Building a Racial-Equity Approach to Full Service Partnerships (FSPs)

Multi-County FSP Innovation Project

March 4, 2021
## Welcome & Introductions

### Presenters

<table>
<thead>
<tr>
<th>Third Sector</th>
<th>Third Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aurelle Amram</strong></td>
<td>Director</td>
</tr>
<tr>
<td><strong>Maria Lorente Foresti</strong></td>
<td>Dir. Office of Diversity &amp; Equity</td>
</tr>
<tr>
<td><strong>Julie Leung</strong></td>
<td>Human Services Program Planner</td>
</tr>
<tr>
<td><strong>Dr. Jonathan Sherin</strong></td>
<td>Director</td>
</tr>
<tr>
<td><strong>Christopher Dirks</strong></td>
<td>Program Director</td>
</tr>
<tr>
<td><strong>FSP Client</strong></td>
<td>Asian Pacific Community Counseling</td>
</tr>
</tbody>
</table>

### Response Panel

<table>
<thead>
<tr>
<th>Third Sector</th>
<th>Third Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nicole Kristy (Moderator)</strong></td>
<td>Director</td>
</tr>
<tr>
<td><strong>Doris Estremera</strong></td>
<td>MHSA Manager</td>
</tr>
<tr>
<td><strong>Mary Nakamura</strong></td>
<td>Cultural Competence/Ethnic Services Manager &amp; Workforce Education and Training Health Program Manager</td>
</tr>
<tr>
<td><strong>Lisa Wong</strong></td>
<td>Senior Deputy Director</td>
</tr>
<tr>
<td><strong>Christopher Dirks</strong></td>
<td>Program Director</td>
</tr>
<tr>
<td><strong>Stafford Elahi</strong></td>
<td>FSP Client</td>
</tr>
<tr>
<td><strong>Dr. Dawnté Early</strong></td>
<td>Chief of Research and Evaluation</td>
</tr>
</tbody>
</table>

---

*Images and logos of various organizations are included, but the text above is sufficient to identify the presenters and response panel members.*
Today’s agenda

10 mins  Introduction & Project Overview
Third Sector introduces the history and importance of counties’ and MHSA’s outcomes-oriented journey, from LACDMH to the Multi-County FSP INN project

35 mins  Promising Approaches to Reducing Mental Health Disparities
San Mateo, Sacramento, and Los Angeles counties share promising approaches to reducing disparities, including system-wide and FSP-specific opportunities

15 mins  Reflections from FSP Provider & Client Community
Christopher Dirks from San Mateo’s Caminar FSP program describes his experience collaborating with the county to improve cultural competency; A client from Sacramento’s APCC TWC program shares his experience with FSP

60 min  Response Panel & Public Comment
Third Sector is a 501(c)3 non-profit organization that helps government and communities leverage data and lived experience to improve outcomes.
LA County first applied this outcomes focus to FSP, inspiring six additional counties to build the Multi-County FSP INN project

**LA County Dept. of Mental Health (LACDMH)**

- Third Sector and LACDMH are transforming FSP contracts and services to ensure an outcomes focus, via:
  - Increased focus on relentless engagement
  - Team-based service model
  - Re-designed funding and incentives
  - Improved data and continuous improvement systems

**Multi-County FSP Innovation Project**

- Fresno, Sacramento, San Bernardino, San Mateo, Siskiyou, and Ventura counties are building outcomes-oriented, data-driven FSPs, with support from Third Sector, RAND, CalMHSA, and the MHSOAC
- Implementation priorities include:
  - Clarifying eligibility, service, and graduation guidelines
  - Improving data collection and measurement strategies
  - Developing a statewide vision for FSP data, outcomes, and continuous improvement
Today’s agenda

10 mins  **Introduction & Project Overview**
Third Sector introduces the history and importance of counties’ and MHSA’s outcomes-oriented journey, from LACDMH to the Multi-County FSP INN project

35 mins  **Promising Approaches to Reducing Mental Health Disparities**
*San Mateo, Sacramento, and Los Angeles counties share promising approaches to reducing disparities, including system-wide and FSP-specific opportunities*

15 mins  **Reflections from FSP Provider & Client Community**
Christopher Dirks from San Mateo’s Caminar FSP program describes his experience collaborating with the county to improve cultural competency; A client from Sacramento’s APCC TWC program shares his experience with FSP

60 min  **Response Panel & Public Comment**
The San Mateo County Office of Diversity and Equity applies a system-wide approach to improving equity, with planned improvements in data-driven decision making.

**Workforce Development and Training**
Application of an equity lens to all trainings and professional development offered to staff and contractors in addition to robust one-on-one support to promote cultural humility and inclusiveness.

**Organizational Policies**
Institutional change across agencies that touch behavioral health clients (e.g., Cultural Competence Plan requirement of all contractors, Cultural Humility and Inclusion Policy).

**Strategic Partnerships**
Advancement of racial equity through the Diversity and Equity Council (DEC), and Health Equity Initiatives (HEI’s) collaboratives of staff, partner agencies, clients and community.

**Community Empowerment**
Programming to support engagement in decision-making and capacity building for clients and community in partnership with the Office of Consumer and Family Affairs (e.g. Lived Experience Academy, Health Ambassador Program).
Across San Mateo’s system of care, cultural competency compliance is focused on quality improvement
San Mateo County sees opportunity to continue using the principles of data-driven decision-making to ensure equitable services

San Mateo County FSP Participants
Ethnicity (Hispanic Origin) % Hispanic or Latino

<table>
<thead>
<tr>
<th>Year</th>
<th>% Hispanic or Latino</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY1718</td>
<td>28.7%</td>
</tr>
<tr>
<td>FY1819</td>
<td>29.8%</td>
</tr>
<tr>
<td>FY1920</td>
<td>29.7%</td>
</tr>
<tr>
<td>(2019)</td>
<td>24.5%</td>
</tr>
</tbody>
</table>
San Mateo County examines utilization trends by race to drive equitable services

### Adult/Older Adult FSP

<table>
<thead>
<tr>
<th>Race</th>
<th>FY17-18 (n=394)</th>
<th>FY18-19 (n=423)</th>
<th>FY19-20 (n=432)</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Native</td>
<td>11 16 15</td>
<td>10 10 12</td>
<td>19 19 20</td>
</tr>
<tr>
<td>Black</td>
<td>53 61 54</td>
<td>18 16 19</td>
<td>73 83 86</td>
</tr>
<tr>
<td>Chinese</td>
<td></td>
<td>3 5 5</td>
<td>5 6 8</td>
</tr>
<tr>
<td>Filipino</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Multiple</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>19</td>
<td>14</td>
</tr>
<tr>
<td>Other Asian</td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Native Hawaiian and Pacific Islander</td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>White / Caucasian</td>
<td></td>
<td>190 197 198</td>
<td></td>
</tr>
</tbody>
</table>

### Youth/TAY FSP

<table>
<thead>
<tr>
<th>Race</th>
<th>FY17-18 (n=110)</th>
<th>FY18 (n=93)</th>
<th>FY19 (n=97)</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Native</td>
<td>4 1 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>9 7 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chinese</td>
<td>5 4 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Filipino</td>
<td>0 2 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>4 1 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>5 3 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Asian</td>
<td>10 6 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian and Pacific Islander</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unknown / Not Reported</td>
<td>2 2 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White / Caucasian</td>
<td>30 25 27</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sacramento County BHS has provided targeted technical assistance to specific providers with the goal of improving service equity.

Community Planning Process

Through extensive CPP, BHS identified a high need for culturally responsive and linguistically proficient services to serve the diverse Asian and Pacific Islander (API) community.

Request for Application

Based on CPP, BHS released a Request for Application to operate an FSP Transcultural Wellness Center in order to expand and improve services focused on API individuals.

Technical Assistance

BHS provided extensive technical assistance to APCC, a smaller grassroots provider with a history of serving the API community, to help them with providing services through the Mental Health Plan.

Transcultural Wellness Center

APCC now provides services through the Transcultural Wellness Center to meet the unique cultural and linguistic needs of the community.
Through the Transcultural Wellness Center and other targeted support, Sacramento BHS continues to explore ways to better serve and improve outcomes for its diverse community.

Transcultural Wellness Center (TWC) focus on serving API Community

Utilization of Traditional Healing Practices

Additional TA for culturally-specific PEI Programs

Partnerships with culturally specific community-based organizations using community-defined evidence practices (https://cultureishealth.org/)

1 Transcultural Wellness Center (TWC) Population vs Mental Health Plan (MHP) Outpatient Population (as of FY 19/20)
APCC serves a wide range of API populations, with over half of the clients being monolingual.
LA County DMH’s FSP transformation will raise the quality of FSP services by leveraging accountability, incentives, and continuous improvement

FSP Transformation to Support Continuous Quality Improvement

• Focusing on FSP focal populations: homeless, justice involved, high-utilizers of emergency or high acuity mental health services
  o De-emphasizing “at risk” populations
• Team-based service approach
• Relentless outreach and engagement
• Bonus payments for achieving key life outcomes
• Continuous quality improvement to support improved outcomes and reduced disparities

• To reduce disparities and improve outcomes, we must improve the quality and reliability of FSP data and use that data to improve FSPs.
• We can currently disaggregate FSP access, service, and outcomes data by race, but data are not consistently available.
• Going forward, submitting data will be a requirement to receive bonus payments.
• This will allow us to quickly understand and impact any racial disparities.

Building a Statewide Vision for Advocacy, Innovation, & Peer Learning

LA County DMH is thrilled to see other counties statewide adopting this data-driven, outcomes-oriented approach to FSP services. Collecting consistent data across California’s FSP programs will allow us to

• Look at racial / ethnic and other disparities
• Use this data to inform state-level advocacy and local program improvements
Across all counties, collecting, disaggregating, and discussing data will allow us to translate and share best practices for driving equitable outcomes.

LACDMH and the Multi-County FSP INN project are both prioritizing collaborative continuous improvement processes that examine and address outcomes disparities.

LACDMH’s FSP transformation includes new regular reports that disaggregate data to understand disparities in outreach, access, and outcomes.

LACDMH and UCLA will lead collaborative discussions with providers to understand and learn from the reports.

Providers will have an opportunity to share successful approaches with their peers, improving outcomes and reducing disparities over time.

The Multi-County FSP INN project leverages these same principles statewide by:

- Building shared outcomes and metrics that are can be disaggregated to understand disparities
- Using these new comparable data to compare results and share ideas, over time translating the most successful approaches statewide
## Today’s agenda

<table>
<thead>
<tr>
<th>Duration</th>
<th>Session Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 mins</td>
<td>Introduction &amp; Project Overview</td>
<td>Third Sector introduces the history and importance of counties’ and MHSA’s outcomes-oriented journey, from LACDMH to the Multi-County FSP INN project</td>
</tr>
<tr>
<td>35 mins</td>
<td>Promising Approaches to Reducing Mental Health Disparities</td>
<td>San Mateo, Sacramento, and Los Angeles counties share promising approaches to reducing disparities, including system-wide and FSP-specific opportunities</td>
</tr>
<tr>
<td>15 mins</td>
<td>Reflections from FSP Provider &amp; Client Community</td>
<td><em>Christopher Dirks from San Mateo’s Caminar FSP program describes his experience collaborating with the county to improve cultural competency; A client from Sacramento’s APCC TWC program shares his experience with FSP</em></td>
</tr>
<tr>
<td>60 min</td>
<td>Response Panel &amp; Public Comment</td>
<td></td>
</tr>
</tbody>
</table>
Caminar Diversity Equity and Inclusion in FSP Programs

Chris Dirks, MA, FSP AOT Program Director (CDirks@Caminar.org)
Ann Rawley, PhD and Amanda Russell, PsyD
Diversity, equity, inclusion (DEI) and cultural humility are prioritized at Caminar following CLAS (Culturally and Linguistically Appropriate Services in Health and Healthcare) standards.

FSP programs weave in DEI starting with collaboration during the referral process, assessment, service/treatment planning, and in all services.

Approaches include:

• **Cultural curiosity**: how does the individual identify culturally, ethnically, racially

• **Identity, across many realms** that inform each individual’s values and goals, is incorporated in services

• **Cultural, ethnic, racial background and strengths; Acculturation** experience

• **Involving family of birth** (whenever possible) and/or the **family of choice**
Services are strengths-based and trauma-informed

Cultural strengths, resilience, and connections are supported

Societal stigma of behavioral health issues - along with other life experiences and trauma related to prejudices - are addressed

Increasing meaningful activities that support wellness includes culturally relevant/informed referrals and Caminar’s supported education, employment, and housing programs

Goals are pursued while addressing barriers/symptoms as needed with cultural issues integrated ongoing
Agency-wide DEI efforts including at FSP Programs

Regional and Agency Diversity, Equity and Inclusion Committees - SM DEI Committee has met monthly for 10+ years

Open communication between staff, such as on-going discussions in staff meetings on issues related to diversity and inclusion, including the sociopolitical context of healthcare

Peer Support positions (Wellness Support Specialists) for individuals with lived experience of behavioral health symptoms to support and increase the motivation of individuals with similar issues

Feedback-informed treatment/services and piloting other person-centered, evidence-based practices to strengthen services and workplace culture

Environments that reflect diversity such as with art, publications, and translated materials (forms, signage etc.) are inclusive and welcoming

Policies and procedures include and address DEI issues
Recent DEI trainings with culturally diverse trainers

- Examining micro and macro aggressions
- Cultural Humility and Interpreter training by SMC BHRS trainers to enhance client motivation and engagement in services
- Welcoming and Inclusive Intervention Skills to address hurtful speech
- Cultural Assessment of Suicide Risk and effectively working with underserved communities; Integrating and Documenting Culture in Services

Recruiting, hiring and retaining a diverse, inclusive workforce

- Staffing objectives reflect cultural and linguistic diversity of clients and having the capacity to provide culturally appropriate services; interview questions address diversity, inclusion and equity
- Caminar uses a variety of resources to attract diverse candidates - links with professional associations, reaching out to schools and training programs, networks of existing staff
- Collection and assessment of community, staff, and client cultural demographic data is ongoing to assess trends re: race, ethnicity, primary language, gender, sexual orientation - such as the example on the next slides
## Comparison of Caminar SM Staff and SMC Demographics

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>SM County 7/1/2019</th>
<th>Caminar SM Staff % 9/1/2020</th>
<th>Caminar SM Staff # 9/1/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>37%</td>
<td>47%</td>
<td>77</td>
</tr>
<tr>
<td>African American</td>
<td>3%</td>
<td>5%</td>
<td>8</td>
</tr>
<tr>
<td>American Native/Indian/Alaska</td>
<td>1%</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Asian</td>
<td>30%</td>
<td>22%</td>
<td>36</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>1%</td>
<td>1%</td>
<td>2</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>5%</td>
<td>3%</td>
<td>5</td>
</tr>
<tr>
<td>Hispanic/Latinx</td>
<td>23%</td>
<td>21%</td>
<td>35</td>
</tr>
<tr>
<td>Unknown/Unspecified</td>
<td>0%</td>
<td>1%</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>103%</strong></td>
<td><strong>100%</strong></td>
<td><strong>165</strong></td>
</tr>
</tbody>
</table>
Caminar FY 2018-19 Persons Served Race/Ethnicity

- Caucasian: 47.79%
- African American: 10.59%
- Asian/Asian American: 5.15%
- Hispanic / Latino: 15.15%
- Native American: 0.88%
- Pacific Islander: 2.94%
- Not Specified: 7.65%
- Unknown/Not Respond: 8.24%
- Mixed: 1.62%
A Sacramento Hmong client from the Asian Pacific Community Counseling Transcultural Wellness Center program shared his experience in FSP

The interview was conducted in Hmong, but for ease of viewing only the English translation of the questions is included in the video.
## Today’s agenda

<table>
<thead>
<tr>
<th>Duration</th>
<th>Session Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 mins</td>
<td>Introduction &amp; Project Overview</td>
<td>Third Sector introduces the history and importance of counties’ and MHSA’s outcomes-oriented journey, from LACDMH to the Multi-County FSP INN project</td>
</tr>
<tr>
<td>35 mins</td>
<td>Promising Approaches to Reducing Mental Health Disparities</td>
<td>San Mateo, Sacramento, and Los Angeles counties share promising approaches to reducing disparities, including system-wide and FSP-specific opportunities</td>
</tr>
<tr>
<td>15 mins</td>
<td>Reflections from FSP Provider &amp; Client Community</td>
<td>Christopher Dirks from San Mateo’s Caminar FSP program describes his experience collaborating with the county to improve cultural competency; A client from Sacramento’s APCC TWC program shares his experience with FSP</td>
</tr>
</tbody>
</table>
| 60 min   | Response Panel & Public Comment | }
Response Panel & Public Comment

Nicole Kristy (Moderator)
Director, Third Sector

Doris Estremera
MHSA Manager, San Mateo County BHRS

Mary Nakamura
Cultural Competence/Ethnic Services Manager & Workforce Education and Training Health Program Manager, Sacramento County BHS

Lisa Wong
Senior Deputy Director, Los Angeles County DMH

Christopher Dirks
Program Director, Caminar, Inc.

Stafford Elahi
FSP Client, San Mateo County

Dr. Dawnté Early
Chief of Research and Evaluation, MHSOAC
Get Involved: Join the Multi-County FSP Innovation Project
Beginning in the summer of 2021, Third Sector hopes to bring a second cohort of counties into the project. Counties will focus on using data to improve FSP services and outcomes, building upon the existing efforts of LA County and the first FSP cohort while also supporting individual county context and priorities. Stanislaus County is already committed to joining this next cohort and welcomes other interested counties.

For more information please contact Aurelle Amram and Nicole Kristy
aamram@thirdsectorcap.org | nkristy@thirdsectorcap.org
Visit https://www.thirdsectorcap.org/Multi-County-CA-FSP-INN
Disclosure

This presentation contains confidential, proprietary, copyright and/or trade secret information of Third Sector Capital Partners that may not be reproduced, disclosed to anyone, or used for the benefit of anyone other than Third Sector Capital Partners unless expressly authorized in writing by an executive officer of Third Sector Capital Partners.

Third Sector Capital Partners, Inc.
info@thirdsectorcap.org | www.thirdsectorcap.org