How to ask a question during the webinar

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

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

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Objectives:

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

CLC Applied TM

- Cultural and Linguistic Competence (CLC)
- CLC and Leadership
- CLC and Change
- CLC and Conflict
Complexity of the Issue

Multiple factors influence disparities

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

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

Source for quote: Kate Meyers, Kaiser Permanente Institute for Health Policy
Cultural Influences on Help Seeking Behaviors and Attitudes

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

National Center for Cultural Competence, 2002
Cultural Competence requires that organizations have a clearly defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally.

Culturally Competent Systems

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

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

Elements of Cultural Competence

Organizational Level

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


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Elements of Cultural Competence

Individual Level

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


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Leadership Today

Deeply held beliefs about leadership are challenged
Values that made us successful become less relevant
Skills that made us successful become less relevant or must be re-framed or re-tooled

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

Mobilize groups of people
Leaders need to adapt
Adaptive work is difficult and stressful
Solution and implementation is unclear and requires learning

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

To differentiate between adaptive and technical work ask...

Does making progress on this problem require changes in people’s values, attitudes, and/or habits of behavior?
The Work of the Leader

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

Interpretation and translation services

Technical

Adaptive

Cultural and linguistic competence

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

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Is this adaptive or technical?

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

Get on the Balcony
Identify the Adaptive Challenge
Regulate Distress
Maintain Disciplined Attention
Give the Work Back
Protect All Voices

Heifetz, Ron (1996) Leadership without Easy Answers
<table>
<thead>
<tr>
<th>Shifts in Leadership Functions</th>
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<tbody>
<tr>
<td>Direction to staff and organization</td>
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<tr>
<td>Protection of the vision and mission of the organization</td>
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<tr>
<td>Orientation of current and new employees</td>
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<tr>
<td>Engaging conflict in bringing diverse perspectives to the table</td>
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<tr>
<td>Shaping the culture and norms of the organization</td>
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The Collective Intelligence

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

Champion CLC values
Serve as “Guardians”
Leading is a choice
Experiencing Change

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

CHANGE IS A PROCESS, NOT AN EVENT.
Leading Change

Change is constant
Why lead change?
Understand reactions to change
Plan for fostering change
Implement and manage change processes
How People Experience Change

**Leadership Tasks**
- Provide on-going communication about change
- Provide emotional support
- Provide direction and guidance

Stages of Change

- Precontemplation
- Contemplation
- Preparation
- Action
- Maintenance

PROGRESS

RELAPSE


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Change Management Strategies

Implementing Sustaining Change

Make it Stick
Build on the Change

Enable Action
Create Short-Term Wins
Communicate Vision

Engaging & Enabling the Organization

Create Shared Vision
Build a Guiding Team
Create Urgency

Creating a Climate for Change

A Call to Action for CLC

Identify issues and challenges
Develop a sense of urgency
Start a dialogue

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

J. Kotter
Common Conflict Experience

Unreasonable

family

fight

fear

Stress

ANGER

defensive

struggle

Problem-solving

differences

Stuck

defiant

opportunity

solution

intractibility

repair

growth

Disagreement

COMMUNICATION

Common Conflict Experience
Aspects of Conflict

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

Enduring Conflict

Has deep roots in distrust
Is systemic and complex
Involves issues of power
Involves questions of identity
Includes tensions over values and beliefs
Includes structure as an element of the conflict

To effectively engage means

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

A Broader Definition

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

Folger, Poole and Stutman (2001) Working Through Conflict. Longman
How we integrate CLC in organizations
Heads up, Things are changing, New trends, Stay on the cutting edge, Something is wrong, Take stock, Look at our work in a new way, New funding, New leadership

How we integrate CLC in organizations
Engaging conflict within collaborations

Face the emotional impact of conflict
Understand identity issues
Accept dissonance
Live with a certain amount of uncertainty
Get beyond the good vs. evil paradigm of conflict
Don’t believe everything you think

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

Henry Ford
TRAINING AND TECHNICAL ASSISTANCE NEEDS

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