

ance Analysis



Watson Community Health Centre

Program Performance Measurement and Outcomes Report 2023

Watson Community Health Centre

Performance Measurement and Management Analysis and Action Plan

INTRODUCTION

In support of our mission and values as an organization, Watson Community Health Centre (Watson Community) recognizes respects and addresses the unique needs, worth, thoughts, communications, actions, customs, beliefs and values that reflect an individual's racial, ethnic, religious and/or social groups or sexual orientation.

Watson Community Health Centre strives for excellence in achieving a culturally competent organization by ensuring that skills and abilities needed for cultural competence become a priority at every level, beginning with the Board of Directors. Watson Community Health Centre recognizes the need for cultural competency and its incorporation into our mission and vision statements and additional services (case management and crisis intervention) to ensure it is a guiding principle are reflected in every decision, policy, clinical protocol and established benchmarks and outcome measures.

Title VI of the Civil Rights Act of 1964, mandates that **no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.**

Culture consists of behaviors, ideas, attitudes, values, beliefs, customs, religion, country of origin, gender, sexual orientation, age, languages and practices that are specific to a group of people. Culture helps us individually interpret our world and that is reflected often in our behavior. Culture is a major factor in providing case management and crisis intervention services.

Cultural Competence occurs when knowledge, behaviors, policies, and practices come together to create a system that allows clients, families, stakeholders, communities, and agencies to work in a respectful manner that meets each participant's needs based on cultural attributes. Cultural competency is a guiding principle reflected in every decision, policy, clinical protocol, and established benchmarks and outcome measures.

Diversity is the differences due to cognitive of physical ability, culture, ethnicity, religion, economic status, gender, age or sexual orientation.

Linguistic Competence is one of the most critical components in quality client services. People with limited English proficiency, including individuals who are deaf or hard of hearing, are entitled to qualified interpreters and translators. Efforts are made to make available bilingual, multicultural staff, TTY, and printed materials in different formats to meet the community needs. This includes audiotope, Braille, and large print, as well as approaches that meet the needs of the individuals with intellectual and developmental disabilities, people marginally able or unable to read and or write, and languages that represent the specific community served.

Staff Training

Training related to cultural competency is directed toward promoting competency among professionals in working with ethnically or otherwise diverse populations.

Cultural competency is critical to WATSON COMMUNITY HEALTH CENTRE because...

- Case Management, Outpatient Psychotherapy MH/SUD, Crisis Intervention Services for individuals with mental health, substance abuse, and/or intellectual/developmental disabilities, regardless of proven effectiveness, are useless if children, adults and families do not receive them.

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- The premature termination of treatment is higher among Latinos, African Americans, Native Americans and those of different cultural backgrounds.
- It has been demonstrated that an individual's help-seeking behavior may be linked to cultural and ethnic factors.
- Relatively high levels of severity of mental health problems are required in order for culturally-diverse individuals to overcome their reluctance to seek professional help.
- The formal and informal interactions that occur when people of color seek help have been shown to discourage contact with mental health organizations.
- The source of the referral has shown to be a consistent predictor of the utilization of mental health services...social service and court referred = lower use.
- Parents from various cultural backgrounds have been found to differ in the degree to which they identify child behavior and emotional problems as serious.
- Poverty has been associated with both dropping out of services and shorter length of service.
- Effectiveness is maximized when an individual is treated within the context of their community and when natural supports are available.
- If practices are not culturally competent, compliance rates diminish.

Culturally competent characterizes of Watson Community Health Centre's Case Management, Outpatient Psychotherapy MH/SUD, and Crisis Intervention Services

- Staffing patterns reflect client make-up
- Language access
- Community-based with easy access
- Flexibility in agency hours
- Individualized approach with family focus
- Strong prevention orientation
- Recovery orientation
- Strong educational, vocational and rehabilitative services
- Close working relationships with natural helpers/informal supports/faith-based
- Client involvement
- Coordination and collaboration across systems and among community providers
- Affordable costs and creative financing

In order to develop cultural competence, WATSON COMMUNITY HEALTH CENTRE must continually examine our own practices, potential barriers to services, and the importance of including family and community.

WATSON COMMUNITY HEALTH CENTRE SERVICES aspires to understand the social, linguistic, ethnic, and behavioral characteristics of a community or population and the ability to translate systematically that knowledge into practices in the delivery of mental health, intellectual and developmental disabilities, and substance abuse services. WATSON COMMUNITY HEALTH CENTRE strives to demonstrate our cultural competence abilities in the following ways:

WATSON COMMUNITY HEALTH CENTRE Staff

- Examine one's own background and acknowledge cultural biases

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- Become educated about other cultural beliefs
- Be open to as well as seek exposure to different cultural events
- Be an active listener
- Meet the individual client where they are; do not judge
- Acknowledge that discrimination is often a result of fear

WATSON COMMUNITY HEALTH CENTRE Organization

- Identify and adopt appropriate cultural diagnostic tools and train staff on their utilization
- Advertise position openings in markets where minorities are exposed to the ads
- Evaluate outreach marketing strategies of services to ensure targeted communities and clients are reached
- Practice inclusiveness
- Acknowledge the interactive dynamics of cultural differences
- Continuously expand cultural knowledge and resources with regard to populations served
- Collaborate with the community regarding service provisions and delivery
- Commit to cross-cultural training of staff and develop policies to provide relevant, effective programs for the diversity of people served

Recognize Potential Barriers to Treatment (Case Management, Outpatient Psychotherapy MH/SUD, Crisis Intervention Services)

- Stigmatism associated with receiving services
- Distrust of the system
- Perceived lack of confidentiality
- Services not located in the community where they are needed
- Lack of transportation
- Poverty
- Language
- Fear of Covid-19
- Fear of discrimination
- Family or community shame

Involvement of Families, Clients , and Community

- Family is defined specifically by each culture but is typically the primary individual or group that provides a system of support to the client . As reflected in person centered thinking, clients and their families make the decisions around their care.
- Cultural competence, including person centered thinking, extends to the community and includes natural and informal supports in the development of services. Communities are involved in the decisions around services offered and defining their needs. Relationships should be collaborative in nature and should view communities as partners.

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Steps Taken To ASPIRE to Excellence

Assess the environment

- Environmental assessments provide the foundation for development and implementation of organizational strategy.
- WATSON COMMUNITY HEALTH CENTRE assesses the environment through internal and external safety inspections, satisfaction surveys, comments and suggestions from clients , staff and stakeholders, incident reports, committees, meetings, grievances and complaints.

Set strategy

- Strategy translates the salient environmental factors into tangible planning assumptions, sets goals and priorities and globally aligns resources to achieve performance targets.
- The leadership team (such as, Quality Management Committee, Clinical Management Team, Medical Director/Clinical Oversight Meeting, etc.) continuously review and analyze accessibility issues.
- There may be barriers identified that the organization does not have the authority or resources to remove, therefore the leadership team may decide that effective accommodations may be the appropriate action taken in those circumstances.

Persons served and other stakeholders – obtain input

- Watson Community Health Centre actively engages persons served and other stakeholders as part of our planning and service processes.
- WATSON COMMUNITY HEALTH CENTRE continually addresses cultural issues to enhance the quality of life for those served in their programs and services, implement nondiscriminatory employment practices, meet legal and regulatory requirements and meet the expectations of stakeholders in the area of cultural competency, awareness and diversity.

Implement the plan

- Assessment of environmental factors provides a roadmap to achieving organizational purpose. Using input from persons served and other stakeholders and setting the strategy is the foundation for the implementation of our cultural competency plan.

Review results

- Watson Community Health Centre leadership team, by constantly monitoring and assessing input, barriers, and performance, can determine the most effective and efficient method of preventing, eliminating or reducing cultural accessibility barriers for persons served and other stakeholders.

Effect change

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- Following the review and analysis of results, Watson Community Health Centre carefully evaluates information learned so that it may be translated into focused actions to improve access to service.

WATSON COMMUNITY HEALTH CENTRE PRINCIPLES OF CULTURALLY AND LINGUISTICALLY SENSITIVE SERVICES

Staff

- Staff accepts that every individual has an ethnicity, as well as gender, sexual orientation, level of ability/disability, age and socioeconomic status; therefore, every human encounter must be viewed as a cross-cultural encounter.
- Staff understands, accept and appreciate their own cultures as a basis for relating to the culture of others.
- Staff recognizes that differences, discrimination, stigmatization and isolation are addressed as rights violations as well as barriers to the attainment of health care.
- Staff show respect toward those they support and to each other by accepting cultural differences.
- Staff accepts and practice person centered thinking.
- Interventions are culturally appropriate and accommodate culturally determined needs, beliefs and behaviors. Modalities are modified in order to be compatible with treatment.
- Staff understands that discrimination and oppression exist within our society; these take many forms, including race, ethnicity, gender, sexual orientation, disability, age and religion. Staff is sensitive to the fact that those they support may have experienced discrimination and oppression.
- Staff participates in ongoing cultural competency training in order to increase their knowledge and skills.

Organization

- We conduct initial and ongoing organizational self-assessments of cultural competence and integrate cultural and linguistic competence-related measures into their internal audits, performance improvement programs, patient satisfaction assessments, and outcomes-based evaluations
- Language assistance services, including bilingual staff and interpreter services, are provided at no cost to each individual with limited English proficiency at all points of contact, in a timely manner during all hours of operation. Family and friends should not be used to provide interpretation services (except at the request of the individual).
- WATSON COMMUNITY HEALTH CENTRE makes available easily understood client -related materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.
- WATSON COMMUNITY HEALTH CENTRE continually develops, implements, and promotes a written strategic plan that outlines clear goals, policies, operational plans, and management accountability and oversight mechanisms to provide culturally and linguistically appropriate services.
- WATSON COMMUNITY HEALTH CENTRE ensures that data on an individual's race, ethnicity, and spoken and written language are collected in health records, integrated into our management information systems, and periodically updated.
- WATSON COMMUNITY HEALTH CENTRE participates in collaborative partnerships with communities and utilizes a variety of formal and informal mechanisms to facilitate community and client involvement in designing and implementing culturally and linguistically sensitive activities.

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- WATSON COMMUNITY HEALTH CENTRE ensures that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by clients .

Practice

- Therapeutic assessment and interventions are based on cultural values and cultural sensitivity
- Extended family support is offered
- Services and supports are offered at times/places convenient to family
- Services are offered by clinicians of same cultural background
- Organization has strategies or staff in place representing access to multiple languages
- WATSON COMMUNITY HEALTH CENTRE is “client driven” ...focus on meeting needs of those served
- Staff beliefs promote inclusiveness and alternative service delivery mechanisms