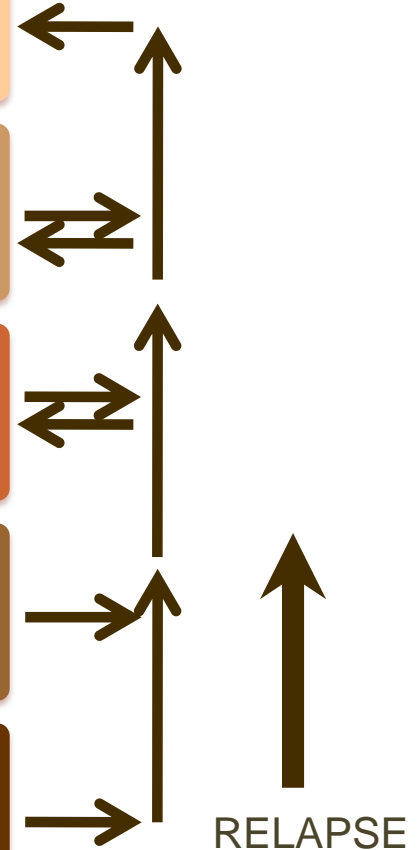
Precontemplation

Contemplation

Preparation

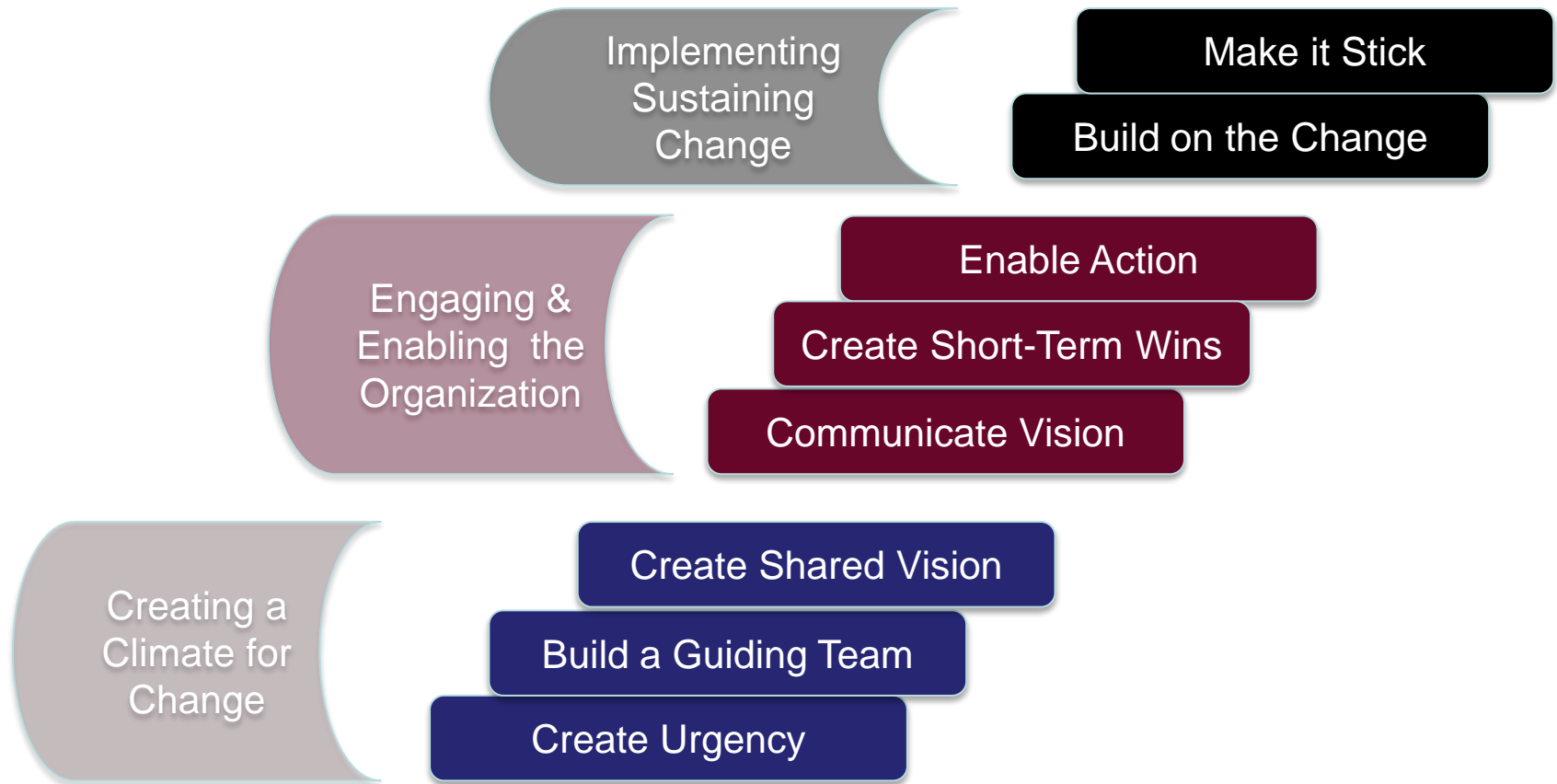
Action

Maintenance



Prochaska JO, DiClemente CC. Trans-theoretical therapy - toward a more integrative model of change. *Psychotherapy: Theory, Research and Practice* 1982;19(3):276-288.

Change Management Strategies



Kotter, J.P. and Cohen, D.B. (2002) The Heart of Change. Boston: Harvard Business School Press

A Call to Action for CLC

Identify issues and challenges

Develop a sense of urgency

Start a dialogue

Leaders establish the vision for the future
and set the strategy for getting there.

J. Kotter

Common Conflict Experience

growth

Unreasonable

REFLECTION

repair

defiant

differences

family

Stress

ANGER

Stuck

fight

fear

defensive

Disagreement

struggle

COMMUNICATION

Problem-solving

solution

frustration

intractability

opportunity

Aspects of Conflict

Enduring – embedded in systems, structures, values or identity and cannot be resolved through short-term, resolution-oriented conflict interventions

Mayer, Bernie. (2009) *Staying with Conflict*. San-Francisco, CA : John Wiley & Sons, Inc.

Enduring Conflict

Has deep roots in distrust

Is systemic and complex

Involves issues of power

Involves questions of identity

Includes tensions over values and beliefs

Includes structure as an element of the conflict

Mayer, Bernie. (2009) *Staying with Conflict*. San-Francisco, CA : John Wiley & Sons, Inc.

To effectively engage means

“accepting the challenges of a conflict, whatever its type or stage of development may be, with courage and wisdom and without automatically assuming that resolution is an appropriate goal.”

Mayer, Bernie. (2009) *Staying with Conflict*. San-Francisco, CA : John Wiley & Sons, Inc.

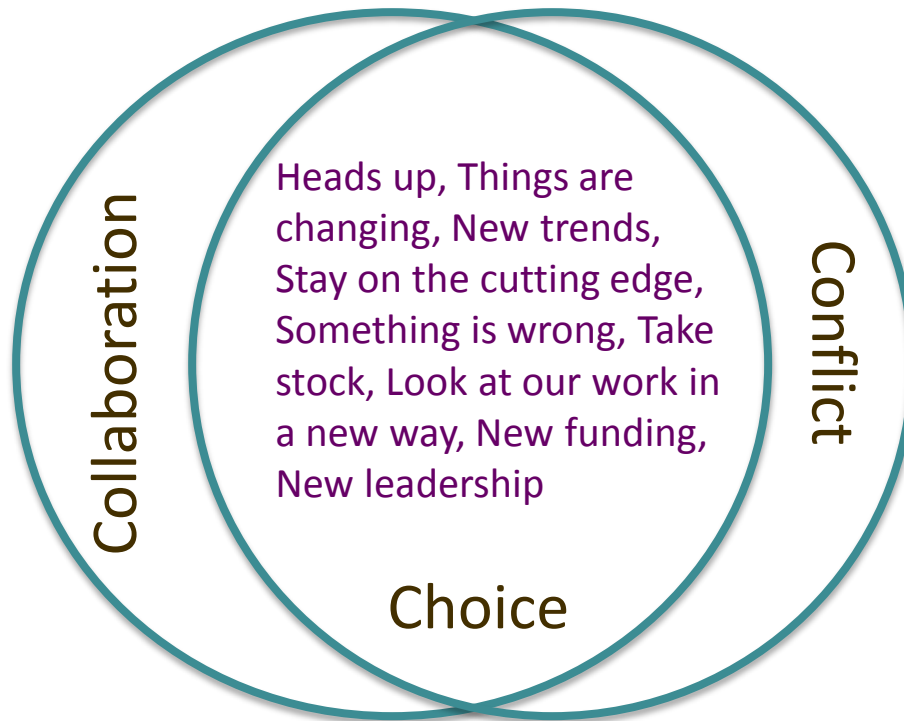
A Broader Definition

Conflict is the *interaction of interdependent people who perceive incompatible goals, and interference from each other in achieving those goals*

Folger, Poole and Stutman (2001) Working Through Conflict. Longman



How we integrate CLC in organizations



How we integrate CLC in organizations

Engaging conflict within collaborations

Face the emotional impact of conflict

Understand identity issues

Accept dissonance

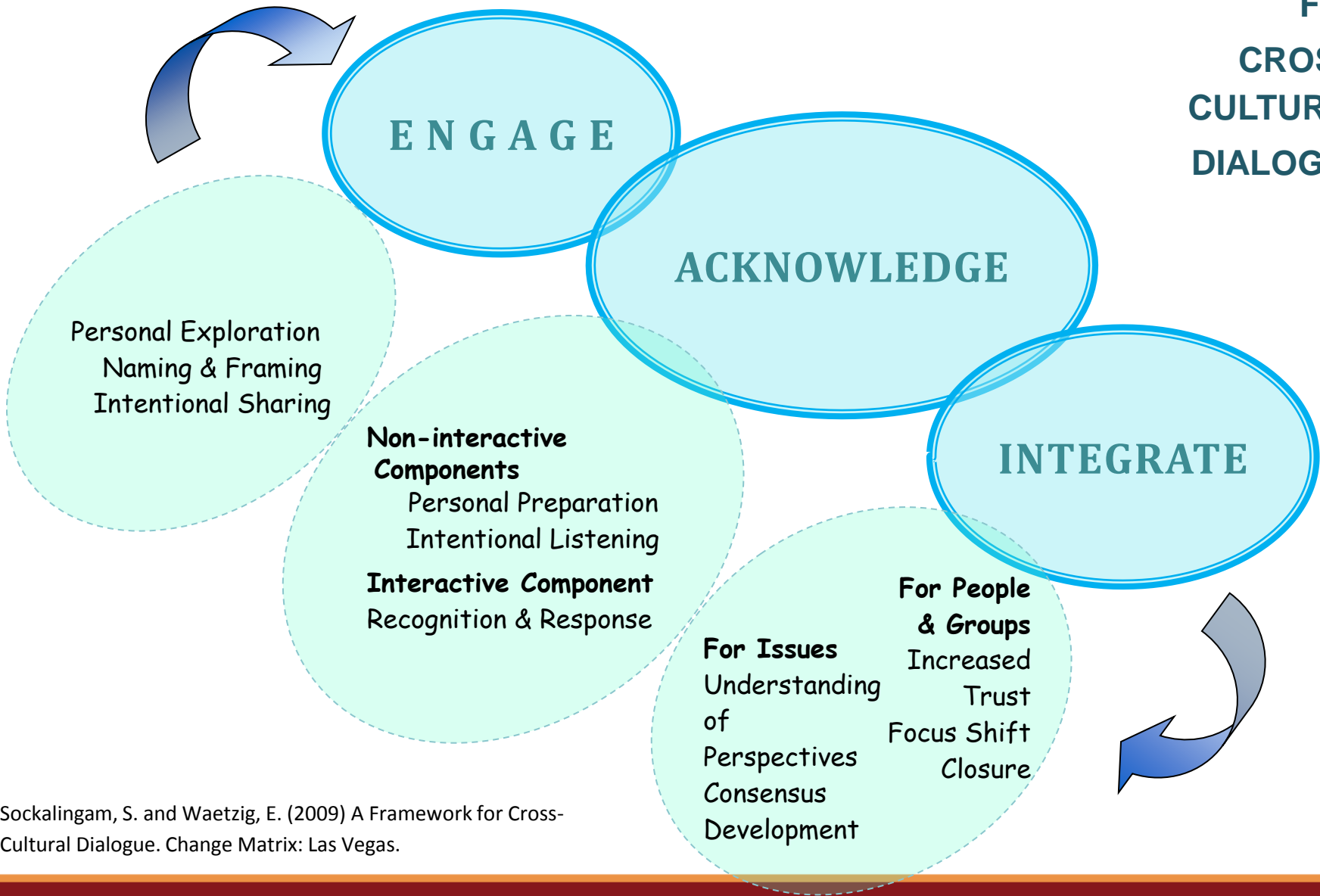
Live with a certain amount of uncertainty

Get beyond the good vs. evil paradigm of conflict

Don't believe everything you think

Mayer, Bernie. (2009) *Staying with Conflict*. San-Francisco, CA : John Wiley & Sons, Inc.

FRAMEWORK FOR CROSS- CULTURAL DIALOGUE



Sockalingam, S. and Waetzig, E. (2009) A Framework for Cross-Cultural Dialogue. Change Matrix: Las Vegas.

Coming together is a beginning,
staying together is progress, and
working together is success.

Henry Ford

TRAINING AND TECHNICAL ASSISTANCE NEEDS

Contact Rose Felipe:
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For more information and resources visit
the SAMHSA-HRSA Center for Integrated Health Solutions website
at integration.samhsa.gov