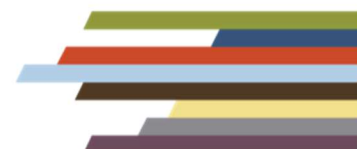

Masters Series: Ohio Cultural Competence in Behavioral Health Learning Collaborative

Request for Applications

Informational Webinar: Monday, August 26, 2019, 12:00 noon EDT

Application deadline: Friday, September 20, 2019, 12:00 noon EDT



Overview

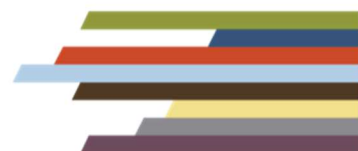
The Great Lakes MHTTC (primary contact for this training) is making a Request For Application (RFA) for an intensive technical assistance (ITA) project in response to the Ohio Mental Health and Addiction Services (Ohio MHAS) request for a transformative training to prepare the behavioral health workforce to serve individuals from diverse backgrounds. The four-month Masters Series will give participants the skills they need to improve service delivery, enhance treatment outcomes, and integrate cultural competence into their organizational structures.

The Masters Series presents cultural competence not as a distinct knowledge base, but rather as a system that incorporates cultural awareness, communications principles, implementation science, clinical applications, leadership development, and process improvement. Our ITA design will enable participants to create and sustain culturally-informed organizations that are equipped to provide responsive services to clients from any culture or background.

The Great Lakes MHTTC in equal partnership with a consortium of local, regional, and national entities will contribute expertise and high-quality materials through the delivery of a four-month ITA Masters Series collaborative. This approach will allow us to provide an extensive, in-depth training that goes beyond basic concepts of cultural competence. An additional time period will be added for organizations requesting a Change Leader Academy (CLA). The CLA will include an additional two-day training module with an added six months of coaching.

Our training design will bring in the expertise of partners from across the Technology Transfer Centers (TTC), which include the National Hispanic & Latino ATTC, MHTTC, and PTTC, the Great Lakes ATTC, MHTTC, and PTTC, and additional local partners such as the Ohio Mental Health and Addiction Services (OMHAS) Department, the Ohio Prevention Action Alliance, and the Ohio Latino Affairs Commission.

By collaborating, consortium partners will demonstrate how SAMHSA's Technology Transfer Centers (TTCs) support coordinated efforts to deliver effective ITA. The Masters Series will also provide a framework that could be replicated in other states or regions.



Training Description



- Cultural Foundations and Cross-Cultural Communication Principles (Two-day Training)

In Ohio, as in many other states, the increase in the immigrant populations has highlighted the need for a culturally-informed workforce. The first part of this two-day intensive training, titled **Cultural Foundations: Elements Needed for Treating Diverse Populations**, will address elements of culture that affect access and retention in substance use and mental health services and provide the needed foundational knowledge to address the need. This module will be a catalyst to a series of trainings that will provide organizational Change Leaders with the foundational knowledge required to address Ohio's diverse population.

The second part of this training, **Cross-Cultural Communications Principles: The Global Dynamics of Interaction**, will introduce Change Leaders to the forces at work in cultural communications and emphasize via case studies and group exercises the value behind knowing how to communicate cross-culturally with clients and staff. Once we have the Cultural Foundations, shared systems such as symbols, beliefs, attitudes, values, expectations, and norms of behavior become tools rather than barriers. Knowing how to navigate these systems is crucial to success in the diverse world we live in today. These guidelines and principles will help Change Leaders navigate the world in their clinical practice at home or in any multicultural environment around the globe.



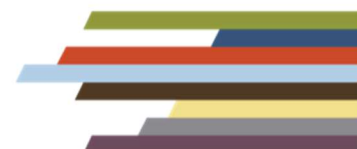
- Implementation Science & Cultural Adaptation, and Clinical Application (Two-day Training)

Cultural adaptation refers to the process and time it takes a person to assimilate to a new culture. Implementation science is a scientific method of integrating evidence-based interventions into policy and practice. The first part of this training titled, **Implementation Science and Cultural Adaptation: A Two-way Street on a Bridge**, will use the two theories to create the needed connection between CLAS Standards and clinical practice. We will look at cultural adaptation from the perspective of the host country, analyze the data on how we welcome and adapt to immigrant groups using evidence-based research, and evaluate our current healthcare environments. We will likewise go through all the National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (The National CLAS Standards) and start applying Cultural Elements: Communication Principles and learn firsthand how implementation science and cultural adaptation can work together to benefit our diverse populations.

With cultural foundations, communication principles, and scientific methods for cultural adaptation now a part of our knowledge base, we will embark into the world of culture and clinical application. **Culture and Clinical Application: Cultural Competency at Work**, is a reflective training that will help us connect the “what” with the “why” and explore the internal and external forces that allow us to appropriately and responsibly apply what we know to the passions that brought us here in the first place. Cultural and Clinical Application will be by far be the most challenging of all the pieces of training you will receive in this series.

- Cross-Cultural Leadership Theory, Motivational Interviewing and the NIATx Change Leader Academy (Optional 2-day Training with 6 months of coaching)

This training will provide participants with an overview of **Cross-Cultural Leadership Principles: Agility as Cross-Cultural Process Improvement**. Cross-Cultural leadership by nature is agile and focuses on empathy, reflection, revision, and a belief that partnerships will lead to better solutions. By combining Motivational Interviewing with the NIATx Model, we will build on your newly sharpened cross-cultural strengths that you can use to lead your organization into highly improved client-provider interactions and develop the adaptable workforce needed to meet diversity challenges in clinical environments.



On the last training, a **NIATx Change Leader Academy**, you will define a cultural change project that will get you started on your journey toward continuous process improvement. You will use skills gained in the Masters Series to design products and services while simultaneously applying the National CLAS Standards to your every effort. The NIATx model will support your endeavor by providing tools and personalized, hands-on coaching on how to use all that you have learned through the Cultural Competence Masters Series.

(Note: A Six-month NIATx coaching follow-up will conclude the Masters Series to assist participating agencies with change Projects: one-hour individual call (one every other month= 3x) and a one-hour group call (one per quarter=2x), including the closeout session).

Cost

There is *no fee* for organizations to participate in the Masters Series Learning Collaborative. Organizations *are* responsible for covering the cost of lodging and travel for their teams to attend three two-day trainings in Columbus, Akron, and Cincinnati, Ohio.

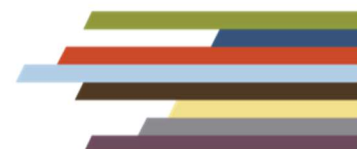
The Sponsors

Ohio Mental Health and Addiction Services
Prevention Action Alliance
Ohio Latino Affairs Commission
The National Hispanic and Latino ATTC
The National Hispanic and Latino MHTTC
The National Hispanic and Latino PTTC
The Great Lakes ATTC
The Great Lakes MHTTC
The Great Lakes PTTC

Eligibility

Inclusion Criteria

1. Any non-profit or for-profit organization providing preventative, mental health, and/or substance use services in the state of Ohio.
2. Organizations in good standing with the state's behavioral health, public health, and Medicaid agencies, as well as the federal Centers for Medicare and Medicaid Services (CMS).



Exclusion Criteria

1. Applications from multi-agency consortiums. This learning collaborative is designed to strengthen cultural competency in behavioral health and prevention practices within individual organizations.
2. Organizations involved in other major change initiatives must attest to their ability to manage this initiative in addition to the others.

The Learning Collaborative Process

- Interested organizations will apply to participate.
- Organizations selected will form change management teams comprised of two members. Optimally, the team will include change leaders within the organization who demonstrate commitment and desired change in this area.
- A learning collaborative orientation call will be held with the senior leaders of participating organizations and their change management teams at the beginning and end of the 4 initial trainings.
- Change Management Teams from all participating organizations will meet together twice for two two-day sessions (4 sessions in all), during which they will learn about effective cultural competency theory and practice, as well as strategies for bringing about change in workforce and client care practices in their organizations.
- They will receive templates to guide the development of a plan for their organization.

Change Leader Academy Applicants Only

- Organizations applying for an additional Change Leader Academy (CLA), will receive an additional two-day session, with an added six months of coaching conference calls. All organization selected for the Masters Series are eligible for this phase.
- The teams will begin selecting their cultural competency goals and strategies during the training meetings and will continue the development of their plans after the meeting, in consultation with senior leaders and others in their organizations.
- Throughout the process, the learning collaborative leader will provide technical assistance by phone and feedback on plans and implementation. This includes a review of each organization's strategic plan prior to implementation.
- Organizations will submit relatively brief quarterly reports on implementation outlining activities, progress, and barriers.
- All teams will participate in two learning collaborative teleconference calls during their implementation phase to share ideas, successes, and challenges with others in the collaborative. Each team will also have three Individual coaching calls.



- All teams will complete a questionnaire about their satisfaction with the learning collaborative.

Expected Outcomes

Organizations can expect the following outcomes from participating in the Masters Series:

1. Increased knowledge among key organization leaders about best practices in cultural competence in behavioral health.
2. Identification of cultural competence priorities and goals for the organization.
3. Identification and implementation of processes and interventions to improve future cultural adaptation and application.
4. Baseline measurement of relevant cultural variables.
5. Implementation of sustainability strategies to ensure the continuation of cultural efforts in the organization.
6. Measurement of change in selected cultural competence variables over time. This may occur during the formal learning collaborative or after, depending on the types of goals and interventions selected.

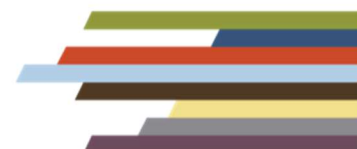
Note that improved outcomes in cultural competence on an organizational culture depend on sustained focus on these issues. This collaborative will assist an organization in implementing the processes and interventions that, over time, can bring about significant changes in its ability to find and keep their new cultural competency practices. Measurable change in cultural competence may be experienced by organizations during the formal phase of the learning collaborative or during a follow-up phase when the interventions begin to take effect.

Effective workforce development involves a continuous focus on cultural issues rather than brief interventions. The Masters Series is built on the concept of “continuous cultural development” just as efforts to improve the quality of care focus on “continuous quality improvement.”

Key Dates

Application Phase

Event	Date/Time
Request for Application is released.	August 26, 2019
Informational Webinar Register	August 26, 2019 Noon EDT

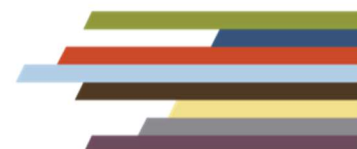


Event	Date/Time
Application submission deadline – due electronically to: alfredo.cerrato@wisc.edu (ED letter of support due: 9/24/19)	September 20, 2019 By Noon EDT
Applicants notified of selection decision via email	September 25-26, 2019

Questions about the RFA should be asked during the webinar. Questions about the application or its submission should be directed to Alfredo Cerrato at alfredo.cerrato@wisc.edu.

Learning Collaborative Phase

Date/Time	Participants	Location
Learning Collaborative Orientation Call October 1, 2019 Noon – 1:00 pm EDT	Senior Leaders and Change Management Team Members	Zoom Teleconference
Learning Collaborative Meeting Cultural Foundations and Cross- Cultural Communication October 7-8, 2019 8:30 am – 4:30 pm EDT	Change Management Team Members	In Person Columbus, OH Metro Area (location TBA)
Learning Collaborative Meeting Implementation Science & Cultural Adaptation, and Clinical Application November 19-20, 2019 8:30 am – 4:30 pm EDT	Change Management Team Members	In-Person Akron, OH Metro Area (location TBA)
Learning Collaborative Meeting Cross-Cultural Leadership Theory, Motivational Interviewing, and the NIATx Change Leader Academy January 15-16, 2020 (OPTIONAL) 8:30 am – 4:30 pm EDT	Change Management Team Members Seeking Organizational Change Via a NIATx Change Leader Academy Only	In-Person Cincinnati, OH Metro Area (location TBA)
Learning Community Concluding Conference Call January 30, 2020 Noon – 1:30 pm EDT	Senior Leaders and Change Management Team Members	Zoom Teleconference



Required Organizational Commitment

Senior Leaders

- A commitment to this initiative and ultimate responsibility for its implementation in his or her organization.
- Appointment of a two-member change management team with a designated team leader.
- Participation in the initial orientation call and concluding learning collaborative teleconference.
- Review and approval of the cultural competence strategic plan developed by the change management team.
- Support of the change management team and plan implementation within the organization.

Change Management Team Members

- Participation in the orientation call.
- Participation in the initial orientation call and concluding learning collaborative teleconference.
- Participation in the two, two-day learning collaborative meetings.
- Development and implementation of a sustainability plan.
- Developing and securing organizational approval and implementing the cultural competence strategic plan within the organization, with support from the senior leaders only.
- Completion of a survey on satisfaction with this learning collaborative.

Change Management Team Members with CLA Option

- Participation in the orientation call.
- Participation in the initial orientation call and concluding learning collaborative teleconference
- Participation in the Initial two, two-day learning collaborative meetings.
- Participation in an additional two-day Change Leader Academy meeting
- Developing and securing organizational approval and implementing the cultural competence strategic plan within the organization, with support from the learning collaborative, senior leaders, and CLA coaches.
- Development and implementation of a sustainability plan.
- Submission of two quarterly reports.
- Active participation in the two learning collaborative teleconference calls and three individual coaching calls.
- Completion of a survey on satisfaction with this learning collaborative.



Selection Criteria

1. The submitted application is complete.
2. The organization meets the eligibility criteria for participation.
3. Proposed members of the change management team have appropriate roles and authority to participate in the learning collaborative and develop and implement a cultural competence organizational change plan.
4. The application demonstrates cultural competence needs that participation in this learning collaborative could address.
5. The application demonstrates the commitment and capacity of the organization to participate in the learning collaborative effectively, as evidenced by support from the CEO/Executive Director, and the absence of conflicting initiatives.

The application deadline is September 20, 2019, by noon EDT.

