



EVIDENCE-BASED  
PRACTICES

**KIT**

Knowledge Informing Transformation

# Getting Started with Evidence-Based Practices

## Permanent Supportive Housing



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Substance Abuse and Mental Health Services Administration  
Center for Mental Health Services  
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# Getting Started

## with Evidence-Based Practices

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## Getting Started with Evidence-Based Practices

*Getting Started with Evidence-Based Practices* gives you an overview of the activities that are generally involved in implementing evidence-based practices (EBPs) and tells you how to make EBPs culturally competent. This booklet addresses EBPs generally rather than the specific practice of Permanent Supportive Housing and is particularly relevant to the following:

- Mental health authorities; and
- Agency staff who develop and manage EBP programs.

# Permanent Supportive Housing

This KIT is part of a series of Evidence-Based Practices KITs created by the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services.

This booklet is part of the Permanent Supportive Housing KIT, which includes eight booklets:

**How to Use the Evidence-Based Practices KITs**

**Getting Started with Evidence-Based Practices**

**Building Your Program**

**Training Frontline Staff**

**Evaluating Your Program**

**The Evidence**

**Tools for Tenants**

**Using Multimedia to Introduce Your EBP**



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# **Permanent Supportive Housing**



## Getting Started with Evidence-Based Practices

### Consensus Building: Build Support for Change

Within a system, change affects stakeholders differently. Consequently, when making changes in the mental health system, mental health agencies should expect varied reactions from staff, community members, consumers, and families. Since misunderstandings can stymie your efforts to implement evidence-based practices (EBPs), it is important to build consensus to implement EBPs in the community.

**Practitioner training alone is not effective.** The experience of mental health authorities and agencies that have successfully implemented EBP reinforces that fact. Instead, practitioner training

must be complemented by a broad range of implementation activities, including the following:

- Building support for the EBP;
- Integrating the EBP into agency policies and procedures;
- Training staff agency-wide on basic EBP principles; and
- Allowing for ongoing monitoring and evaluation of the program.

*Building Your Program* offers specific guidance regarding building support for permanent supportive housing. Following is some advice for building support for EBPs in general.

This overview introduces the *general range* of activities involved in successfully implementing EBPs. For guidelines and suggestions for EBP-specific activities, see the remaining booklets in this KIT.



## How to build support for your EBP

Consensus-building activities are designed to build support for implementing EBPs. Here are some ways to develop them:

**Step 1: Identify key stakeholders or people who will be affected by the EBP.** Stakeholders may include agency personnel at all levels, mental health authority staff, and consumer and family representatives. Depending on the EBP, you may also wish to build relationships with other community organizations, such as departments of vocational rehabilitation, homeless shelters, food banks, police, hospitals, peer-support programs, and consumer and family groups.

**Step 2: Invite one potential EBP champion from each stakeholder group to participate in an EBP advisory committee.** According to agencies who have successfully implemented EBPs, identifying ongoing champions and forming an advisory committee are critical activities. While at first you may feel that creating an advisory committee slows the process, any amount of time used to build stakeholder support is worth the effort.

EBPs have little hope for success if the community doesn't recognize that they are needed, affordable, worth the effort, and congruent with community values and the agency's practice philosophy. Mental health authorities and agency administrators must convey to key stakeholders a clear vision and a commitment to implementing the EBP. By forming an advisory committee of potential champions from each

stakeholder group, you will be able to broadly disseminate information in the community. After training committee members in the basic principles of the EBP, ask them to hold informational meetings or to regularly disseminate information to their stakeholder groups.

**Step 3: Ask for advice.** Developing the advisory committee and educating its members in the EBP early in the planning process will allow you to ask committee members for their advice during all phases of the implementation process. Community members may help assess how ready the community and the agency are to implement the EBP and its activities. Once the EBP is in place, committee members can keep EBP staff informed of relevant community trends that may have an impact on providing the EBP services.

EBP advisory committees are crucial for sustaining the EBP over time. When EBP staff turn over, other well-trained staff leave and must be replaced, or funding streams or program requirements change, community and political alliances are essential. A well-established committee can champion the EBP through changes.

**Step 4: Build an action plan.** Once key stakeholders basically understand the EBP, have your advisory committee develop an action plan for implementation. Action plans outline activities and strategies involved in developing the EBP program, including the following:

- Integrating the EBP principles into mental health authority and agency policies and procedures;

- Outlining initial and ongoing training plans for internal and external stakeholders; and
- Designing procedures to regularly monitor and evaluate the EBP.

Base the activities in your action plan on the needs of the population you serve, your community, and your organization.

**Step 5: Involve the advisory committee in an ongoing evaluation of the EBP.**

Committee members can help you decide which outcomes you should target. They can help you integrate continuous quality improvements.

## Integrate the EBP Into Policies and Procedures

### Examine policies and procedures

Mental health authorities and agencies that have successfully implemented EBPs highlight the importance of integrating the EBP into policies and procedures. For example, you will immediately face decisions about staffing the EBP program. Mental health authorities can support the implementation process by integrating staffing criteria into regulations.

### To start implementing your EBP

- Pinpoint key stakeholder groups that will be affected by implementing the EBP.
- Identify potential champions from each group and invite them to participate in an EBP advisory committee.
- Ask the committee to advise you during the process.
- Build an action plan.
- Outline responsibilities for committee members, such as the following:
  - Participating in EBP basic training,
  - Providing basic information about the EBP to their stakeholder groups,
  - Advising you during all phases of the implementation process, and
  - Participating in an ongoing evaluation of the EBP.



Agency administrators should select an EBP program leader and practitioners based on mental health authority regulations and qualifications that the EBP requires. New EBP position descriptions should be integrated into the agency's human resource policies. EBP-specific suggestions in *Building Your Program* will help mental health authorities and agency staff determine the appropriate mix and number of staff, define staff roles, and develop a supervision structure.

Agency administrators and mental health authorities should also review administrative policies and procedures to ensure that they are compatible with EBP principles. For example, you may need to modify admission and discharge assessment, treatment planning, and service-delivery procedures. Make sure policies and procedures include information about how to identify consumers who are most likely to benefit from the EBP and how to integrate inclusion and exclusion criteria into referral mechanisms. Integrating EBP principles into policies and procedures will build the foundation of the EBP program and will ensure that the program is sustainable. Examine policies and procedures early in the process. While most changes will occur in the planning stages, regularly monitoring and evaluating the program (*see discussion below*) will allow you to periodically assess the need for more changes.

## Identify funding issues

Identifying and addressing financial barriers is critical since specific costs are associated with starting new EBP programs and sustaining them. Specific information about funding for housing and related supports is included in *Building Your Program*.

Identify short- and long-term funding mechanisms for EBP services, including federal, state, and private foundation funds. You can work with your EBP advisory committee to project startup costs by identifying the following:

- Time for meeting with stakeholders that is not reimbursed;
- Time for staff while in training;
- Staff time for strategic planning;
- Travel to visit other model EBP programs; and
- Costs for needed technology (cell phones and computers) or other one-time expenses accrued during the initial implementation effort.

You should also identify funding mechanisms for ongoing EBP services and to support continuous quality improvement efforts, such as ongoing training, supervision, technical assistance, fidelity, and outcomes monitoring. In addition, you may need to revise rules for reimbursement that are driven by service definitions and criteria; this may require interagency meetings on the federal, state, and local levels.

## To get these valuable resources to help implement your EBPs

Numerous materials are available through the U.S. Department of Health and Human Services (<http://www.hhs.gov>) about using Medicaid and Medicare to fund necessary services. If you are implementing EBPs, one useful resource is *Using Medicaid to Support Working Age Adults with Serious Mental Illnesses in the Community: A Handbook*, published by the Assistant Secretary of Planning and Evaluation, January 2005.

<http://aspe.hhs.gov/daltcp/reports/handbook.pdf>

This handbook gives you an excellent introduction to the Medicaid program, including essential features, eligibility, and coverage of mental health services, community services, and waivers. It also provides helpful information for states seeking Medicaid funding to implement the following EBPs:

- Family Psychoeducation;
- Assertive Community Treatment;
- Illness Management and Recovery;
- Integrated Treatment for Co-Occurring Disorders;
- Medication Management;
- Supported Employment;
- Permanent Supportive Housing; and
- Consumer-Operated Services.

## Assess Training Needs

One of the next steps in implementing your EBP is to develop a training plan. You may gauge the amount of training needed by assessing the readiness of your community. If a community doesn't know about the EBP practice and doesn't recognize the existing need, you may have to conduct a wide range of educational activities. If a community already understands the EBP and knows how it may address problems that community members want to solve, you may need fewer educational activities.

You can help train key stakeholder groups if you first train members of your EBP advisory committee and then ask them to disseminate information about the purpose and benefits of the EBP.

In addition to assessing training needs in the community, agency administrators should gauge how well staff across the agency understand the EBP. Agency administrators who have successfully implemented EBPs highlight the importance of providing basic training on the EBP to all levels of staff throughout the agency. Educating and engaging staff will ensure support for the EBP. In the long run, if they are well trained, EBP staff will have an easier time obtaining referrals, collaborating with staff from other service programs, and facilitating a continuum of care.

Ongoing in-service training is an efficient way to provide background information, practice philosophy and values, and the basic rationale for service components. Consider including members of your advisory committee in decisions about the frequency and content of basic EBP training.



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## Offer more intensive training to program leaders and practitioners

While staff at all levels in the agency should receive basic EBP training, the EBP program leader and practitioners will require more intensive training. To help practitioners integrate EBP principles into their daily practice, offer comprehensive skills training to those who provide EBP services. Each EBP KIT contains a variety of EBP-specific training tools to help you provide both basic and intensive training.

Although most skills that practitioners need may be introduced through these training tools, research and experience show that the most effective way to teach EBP skills is through on-the-job consultation. Consultants may provide comprehensive training and case consultation to EBP practitioners.

Consultants may also help mental health authorities and agency administrators to do the following:

- Provide basic information to key stakeholders;
- Assess the community's readiness for change;
- Assist in integrating EBP principles into policies and procedures; and
- Design ongoing training plans.

In many mental health agencies, staff turnover is high. This means that a single training will not be sustained unless the new expectations are incorporated into ongoing training efforts for new employees.

Many agencies have found it useful for EBP program leaders and practitioners to become familiar with the structure and processes of the practice by visiting agencies that have successfully implemented the EBP.

Early in the process, mental health authorities and agency administrators must decide how to accomplish the following:

- Identify internal and external stakeholders who will receive basic training;
- Determine how often basic training will be offered;
- Identify who will provide the training;
- Identify EBP staff and advisory group members who will receive comprehensive skills training;
- Determine the training format for ongoing training to EBP staff; and
- Determine whether EBP staff may visit a model EBP program.

EBP-specific suggestions in *Building Your Program* will help mental health authorities and agency staff develop an EBP training plan.

## Monitor and Evaluate Regularly

Key stakeholders who implement EBPs may find themselves asking two questions:

- **Has the EBP been implemented as intended?**
- **Has the EBP resulted in the expected outcomes?**

Asking these two questions and using the answers to improve your EBP program is a critical component for ensuring the success of your EBP program.

- To answer the first question, **collect process measures** (by using the EBP Fidelity Scale and General Organizational Index). Process measures capture how services are provided.
- To answer the second question, **collect outcome measures**. Outcome measures capture the results or achievements of your program.

As you prepare to implement an EBP, we strongly recommend that you develop a quality assurance system using both process and outcome measures to monitor and improve the program's quality from the startup phase and continuing through the life of the program. *Evaluating Your Program* in the KIT contains the EBP Fidelity Scale, General Organizational Index, and sample outcome measures that may be integrated into existing quality assurance programs or help agencies develop new ones.

### Why you should collect process measures

Process measures, such as the EBP Fidelity Scale and General Organizational Index, help you assess whether the core elements of the EBP were put into place in your agency. The items in these scales are associated with a number of positive outcomes (See *Evaluating Your Program* in this KIT). For this reason, it is important to score well on these scales and achieve high fidelity.

Process measures give agency staff an objective, structured way to gain feedback about program development and about how services are provided. Experience suggests that this is an excellent method to diagnose program weaknesses, while helping to clarify strengths. Feedback should be provided regularly to guide program improvements over time.

Process measures also give mental health authorities a comparative framework to evaluate statewide implementation of an EBP. They allow mental health authorities to identify statewide trends and outliers.

### Why you should collect outcome measures

While process measures capture how services are provided, outcome measures capture the program's results. Every mental health service intervention—whether considered treatment or rehabilitation—has both immediate and long-term consumer goals. In addition, consumers have goals for themselves, which they hope to attain by receiving mental health services. These goals translate into outcomes and the outcomes translate into specific measures.

Some outcomes directly result from an intervention, such as getting a job by participating in a supported employment program. Others are indirect, such as improving consumers' quality of life as a result of having a job. Some outcomes are concrete and observable, such as the number of days worked in a month. Others are subjective and private, such as being satisfied with EBP services.



Therefore, you should collect outcome measures, such as homelessness, hospitalization, incarceration, and recovery, that show the effect that services have had on consumers, in addition to the EBP fidelity measures. Once your EBP program reaches high fidelity, ongoing process and outcomes monitoring allows you to test local innovations while ensuring that the EBP does not drift from its core elements. Using process evaluations with outcomes monitoring will allow you to understand whether your changes positively affect consumers.

#### Developing a quality assurance system will help you:

- Diagnose your program's strengths and weaknesses;
- Formulate action plans to improve the program;
- Help consumers achieve their goals for recovery; and
- Deliver mental health services both efficiently and effectively.

#### How process and outcome data improve EBPs

Collecting and using process and outcome data can improve consumer participation and staff performance.

#### Consider the following story:

Participants in a partial hospitalization program sponsored by a community mental health center consistently showed very little vocational interest or activity. Program staff began gathering data monthly about consumers' vocational status and reporting the data to their program consultant. Every 3 months, the consultant returned the data to them using a simple bar graph.

The positive result of gathering and using information about consumers' vocational activity was evident almost immediately. Three months after starting this monitoring system, the percentage of the program's consumers who showed no interest or activity in vocational areas declined from an original 64 percent to 34 percent. Three months later, this percentage decreased an additional 6 percent, so that 72 percent of program participants were now involved in some form of vocational activity.

This example shows that sharing process and outcome data with consumers can stimulate participation in your EBP program.

Similarly, disseminating evaluation information can enhance the performance of EBP staff and increase motivation, professional learning, and a sense of accomplishment. In their study of successful companies, Peters and Waterman (1982) observed:

We are struck by the importance of available information as the basis for peer comparison. Surprisingly, this is the basic control mechanism in the excellent companies. It is not the military model at all. It is not a chain of command wherein nothing happens until the boss tells somebody to do something. General objectives and values are set forward and information is shared so widely that people know quickly whether or not the job is getting done—and who's doing it well or poorly (p. 266).

Information in *Evaluating Your Program* will teach quality assurance team members how to collect, analyze, and use process and outcome data to improve their EBP program.

## Maximize Effectiveness by Making Services Culturally Competent

*Cultural competence* is an approach to delivering services that assumes that services are more effective when they are provided within the most relevant and meaningful cultural, gender-sensitive, and age-appropriate context for the people being served.

You can improve the quality of your EBP program by ensuring that it is culturally competent — that it adapts to meet the needs of consumers from diverse cultures. *Training Frontline Staff* provides some specific guidance for ensuring that permanent supportive housing is culturally competent. Following is some advice pertaining to implementing EBPs in general.

### What culture is and how it affects care

Broadly defined, *culture* is a common heritage or set of beliefs, norms, and values that a group of people share. People who are placed—either by census categories or by identifying themselves—into the same racial or ethnic group are often assumed to share the same culture; however, not all members who are grouped together will share the same culture.

A great diversity exists within each broad category. Individuals may identify with a given racial or ethnic culture to varying degrees, while others may identify with multiple cultures, including those associated with their religion, profession, sexual orientation, region, or disability status.

Culture is dynamic. It changes continually and is influenced both by people's beliefs and by the demands of their environment. Immigrants from different parts of the world arrive in the United States with their own culture but gradually begin to adapt and develop new, hybrid cultures that allow them to function in the dominant culture.

This process is called *acculturation*. Even groups that have been in the U.S. for many generations may share beliefs and practices that maintain influences from multiple cultures. This complexity necessitates an individualized approach to understanding culture and cultural identity in the context of mental health services.

People's culture influences many aspects of care, starting with whether they think care is even needed. Culture influences the concerns that people bring to the clinical setting, the language they use to express those concerns, and the coping styles they adopt.

Culture affects family structure, living arrangements, and the degree of support that people receive in time of difficulties. Culture also influences patterns of help-seeking, whether people start with a primary care doctor, a mental health program, or a minister, spiritual advisor, or community elder. Finally, culture affects whether people attach a stigma to mental health problems and how much trust they place in the hands of providers.

### Culture isn't just a consumer issue

It's easy to think that culture only belongs to consumers without realizing how it also applies to providers and administrators. Their professional culture influences how they organize and deliver care. Some cultural influences are more obvious than others—like the manner in which practitioners ask questions or how they interact with consumers. Less obvious but equally important are issues such as the following:

- The operating hours of an agency;
- The importance that staff attaches to reaching out to family members and community leaders; and
- The respect that staff gives to the culture of consumers who enter their doors.



Knowing how culture influences so many aspects of mental health care underscores the importance of adapting agency practices to respond to, and be respectful of, the diversity of the surrounding community.

### The need for cultural competence

For decades, many mental health agencies neglected to recognize the growing diversity around them. Often, people from nonmajority cultures found programs off-putting and hard to access. They avoided getting care, stopped looking for care, or—if they managed to find care—they dropped out.

Troubling disparities resulted. Many minority groups faced lower access to care, lower use of care, and poorer quality of care. Disparities are most apparent for racial and ethnic minority groups, such as the following:

- African Americans;
- American Indians and Alaska Natives;
- Asian Americans;
- Hispanic Americans; and
- Native Hawaiians and other Pacific Islanders.

But disparities also affect many other groups, such as the following:

- Women and men;
- Children and older adults;
- People from rural areas;
- People of different religions;
- People with different sexual orientations; and
- People with physical or developmental disabilities.

Altogether, those disparities meant that millions of people suffered needless disability from mental illness.

Starting in the late 1980s, the mental health profession responded to the issue of disparity with a new approach to care called *cultural competence*. Originally cultural competence was defined as a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals to enable people to work effectively in cross-cultural situations. *Cultural competence* is intended to do the following:

- Improve consumers' access to care;
- Build trust; and
- Promote consumers' engagement and retention in care.

### What is cultural competence?

The Surgeon General defined *cultural competence* in the most general terms as follows:

... the delivery of services responsive to the cultural concerns of racial and ethnic minority groups, including their languages, histories, traditions, beliefs, and values. (U.S. Department of Health and Human Services, 2001).

In most cases, *cultural competence* refers to sets of guiding principles developed to increase the ability of mental health providers, agencies, or systems to meet the needs of diverse communities, including racial and ethnic minorities.

While consumers, families, providers, policymakers, and administrators have long acknowledged the intrinsic value of cultural competence, insufficient research has been dedicated to identifying its key ingredients. Therefore, the field still struggles to define cultural competence, put it into operation, and measure it.

The word *competence* is somewhat misleading. It usually implies a set of criteria on which to evaluate a program. But this is not yet true; cultural competence is still under-researched. In this context, competence means that the responsibility to tailor care to different cultural groups belongs to the system, not to the consumer.

Every provider or administrator who is involved in delivering care—from mental health authorities down to clinical supervisors and practitioners—bears responsibility for trying to make programs accessible, appropriate, appealing, and effective for the diverse communities that they serve. Many do it naturally.

### How cultural competence relates to EBPs

According to the Surgeon General, evidence-based practices are intended for every consumer who enters care, regardless of his or her culture. But programs often need to adjust EBPs to make them accessible and effective for cultural groups that differ in language or behavior from the original study populations. The adjustments should help, rather than interfere with, a program's ability to implement EBPs using the KITS.

In a nutshell, to deliver culturally competent EBPs, you must tailor to the unique communities you serve either the practice itself or the context in which the practice is delivered. In time, specific fidelity measures may be available to assess a program's cultural competence, but not yet. The concept of cultural competence is too new and the evidence base is too small.

While the evidence is being collected, programs can and should tailor EBPs to each cultural group they serve, for instance, by translating their informational brochures into the languages often used in their communities. For more suggestions, see *How to put cultural competence into practice*, below.

Many providers ask this question:

How can we know if EBPs apply to a particular ethnic, racial, or cultural group if the research supporting those practices was done on a very different population?

The answer is that we will not know for sure until we try; but the limited research that does

exist suggests that EBPs, perhaps with minor modifications, work well across cultures. Furthermore, because EBPs represent the highest quality of care currently available, it is a matter of fairness and prudence to provide them to all people who may need them. Yet the question remains, **How can we do this effectively?**

### How to put cultural competence into practice

Since the goal is for all programs to be more culturally competent, we offer a variety of straightforward steps to help agency administrators respond more effectively to the people they serve. These steps apply to all facets of a program; they are not restricted to the EBP program alone. Please note that the following guidelines are meant to be illustrative, not prescriptive:

- Understand the racial, ethnic, and cultural demographics of the population served.
- Become most familiar with one or two of the groups you most commonly encounter.
- Create a cultural competence advisory committee consisting of consumers, family, and community organizations.
- Translate your forms and brochures.
- Offer to match a consumer with a practitioner who has a similar background.
- Have ready access to trained mental health interpreters.
- Ask consumers about their cultural backgrounds and identities.
- Incorporate cultural awareness into consumers' assessment and treatment.
- Tap into natural networks of support, such as the extended family and community groups that represent the consumer's culture.
- Reach out to religious and spiritual organizations to encourage referrals or as another network of support.



- Offer training to staff in culturally responsive communication or interviewing skills.
- Understand that some behaviors that one culture may consider to be signs of psychopathology are acceptable in a different culture.
- Be aware that consumers from other cultures may hold different beliefs about causes and treatment of illness.

### How mental health authorities can help

We offer you a few examples of how public mental health authorities can help develop a more culturally competent mental health system:

- Designate someone with part-time or full-time responsibility for improving and monitoring cultural competence.
- Create a strategic plan to incorporate cultural competence into the mental health system.
- Establish an advisory committee that includes representatives from all the major racial, ethnic, and cultural groups you serve.
- Address barriers to care (including cultural, linguistic, geographic, or economic barriers).
- Promote staffing that reflects the composition of the community you serve.
- Promote regular organizational self-assessments of cultural competence.
- Collect and analyze data to examine disparities in services.
- Designate specific resources for cultural competence training.
- Include cultural competence in quality-assurance and quality-improvement activities.

For more suggestions about adapting EBPs to diverse groups, see the remaining booklets in the KIT series.

## A look at cultural competence through five vignettes

### Vignette—Integrated Treatment for Co-Occurring Disorders

Kevin is a 40-year-old African American homeless man in Chicago who for a decade cycled between jail, street, and shelter. At the shelter, he refused help for what the staff believed was a longstanding combination of untreated schizophrenia and alcoholism.

He became so drunk one night that he walked in front of a car and was seriously injured. While in the hospital, he was treated for his injuries, as well as placed on antipsychotic medications after psychiatrists diagnosed him with schizophrenia.

When he was discharged from the hospital, Kevin was referred to an integrated treatment program for consumers with co-occurring disorders. Realizing that Kevin needed aggressive treatment to avoid spiraling into homelessness again, the head of the treatment team recommended concurrently treating the alcoholism and schizophrenia. The integrated treatment team leader is an African American psychiatrist who appreciated the years of alienation, discrimination, and victimization that Kevin described as having contributed to his co-occurring disorders.

The integrated treatment team leader worked hard to develop a trusting relationship. He worked with the treatment team to ensure that, in addition to mental health and substance abuse treatment, Kevin received social skills training and a safe place to live. When Kevin was well enough, and while he continued receiving group counseling for his co-occurring disorders, one of his first steps toward recovery was to reconnect with his elderly mother who had not heard from him in 10 years.

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## Vignette—Assertive Community Treatment

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A minister in Baltimore contacted the city’s Assertive Community Treatment (ACT) Program with an unusual concern: one of his congregants disclosed to him that another member of the congregation—an older woman from Jamaica—was beating her adult daughter for “acting crazy all the time.” The Jamaican mother may even be locking her adult daughter in the basement, according to the congregant.

One year before, the ACT team’s social worker had reached out to local ministers to tell them about the program. The ACT team had realized that better communication and referrals were needed. Stronger connections across organizations would improve chances for recovery by enhancing social support and adherence to treatment. Some consumers believed that treatment was against their religion.

The ACT social worker obtained a court order to allow authorities to enter the Jamaican mother’s home. They discovered the traumatized 25-year-old daughter locked in the basement, actively psychotic, and bearing marks of physical abuse. The ACT team diagnosed the daughter with schizophrenia and found a group home for her. The team arranged for an intense combination of medications, individual and group therapy, including trauma care and social skills training. Through links to the church and the community, the ACT social worker helped the daughter get clothing and spiritual support.

The social worker discovered that the mother’s ethnic group from Jamaica believed that her daughter’s mental illness was a sign of possession by the devil. The social worker reached out to the mother to educate her about schizophrenia.

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## Vignette—Illness Management and Recovery

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Lupita, a 17-year-old high school senior, arrived in a San Antonio emergency room after a suicide attempt. The psychiatrist on call happened to be the same one who had diagnosed Lupita’s bipolar disorder a year ago. He thought that she had been taking her medications properly, but blood tests now revealed no traces of lithium or antidepressant.

The psychiatrist tried to communicate with Lupita’s anxious parents who were waiting in the visitor area, only to learn that they spoke only Spanish, not English. The psychiatrist had mistakenly assumed that because Lupita, a second-generation Mexican American, was highly acculturated, so were her parents. The psychiatrist contacted the hospital’s bilingual social worker who learned that the parents felt powerless for months as they watched their daughter sink into a severe depression, all the while lacking the motivation to take her medications.

The social worker, whose family had similarly emigrated from a rural region of Mexico, knew to gently ask the parents if they could read and understand the dosage directions for Lupita’s medication. Finding that the parents had limited literacy in both English and Spanish helped the psychiatrist and social worker to tailor a treatment program that would not depend on the written word. Knowing that Lupita lived at home and seeing the parents as essential to her recovery, through the interpreter, the psychiatrist encouraged the parents to accompany their daughter to an Illness Management and Recovery (IMR) program. The hospital had organized programs for Spanish-speaking families because Latinos are a majority group in San Antonio.

During the weekly sessions, the social worker translated for the family and helped them schedule Lupita’s psychiatric visits. Together they apportioned the correct combination of pills in a daily pill container. Understanding that the family had no phone, the social worker worked with them to find a close neighbor who might allow them to use the phone to relay messages from her and to contact her if Lupita stopped taking her medications.



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## Vignette—Family Psychoeducation

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In times of difficulties, Native Hawaiians rely on their elders, traditional healers, families, or teachers to provide them with wisdom and cultural practices to resolve problems. One such practice is *ho'oponopono*, which is a traditional cultural process for maintaining harmonious relationships among families through structured discussion of conflicts. *Ho'oponopono* is also used by people for personal healing and guidance in troubled times.

When Kawelo lost his job as an electrician, his therapist asked him if he had a family elder who knew of community elders who were familiar with traditional Hawaiian healing practices. Kawelo's therapist recognized the importance of tapping into this community support and suggested that his family seek out *ho'oponopono*.

With Kawelo's permission, the therapist contacted the family and elders to arrange a meeting about Kawelo's problems with depression, for which he needed both medication and counseling. At the group meeting, the therapist further explained that Kawelo was so ill that he lacked the motivation to receive treatment and that his condition was so serious that he might be at risk for suicide.

The therapist asked the elders how the group could help encourage Kawelo to stick with his treatment and how they could watch Kawelo for suicidal signs. After lengthy deliberations, the family decided that one way to help Kawelo was to participate in *ho'oponopono* to understand the types of problems that he was experiencing and identify how the family could help him heal himself. Some members of the family also agreed to participate in a bi-weekly family psychoeducation group held at the community mental health center to learn more about his mental illness, coping skills and strategies, and pharmacological and psychosocial treatments.

Through family psychoeducation, the family would participate in structured sessions using a variety of educational formats. Because an important level of healing in Native Hawaiian culture involves sharing feelings and positive and negative emotions in an open, safe, and controlled environment, the family's participation in a combination of *ho'oponopono* and family psychoeducation was successful in helping Kawelo.

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## Vignette—Supported Employment

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Jing is a bilingual employment specialist at a mental health program in San Francisco. By informally surveying her caseload, she estimates that about 30 percent of the consumers she works with are Asian, but they come from vastly different backgrounds, ranging from Taiwan to Cambodia, with different educational levels.

One of the consumers with bipolar disorder recently immigrated from China. He has a high school education, but speaks Mandarin and very little English. Fluent in Mandarin, Jing is able to conduct a careful assessment of the consumer's job skills and a rapid, individualized job search.

Jing identifies several import-export businesses in the area that have monolingual Mandarin-speaking employees. She and the consumer secure a position, but it pays less than one the consumer would qualify for if he spoke English. The consumer decides to take the position while, at the same time, participating in a quick-immersion night program in English as a Second Language.

Jing provides follow-along job support during the next few months. When the consumer's English is better, Jing and the consumer search for and find a higher paying job. Jing continues follow-along services to support the consumer in his adjustment to the greater demands of the new position.

## Selected resources on cultural competence

The following resources are for consumers and families, mental health authorities, administrators, program leaders, and practitioners:

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### National resources for consumers and families

#### Center for Mental Health Services

Substance Abuse and Mental Health Services Administration  
SAMHSA's Health Information Network  
Rockville, MD 20857  
Phone: (877) SAMHSA -7 (726-4727)  
(English and Español)  
<http://www.samhsa.gov/shin>

#### First Nations Behavioral Health Confederacy

Phone: (406) 732-4240 Montana  
Phone: (505) 275-3801 Albuquerque, NM  
[pauletterunningwolf@hotmail.com](mailto:pauletterunningwolf@hotmail.com)

#### National Alliance on Mental Illness (NAMI)

Colonial Place Three  
2107 Wilson Boulevard, Suite 300  
Arlington, VA 22201-3042  
Phone: (800) 950-NAMI (6264)  
Fax: (703) 524-9094  
TTY: (703) 516-7227  
<http://www.nami.org>

#### National Asian American Pacific Islander Mental Health Association

1215 19th Street, Suite A  
Denver, Colorado 80202  
Phone: (303) 298-7910  
Fax: (303) 298-8081  
<http://www.naapimha.org>

#### National Institute of Mental Health (NIMH)

Office of Communications  
6001 Executive Boulevard  
Room 8184, MSC 9663  
Bethesda, MD 20892-9663  
Phone: (866) 615-NIMH (6464)  
Fax: (301) 443-4279  
TTY: (301) 443-8431  
<http://www.nimh.nih.gov>

#### National Latino Behavioral Health Association

P.O. Box 387  
506 Welch, Unit B  
Berthoud, CO 80513  
Phone: (970) 532-7210  
Fax: (970) 532-7209  
<http://www.nlbha.org>

#### National Leadership Council on African American Behavioral Health

6904 Tulane Drive  
Austin, TX 78723-2823  
Phone: (512) 929-0142  
Fax: (512) 471-9600  
<http://www.nlcouncil.com>

#### Mental Health America

2001 North Beauregard Street, 6th Floor  
Alexandria, VA 22311  
Phone: (800) 969-6642  
Phone: (703) 684-7722  
Fax: (703) 684-5968  
TDD: (800) 433-5959  
<http://www.nmha.org>



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## Resources for mental health authorities

- Aponte, C., & Mason, J. (1996). A demonstration project of cultural competence self-assessment of 26 agencies. In M. Roizner, *A practical guide for the assessment of cultural competence in children's mental health organizations* (pp. 72-73). Boston: Judge Baker Children's Center.
- California Mental Health Ethnic Services Managers with the Managed Care Committee. (1995). *Cultural competency goals, strategies and standards for minority health care to ethnic clients*. Sacramento, CA: Mental Health Directors' Association.
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- Center for Mental Health Services. (1996). *Consumer mental health report card. Final report: Task force on a consumer-oriented mental health report card*. Rockville, MD: Substance Abuse and Mental Health Services Administration.
- Chorpita, B. F., & Nakamura, B. J. (2004). Four considerations for dissemination of intervention innovations. *Clinical Psychology: Science and Practice*, 11, 364-367.
- Dillenberg, J., & Carbone, C. P. (1995). *Cultural competency in the administration and delivery of behavioral health services*. Phoenix, AZ: Arizona Department of Health Services.
- Knisley, M. B. (1990). *Culturally sensitive language: Community certification standards*. Columbus, OH: Ohio Department of Mental Health.
- National Implementation Research Network. (2003). *Consensus statement on evidence-based programs and cultural competence*. Tampa, FL: Louis de la Parte Florida Mental Health Institute.
- New York State Office of Mental Health. (1998). *Cultural competence performance measures for managed behavioral healthcare programs*. Albany, NY: New York State Office of Mental Health.
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Western Interstate Commission for Higher Education (WICHE) Mental Health Program and the Evaluation Center at Human Services Research Institute (EvaluationCenter@HSRI). (1999). *Notes from a roundtable on conceptualizing and measuring cultural competence*. Boulder, CO: WICHE, Mental Health Program and the Evaluation Center at Human Services Research Institute.

#### **Center for Mental Health Services**

Substance Abuse and Mental Health Services Administration  
SAMHSA's Health Information Network  
Rockville, MD 20857  
Phone: (877) SAMHSA -7 (726-4727)  
(English and Español)  
<http://www.samhsa.gov/shin>

#### **Hogg Foundation for Mental Health**

The University of Texas at Austin  
P.O. Box 7998  
Austin, TX 78713-7998  
Phone: (800) 404-4336  
Fax: (512) 471-5041  
<http://www.hogg.utexas.edu>

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#### **Resources for mental health administrators**

Lopez, L., Jackson, V. H. (1999). *Cultural competency in managed behavioral healthcare: An overview*. In V. H. Jackson, L. Lopez (Eds.), *Cultural competency in managed behavioral healthcare*. Providence, RI: Manisses Communications Group, Inc.

#### **Center for Mental Health Services**

Substance Abuse and Mental Health Services Administration  
SAMHSA's Health Information Network  
Rockville, MD 20857  
Phone: (877) SAMHSA -7 (726-4727)  
(English and Español)  
<http://www.samhsa.gov/shin>

#### **National Alliance of Multi-Ethnic Behavioral Health Associations**

3 Bethesda Metro Center  
Bethesda, MD 20814  
Phone: (301) 941-1834  
<http://www.nambha.org>

#### **National Center for Cultural Competence**

Georgetown University Center for Child and Human Development  
3300 Whitehaven Street, NW  
Suite 3300  
Washington, DC 20057  
Phone: (202) 687-5387  
TTY: (202) 687-5503  
<http://nccc.georgetown.edu>

#### **The Evaluation Center@HSRI**

2336 Massachusetts Avenue  
Cambridge, MA 02140  
Phone: (617) 876-0426  
<http://tecathsri.org>

#### **Western Interstate Commission for Higher Education (WICHE)**

3035 Center Green Drive  
Suit 200  
Boulder, CO 80301  
Phone: (303) 541-0200  
<http://www.wiche.edu>

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#### **Resources for program leaders**

Barrio, C. (2000). The cultural relevance of community support programs. *Psychiatric Services, 51*, 879–874.

Issacs, M. R., & Benjamin, M. P. (1991). *Toward a culturally competent system of care: programs which utilize culturally competent principles*. Washington, DC: Georgetown University Child Development Center.



Leong, F. (1998). Delivering and evaluating mental health services for Asian Americans. In *Report of the roundtable on multicultural issues in mental health services evaluation*. Tucson, AZ: Human Services Research Institute (The Evaluation Center@HSRI).

Musser-Granski, J., & Carrillo, D. F. (1997). The use of bilingual, bicultural paraprofessionals in mental health services: Issues for hiring, training, and supervision. *Community Mental Health Journal* 33, 51–60.

Phillips, D., Leff, H. S., Kaniasty, E., Carter, M., Paret, M., Conley, T., & Sharma, M. (1999). *Culture, Race and Ethnicity (C/R/E) in performance measurement: A compendium of resources*; Version 1. Cambridge, MA: Evaluation Human Services Research Institute (The Evaluation Center@HSRI).

Ponterotto, J. G., & Alexander, C. M. (1996). Assessing the multicultural competence of counselors and clinicians. In L. A. Suzuki, P. J. Meller, J. G. Ponterotto (Eds.) *Handbook of multicultural assessment: clinical, psychological, and educational applications* (pp. 651-672). San Francisco: Jossey-Bass.

Tirado, M. D. *Tools for monitoring cultural competence in health care*. San Francisco: Latino Coalition for a Healthy California.

U.S. Surgeon General. (1999). *Mental health: A report of the Surgeon General*. Washington, DC: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, National Institutes of Health, National Institute of Mental Health.

U.S. Surgeon General. (2001). *Mental health: Culture, race, and ethnicity. A supplement to mental health: A report of the Surgeon General*. Washington, DC: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, National Institutes of Health, National Institute of Mental Health.

**National Institute of Mental Health (NIMH)**  
<http://www.nimh.gov>

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### Instruments to assess cultural competence

**Consolidated Culturalogical Assessment Toolkit (C-CAT)**, Ohio Department of Mental Health, 2003.

- Measures cultural competence in mental health systems and organizations
- Includes comprehensive training and promotional materials

For more information, contact:

Multiethnic Advocates for Cultural Competence  
691 North High Street, Suite 304  
Columbus, Ohio 43215  
Phone: (614) 221-7841  
Fax: (614) 221-7852  
<http://www.ccatoolkit.org/C-CAT.shtml>

**Cross-Cultural Counseling Inventory (CCCI)**. 1991.

- Measures knowledge, attitude and beliefs about cultural diversity
- Measures cross-cultural counseling skills

For more information, see:

LaFromboise, T., Coleman, H., & Hernandez, A. (1991). Development and factor structure of the cross-cultural counseling inventory-revised. *Professional Psychology, Research and Practice* 22 (5), 380-388.

### **Cultural Acceptability of Treatment Survey (CATS)**

Human Services Research Institute (HSRI), 1998.

- Measures the cultural competency of services
- Measures organizational accommodations and practices
- Measures consumer preferences and satisfaction

For more information, contact:

Human Services Research Institute  
2336 Massachusetts Avenue  
Cambridge, MA 02140  
*Phone:* (617) 876-0426  
*Fax:* (617) 492-7401  
<http://www.hsri.org>

### **Cultural Competency Assessment Scale (CCAS)**

Nathan S. Kline Institute for Psychiatric Research, 2000.

- Assesses organization's level of cultural competence
- Consistent with EBP fidelity instruments

For more information, contact:

Nathan S. Kline Institute for Psychiatric Research  
140 Old Orangeburg Road  
Orangeburg, NY 10962  
*Phone:* (845) 398-5500  
*Fax:* (845) 398-5510  
<http://www.rfmh.org/nki>

### **Multicultural Counseling Awareness Scale (MCAS),**

1994.

- Assesses cultural awareness, knowledge, and skills
- Self-report of 45 items

For more information, see:

Ponterotto, J.G., Alexander, C.M. "Assessing the Multicultural Competence of Counselors and Clinicians" in L.A. Suzuki, P.J. Meller, & J.G. Ponterotto (Eds.) *Handbook of Multicultural Assessment: Clinical, Psychological, and Educational Applications* (San Francisco: Jossey-Bass, 1996) 651–672.

### **Multicultural Counseling Inventory (MCI). 1994.**

- Assesses awareness, knowledge, skills, and relations
- Self-report of 43 items

For more information, see:

Sodowsky, G.R., Taffe, R.C., Gutkin, T.B., & Wise, S.L. (1994). Development of the multicultural counseling inventory: A self-report measure of multicultural competencies. *Journal of Counseling Psychology* 41, 137–148.

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## **Resources for practitioners**

Aguirre-Molina, M., Molina, C. W., & Zambrana, R. E. (Eds.) (2001). *Health issues in the Latino community*. San Francisco, CA: John Wiley & Sons, Inc.

Alvidrez, J. (1999). Ethnic variations in mental health attitudes and service among low-income African American, Latina, and European American young women. *Community Mental Health Journal*, 35, 515–530.



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## Scales for Practitioners to Recognize Cultural Identity

### Acculturation Rating Scale for Mexican-Americans (ARSMA)

Cuellar, I., Harris, C., & Jasso, R. (1980). An acculturation scale for Mexican-American normal and clinical populations. *Hispanic Journal of Behavioral Sciences, 2*, 199–217.

### African Self-Consciousness Scale

Baldwin, J. A., & Bell, Y. (1985). The African Self-Consciousness Scale: An Afrocentric Personality Questionnaire. *The Western Journal of Black Studies, 9*, 61–68.



### **Black Racial Identity Attitude Scale-Form B (BRIAS-Form B)**

Helms, J. E. (Ed.). (1990). *Black and White racial identity: Theory, research, and practice*. New York: Greenwood Press.

### **Chinese Values Survey**

The Chinese Culture Connection. (1987). Chinese values and the search for culture-free dimensions of culture. *Journal of Cross-Cultural Psychology*, 18, 143–164.

### **Cultural Adaptation Pain Scale (CAPS)**

Sandhu, D. S., Portes, P. R., & McPhee, S. A. (1996). Assessing cultural adaptation: Psychometric properties of the cultural adaptation pain scale. *Journal of Multicultural Counseling and Development*, 24, 15–25.

### **Cultural Information Scale (CIS)**

Saldana, D. H. (1994). Acculturative stress: Minority status and distress. *Hispanic Journal of Behavioral Sciences*, 16, 116–128.

### **Multidimensional Measure of Cultural Identity for Latino and Latina Adolescents**

Feliz-Ortiz, M., Newcomb, M. D., & Meyers, H. (1994). A multidimensional measure of cultural identity for Latino and Latina adolescents. *Hispanic Journal of Behavioral Sciences*, 16, 99–115.

### **Multidimensional Racial Identity Scale (MRIS)-Revised**

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