

Legislative Commission on the Interdisciplinary Primary Care Workforce

September 23, 2021 2:00-4:00pm – Location: Brown Building Auditorium, 129 Pleasant Street, Concord, NH 03301

Connection Information:

<https://nh-dhhs.zoom.us/j/92387497044?pwd=Ung0TFErc2xVOctBZDB3aG5DSmVpUT09>

Meeting ID: 923 8749 7044

Passcode: 736319

Dial *6 to mute or unmute if you connect by phone

Agenda

- 2:00 - 2:15 **Attendance & Introductions**
- 2:15 – 2:35 **Infectious Disease Provider Availability** – Cynthia Bell, MS RN, Acting Manager, NH Ryan White CARE & TB Financial Assistance Program and Elizabeth L. Biron, Oversight & Monitoring Coordinator, NH CARE Program & NH TB Financial Assistance Program
- 2:35 – 2:45 **State Loan Repayment Program Annual Report** – Alisa Druzba, Rural Health & Primary Care Office
- 2:45 – 3:00 **Legislative Agenda & Updates** – Group discussion
- 3:00 - 3:55 **Culturally Effective Organizations** – Trinidad Tellez, MD, Principal, Health Equity Strategies, LLC and Paula Smith, MBA, EdD, Director, Southern NH AHEC
- 4:00 **Adjourn**

Next meeting: Thursday October 28, 2:00-4:00pm

NH Ryan White Care & TB Financial Assistance Program Infectious Disease Provider Access September 23, 2021

Cynthia Bell, MS RN
Acting Manager, ADAP Coordinator/Data Analyst
Elizabeth Biron, BS
Oversight & Monitoring Coordinator



Ryan White CARE Act

- Ryan White HIV/AIDS legislation 30 years
- Ryan White HIV/AIDS largest federal program designed to deliver services for people living with HIV (PLWH)
 - (3rd largest overall)
- Prescribed funding delivered to states and target regions

GOALS

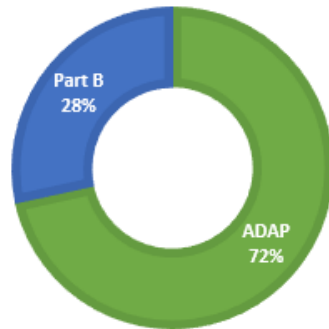
- Reduce infections
- Increase access and extend lives
- Improve health
- Reduce disparities

Ryan White HIV/AIDS Program

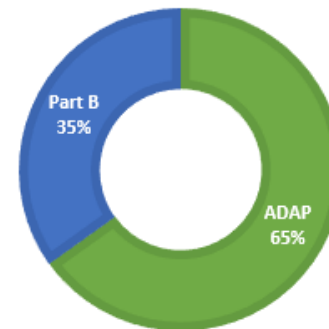
FY 2020 Part B Funding Priorities

1. AIDS Drug Assistance Program (ADAP)
2. Core Medical & Support (Including Health Insurance)

FY2020 NATIONAL FUNDING



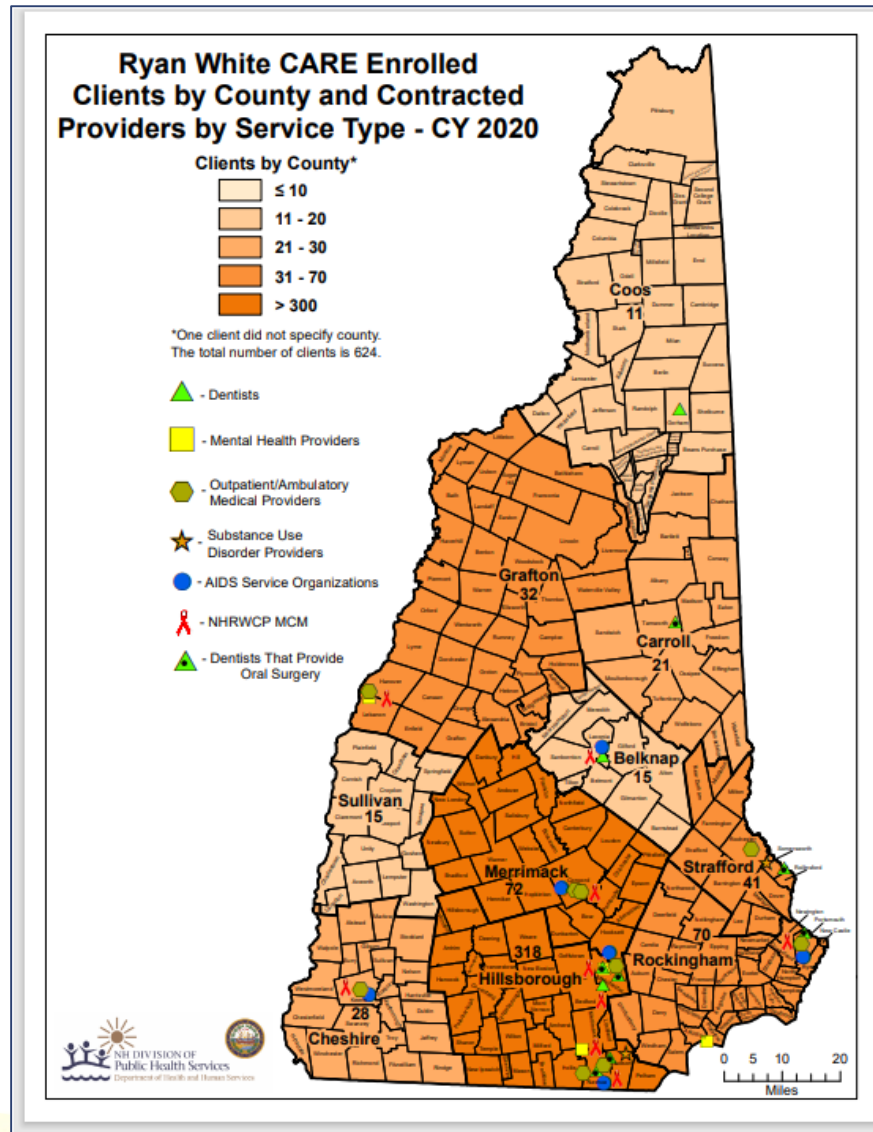
FY2020 NH



NH CARE Program

- Enrollment, Eligibility & Access to Services – ADAP, TBFA, RW Part A & Part B
- Tuberculous Financial Assistance Program (TBFA)
- **RW Core Medical Services**
 - AIDS Drug Assistance Program (ADAP)
 - Insurance Premium, Copayment, & Deductibles
 - Medical Case Management
 - Outpatient/Ambulatory Health Services
 - Mental Health
 - Substance use Disorder Outpatient Care
 - Home and Community-Based Health Services
 - Home Health Care
- **RW Support Services**
 - Medical Transportation
 - Housing Services
 - Linguistic Services/Medical Interpretation
 - Home-delivered Meals/Food Vouchers

Map of NH Clients & Service Locations



Infectious Disease Provider Access: Current Barriers

- Infectious Disease (ID) Providers & Office Support Staff
 - Seacoast County's (Rockingham, Strafford, Carroll)
 - Clinical Workforce
 - Reduced ID Provider, RN's, MA's and Support Staff (SS) Availability
 - Retirement(s), Capacity for Referrals, Limited Office Hours
 - Pharmacy refills (decreased office hours and office staff to process refills)
 - Patient Medical Information (PMI) -required for Ryan White enrollment
 - Insurance provider networks – out of state vs instate providers
- Current Resources
 - Telemedicine Visits
 - Other regions taking new patients: Merrimack & Nashua, Lebanon, Concord

Health Care Workforce Initiative Opportunities

- Rural Residency Program
- State Loan Repayment Program (SLRP)
- NP Fellowship Program
- Behavioral Health Workforce Integrated Delivery Network (IDN)
- Oral Health Workforce Initiative & Partnership

Thank you!

Elizabeth L. Biron BS

NH CARE Program & NH TB Financial Assistance Program Oversight & Monitoring
Coordinator

Phone: (603) 271-6942

Elizabeth.biron@dhhs.nh.gov

Cynthia Bell MS RN

NH Ryan White CARE & TB Financial Assistance Program
Acting Manager And ADAP Coordinator/Data Analyst

603.271.3958

Cynthia.N.Bell@dhhs.nh.gov

DEI Resources for Your Organization &
 an Introduction to
 the Culturally Effective Organizations Framework



The Roadmap to High Quality Services for All



**New Hampshire
Equity Collective**

Legislative Commission on the Interdisciplinary Primary Care Workforce
September 23, 2021



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Paula Smith, MBA, EdD
 Director of Southern New Hampshire Area Health Education Center (AHEC)



Trinidad Tellez, MD
 Family Physician, Equity Consultant, Educator, and former Director of the NH Office of Health Equity









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Context

- * Increasing awareness of importance of DEI
- * Governor’s COVID-19 Equity Response Team *Initial Report and Recommendations*, July 2020
- * Forward Fund – Community Placement Project, CPP
- * NH Center for Non-Profits Survey
- * Southern NH AHEC Center for Cultural Effectiveness
- * Equity Leaders Fellowship Board Exposure Experience and Board Consultation

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The Roadmap to High Quality Services for All

OCT 26

Culturally Effective Organizations Framework Learning Forum

by Southern NH Area Health Education Center

114 followers [Follow](#)

\$45

[Tickets](#)

Culturally Effective Organizations Framework Learning Forum

October 26, 2021, 1-4 pm, remote on Zoom

<https://www.eventbrite.com/e/culturally-effective-organizations-framework-learning-forum-tickets-161115700397>

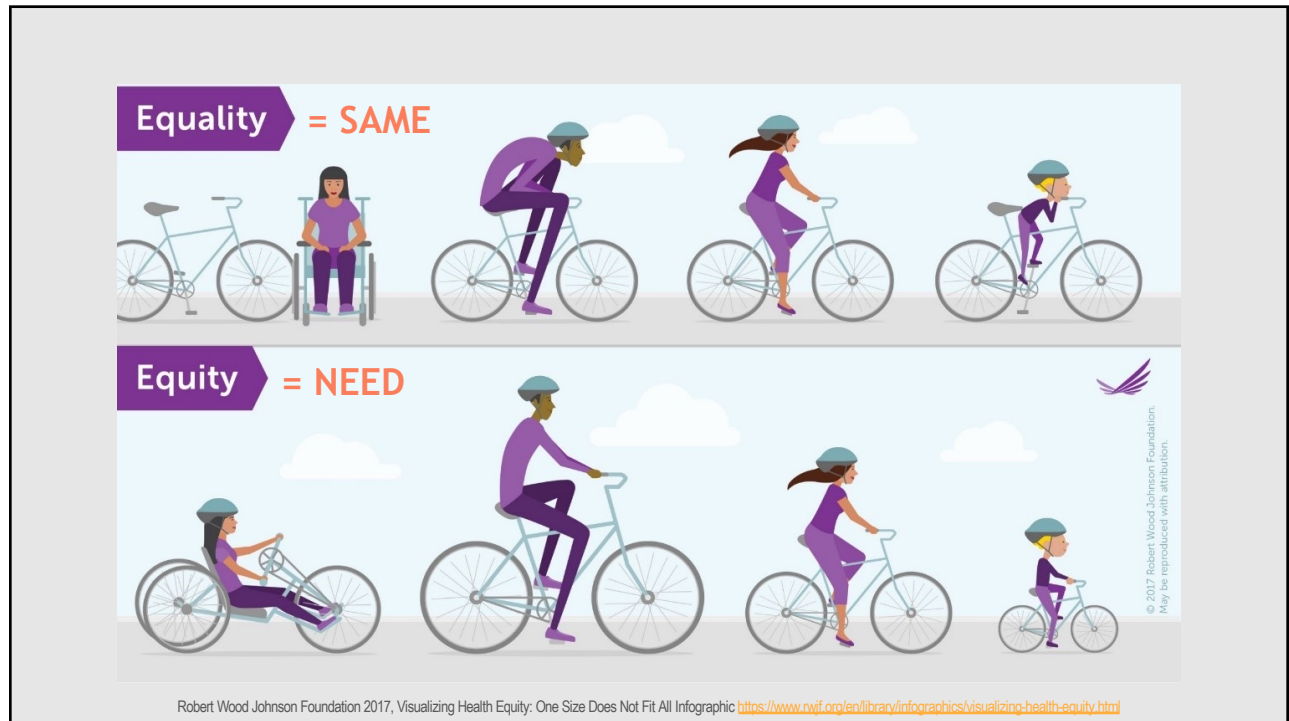
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DEI....?

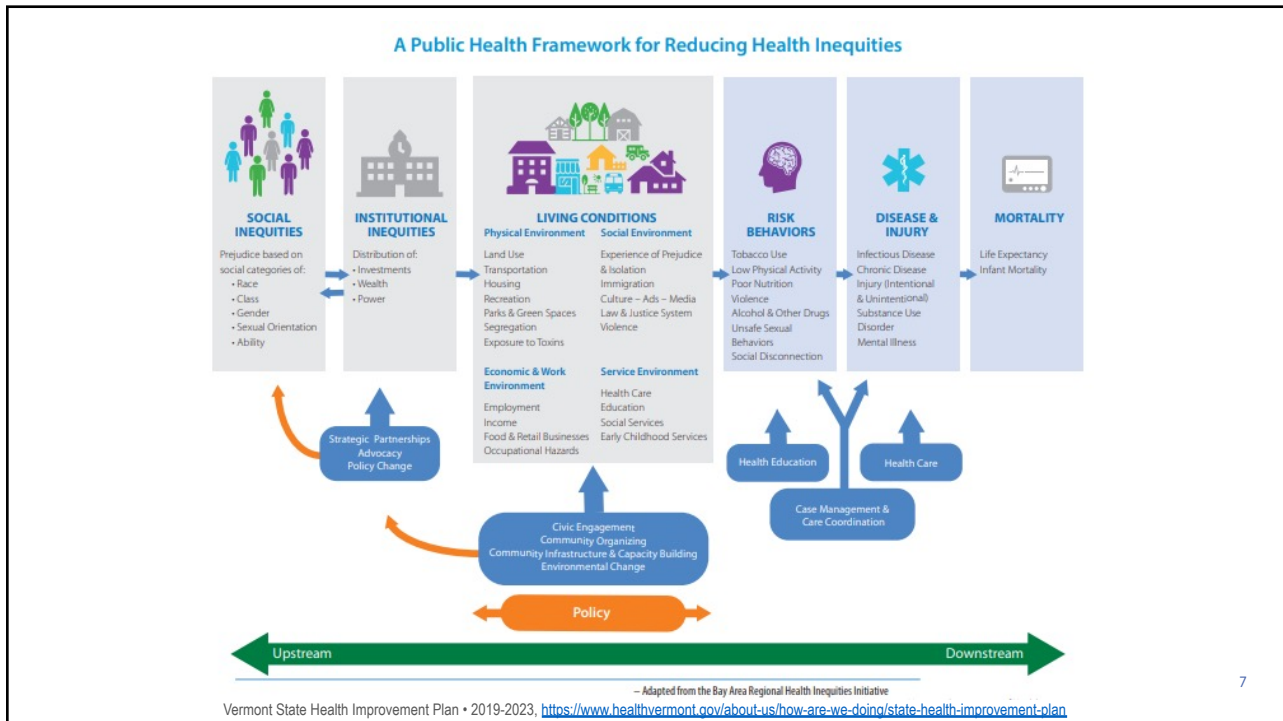
Many Terms –
Continuously Evolving

- Equity
- Diversity & Inclusion (D&I)
- Diversity, Equity & Inclusion (DEI)
- Equity, Diversity & Inclusion (EDI)
- Diversity, Equity, Inclusion & Belonging (DEIB)
- Inclusion, Diversity, Equity, Anti-Racism (IDEA)
- Diversity, Equity, Inclusion & Justice (DEIJ)
- Justice, Equity, Diversity & Inclusion (JEDI)
- Race Equity, Diversity & Inclusion (REDI)
- Anti-Racism
- And more!

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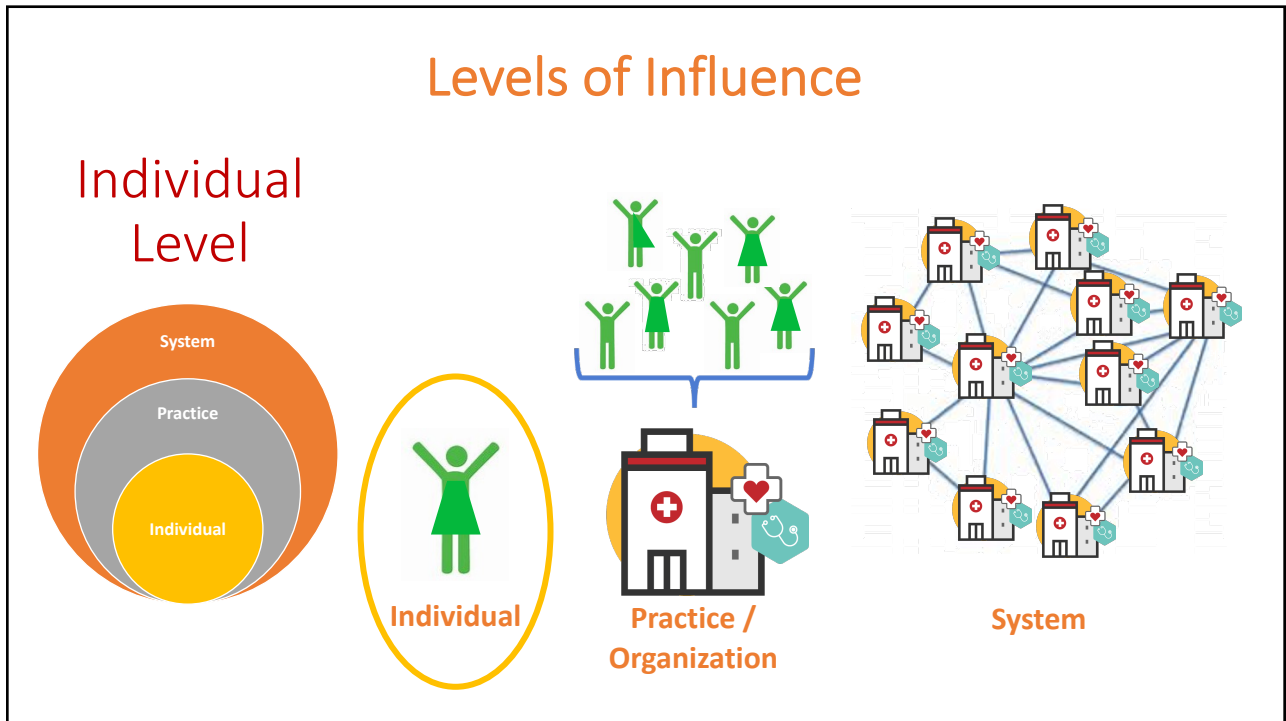
What does it take for organizations to serve *all* people well?

With the highest quality care, programs and services?

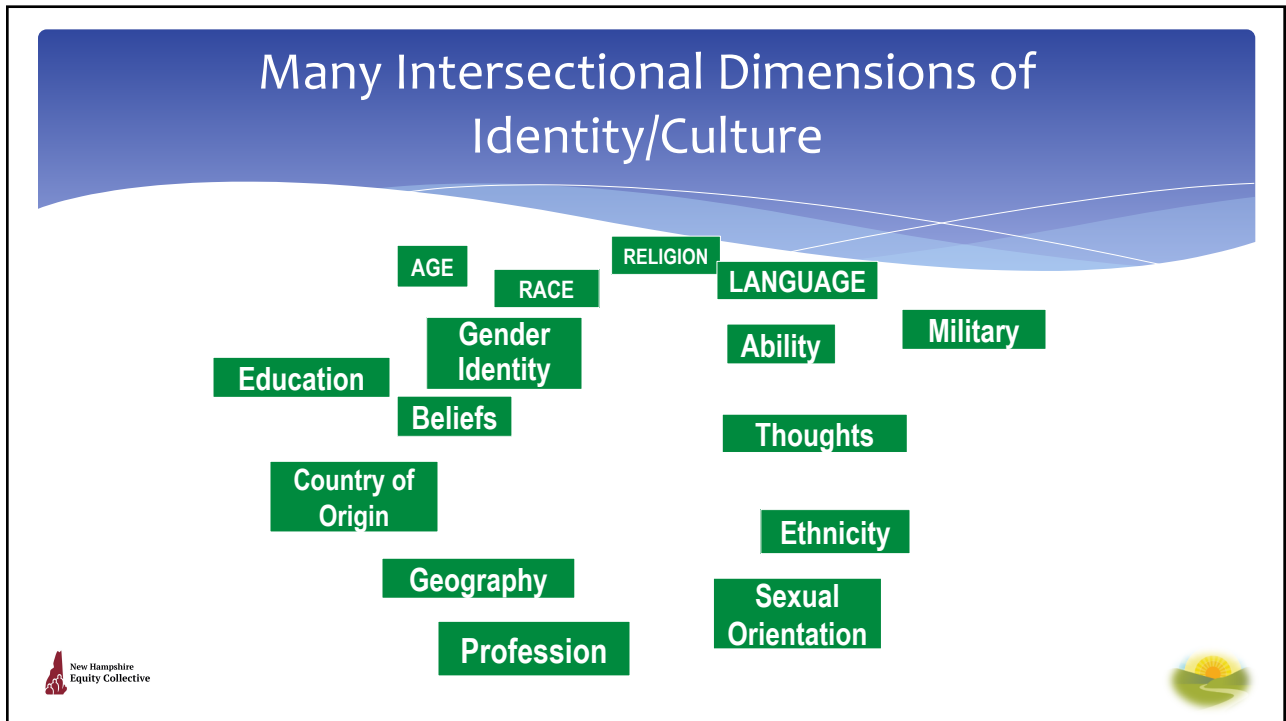
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Every human interaction is a cross-cultural interaction!

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Cultural Sensitivity

*the knowledge, skills, attitudes and beliefs that enable **people** to work well with, respond effectively to, and be supportive of other people*

Cultural Competence

the beliefs, behaviors, knowledge, skills, and systems through which **individuals** demonstrate empathy and understanding of and respect for the values, historical context, expectations, language and experiences of another person

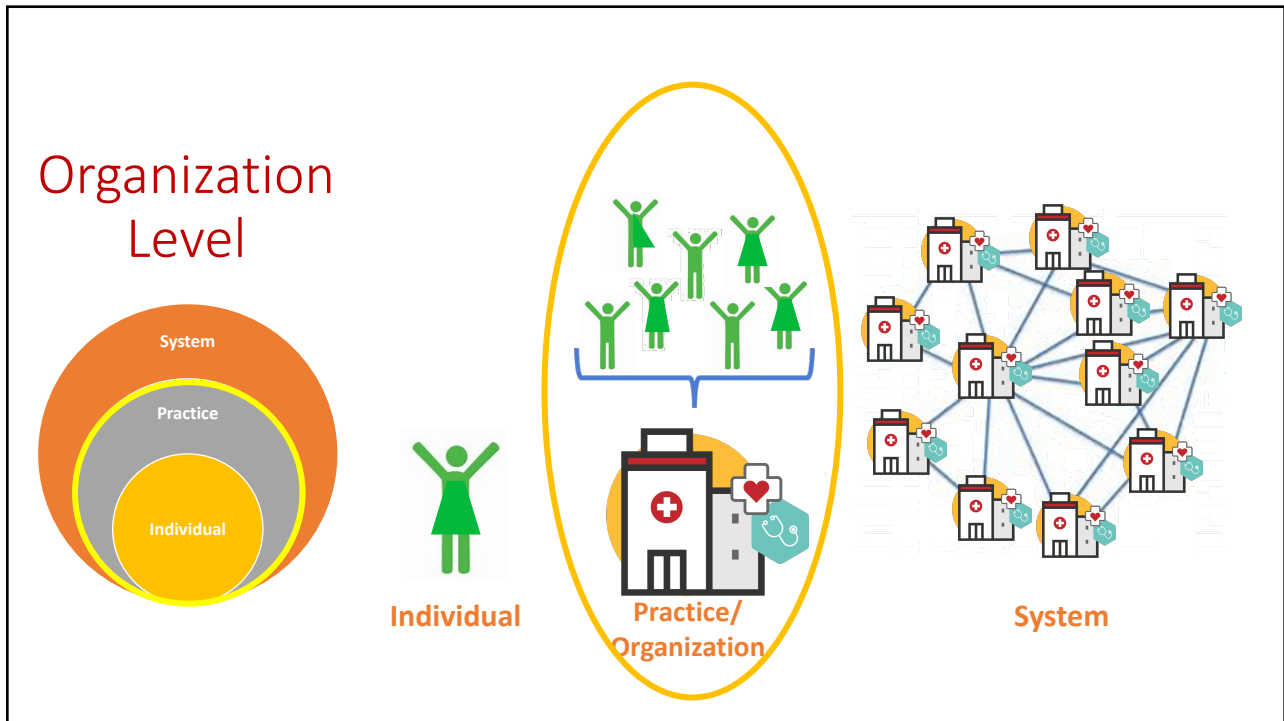
Cultural Humility

Cultural Proficiency

Cultural Responsiveness

Adapted from <https://www.aafp.org/family-physician/patient-care/prevention-wellness/social-determinants/cultural-proficiency.html> and <https://nh4youth.org/news/blog/cultural-and-linguistic-competence-clc-update>. accessed 11/8/20

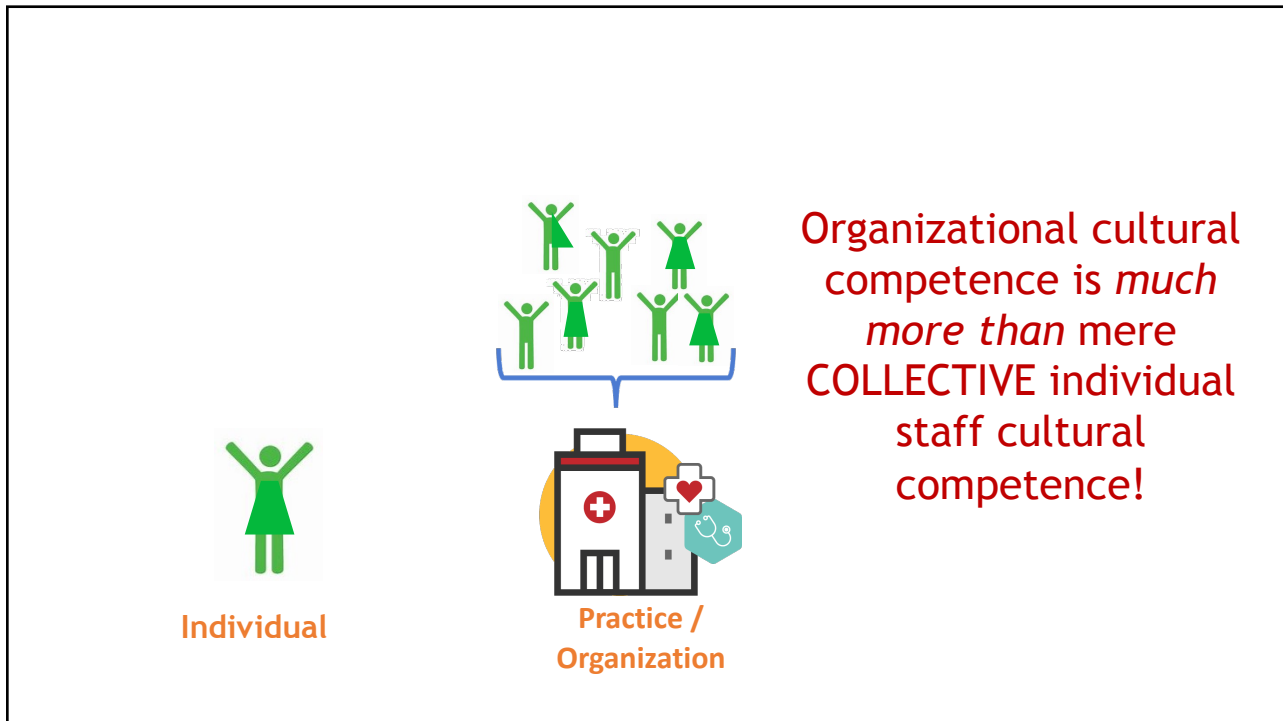
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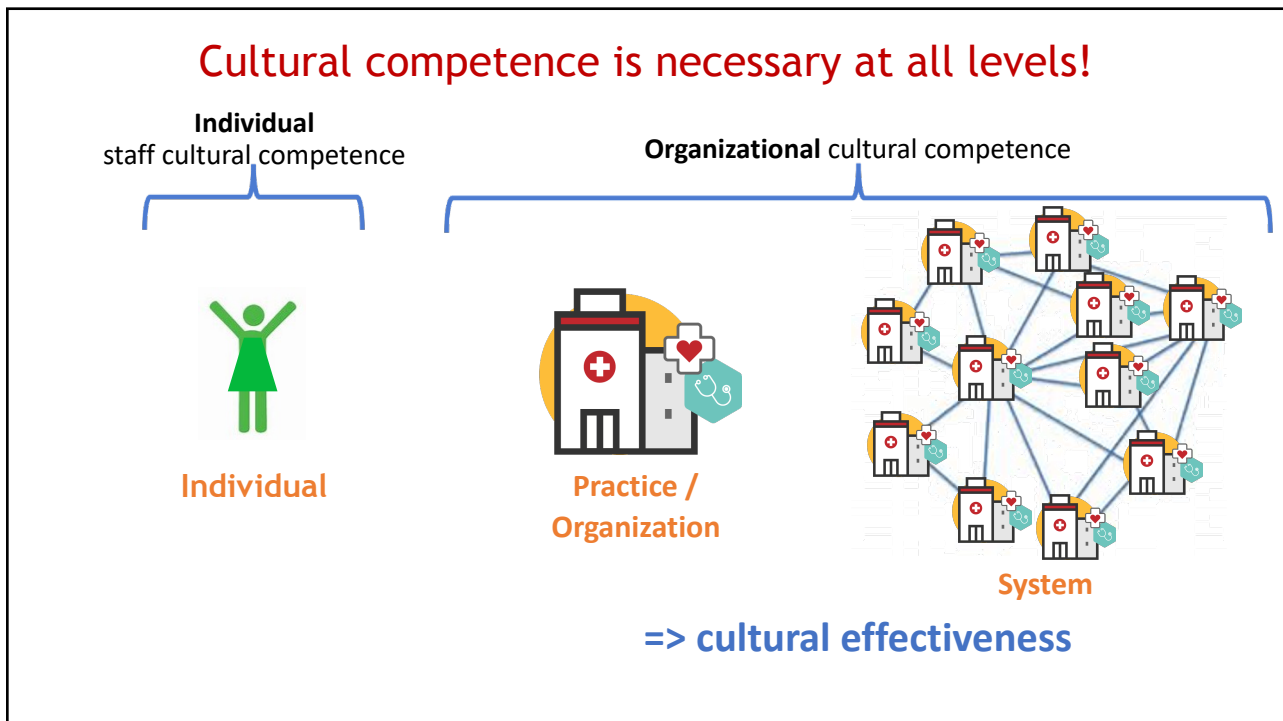
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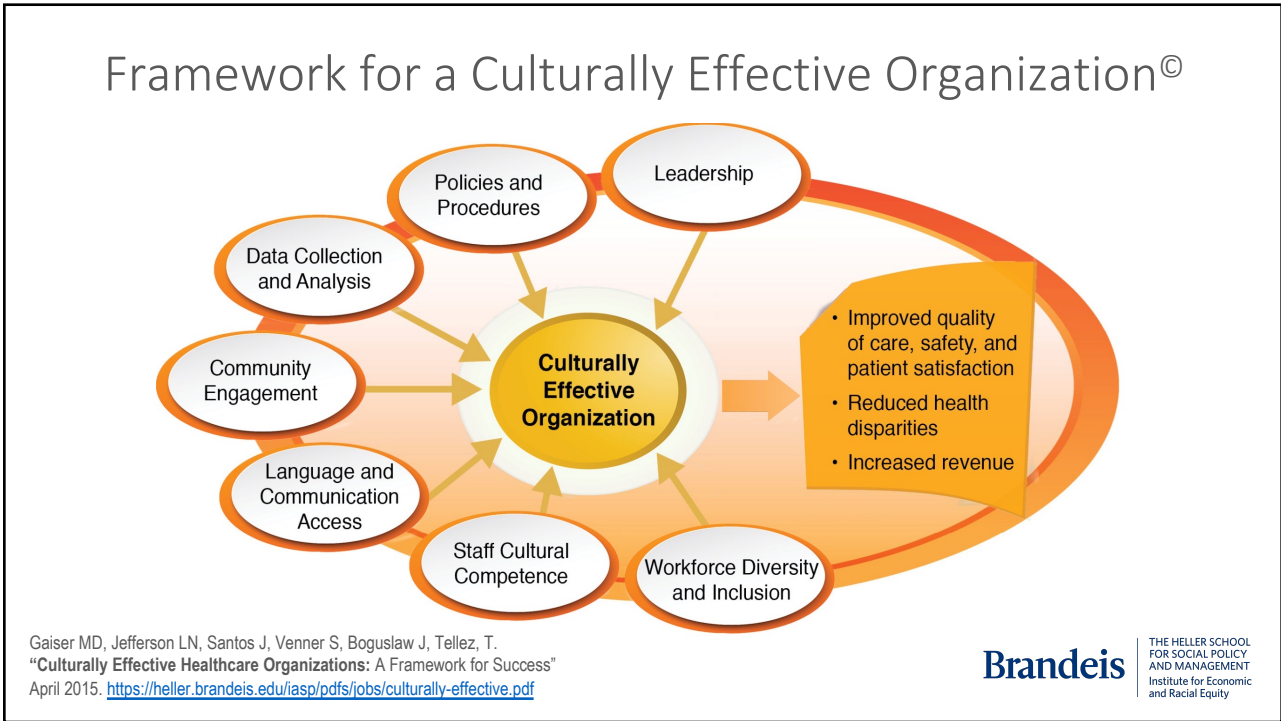
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Organizational Cultural Competence Standards & Best Practices

OMH
U.S. Department of Health and Human Services
Office of Minority Health

THINK CULTURAL HEALTH

HRET
HEALTH RESEARCH & EDUCATIONAL TRUST
In Partnership with AHA

The Joint Commission

GEORGETOWN UNIVERSITY
National Center for Cultural Competence

NATIONAL QUALITY FORUM

Growing recognition of the link between addressing disparities & improving quality

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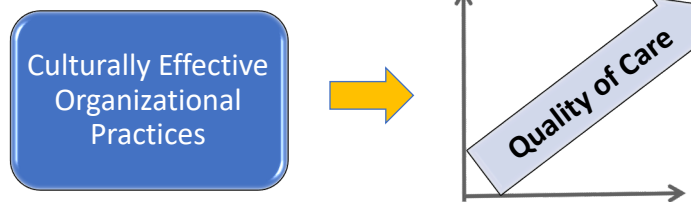
A Crosswalk: What do they all have in common?

National Standards for Creating Culturally Effective Organizations
National organizations are working to reduce health disparities and promote patient-centered care by creating cultural effectiveness standards and best practices for the healthcare industry.

	Department of Health and Human Services Office of Minority Health	Joint Commission	National Quality Forum (NQF)	Health Research and Educational Trust (HRET)	National Center for Cultural Competence
Leadership	Use policies and practices to promote cultural effectiveness. "Recruit [and] promote... diverse governance, leadership and workforce." Provide ongoing cultural effectiveness training for all. ⁴⁸	Disseminate "mission, vision, and goals to staff and the population(s) served." ⁴⁹	Acknowledge importance of cultural competency activities, policy setting, and performance monitoring; reflect diversity of the community served. ⁵⁰	Set goals to improve organizational diversity and provide culturally competent care; mandate cultural competency training for everyone. ⁵¹	Incorporate "cultural knowledge into policy-making, infrastructure, and practice." ⁵²
Institutional Policies and Procedures	Formally establish goals and policies; require accountability; and "integrate [cultural effectiveness]-related measures into... quality improvement activities" and regularly assess progress.	Implement policies that promote systematic data collection and use findings to support quality improvement, improve patient satisfaction and staff perceptions, and reduce process variation.	"Commit to cultural competency through written policies, practices, procedures, and programs."	Implement policies that support systematic data collection.	Identify the needs of the population served; provide services that are tailored to identified needs; and create policies to incorporate cultural competence into staff development.
Data Collection and Analysis	Collect demographic data "to monitor... the impact of [cultural effectiveness] on health equity and outcomes; and to inform service delivery."	Conduct baseline assessments of efforts to meet patient needs; collect/ use data in decision-making; and document demographic data/language preference in medical record.	Systematically collect data and use it to assess cultural competency and use data in decision-making.	Systematically "collect race, ethnicity and language preference data." Use data to detect variation, compare patient satisfaction across groups, and "for strategic and outreach planning."	Collect and analyze data "according to different cultural groups (e.g., race, ethnicity, tribalism affiliation, language, age, gender, sexual orientation, geographic locale, religion, immigration/ refugee status, socioeconomic status, literacy levels, and other factors)." ⁵³
Community Engagement	"Partner with the community to design, implement, and evaluate policies, practices, and services to ensure cultural appropriateness; communicate cultural effectiveness progress."	Collect community feedback: "Share information with...community about the hospital's efforts to meet... patient needs."	Actively engage with the community to exchange information and partner in organizational decision-making.	Identify "community organizations... and publications that serve racial/ ethnic minorities for outreach... [and] partner with community leaders to work on health issues important to community members."	Allow community to determine its own needs: "Communities should economically benefit from collaboration;" engage community in "evaluation of language access... to ensure quality and satisfaction."
Language and Communication Access	Provide timely access to interpreters; verify interpreter competence; and provide "print and multimedia materials... in languages commonly used in the community; display signage in the "languages commonly used" in the community.	Identify patients' "oral and written communication needs and preferred language." Verify interpreter qualifications and provide patient education tailored to needs and language ability.	Communicate clearly at all times with all patients and families.	Provide patients and families written communication in languages they can read. Ensure that interpreters are qualified.	Communicate with patients in their preferred language; written materials should be provided in the patient's preferred language.
Staff Cultural Competence	"Provide effective, equitable, understandable, and respectful quality care and services... responsive to diverse cultural beliefs and practices..."	Accommodate "patients' cultural, religious, or ethnic food... preferences" and provide culturally competent care.	Care delivery and physical environment should be culturally appropriate; staff should receive cultural competency training.	"...signage, food...chaplainscy... patient information, and communications" should align with community diversity. Ensure that staff has cultural competency training.	Deliver care with a focus on the patient's preferences; provide professional development for all staff and governing board members to ensure understanding and acceptance of values, principles, and practices governing cultural competence.
Workforce Diversity and Inclusion	"Recruit, promote, and support a diverse governance, leadership, and workforce that are responsive to the population in the service area."	Engage in targeted staff recruitment efforts and include cultural competence in staff training.	Human resources personnel should employ proactive recruitment, retention, and promotion strategies.	Implement staff mentoring program; engage in targeted staff recruitment; approach racial and ethnic minorities during recruitment; and measure staff diversity progress and report results to board of directors.	Employ a diverse, culturally and linguistically competent workforce; incorporate areas of awareness, knowledge, and skills in cultural and linguistic competence into job descriptions and performance evaluations.
Organization Description & Internet Address	Established National CLAS Standards: http://minorityhealth.hhs.gov/nih/newsroom.aspx?niw=2&Mid=53	Non-profit health care accreditation and certification organization: www.jointcommission.org	Builds consensus on national healthcare performance improvement goals: www.qualityforum.org	Non profit research and education affiliate of the American Hospital Association: www.hret.org	Provides national leadership on cultural and linguistic competency: http://nccc.georgetown.edu

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Organizational Cultural Effectiveness...



- Improvement for diverse patients
- Utilization patterns
- Patient and family satisfaction
- Treatment adherence
- Levels of patient trust

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Learn About and work to Implement the 7 Elements in the Framework!



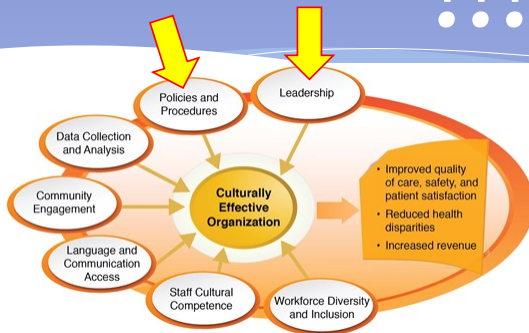
<https://heller.brandeis.edu/iasp/pdfs/jobs/culturally-effective.pdf>



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Leadership & Policies and Procedures

???



CLAS Standards 1, 2, 3, & 4
and 2, 9, 14, & 15





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*** Leadership**

- * The organization’s commitment to cultural effectiveness is an explicit part of the mission statement.
- * The organization's cultural effectiveness goals are an explicit part of the strategic plan.
- * Results of formal organizational performance assessments toward reaching cultural effectiveness goals are gathered and are reported to the board of directors on an ongoing basis.

*** Policies & Procedures**

- * All staff are provided with culturally effective organization framework-oriented feedback in their individual performance reviews.
- * Organization policy states: 1) a specified frequency of regular and ongoing diversity training for staff and leaders; 2) what is included in the staff diversity training; and 3) how the training is evaluated.
- * The grievance resolution process is easily accessible, identifies the individual responsible for handling grievances, and clearly details the maximum length of time for grievances to be addressed.

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What do these elements look like in organizations?

Data Collection & Analysis

- ?

Policies & Procedures

- Processes for recruitment of diverse candidates

Leadership

- Inclusion in strategic planning process
- Role modeling from top leaders - “walking the talk”
- Representation of diverse identities on the board

Community Engagement

- ?

Staff Cultural Competence


- ?

Workforce Diversity & Inclusion

- Representation of diverse identities on the board

Language & Communication Access

- ?



The diagram shows a central circle labeled 'Culturally Effective Organization'. Surrounding it are eight smaller circles: 'Policies and Procedures', 'Leadership', 'Data Collection and Analysis', 'Community Engagement', 'Language and Communication Access', 'Staff Cultural Competence', and 'Workforce Diversity and Inclusion'. Arrows point from each of these surrounding circles toward the central circle. To the right of the central circle is a larger box containing the following text: 'Improved quality of care, safety and patient satisfaction', 'Reduced health disparities', and 'Increased revenue'.

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Culturally Effective Organizations Framework Organizational Assessment Tool

NH Equity Collective - Culturally Effective Organizations Work Group
<http://equitynh.org/culturally-effective-organizations/>
 or contact equitynh@gmail.com

Culturally Effective Organizations Framework ORGANIZATIONAL ASSESSMENT[®]
Quality Improvement Tool to Identify Places for Potential Action

The Framework

Organizations strive to ensure everyone has equal opportunity to thrive by providing high quality services that are accessible to all in NH – yet achieving this can be challenging. Many of us have simply not had access to an effective approach that would turn our goals into broader success. The **Culturally Effective Organizations (CEOrgs) Framework** is the roadmap that enables, cultivates, and supports the delivery of high-quality services for all people.

The framework is grounded in literature from nationally recognized entities. The seven key elements are drawn from an analysis of the overlaps and similarities of the recommendations established by various industry accrediting and standard-setting organizations, as well as subject matter experts and the National CLAS Standards.¹

The framework outlines strategies that organizations working to provide high quality care and services to a diversifying population can take to embark on an ongoing organizational process of improvement to keep pace with changing patient/caregiver and workforce demographics, and to work towards advancing equity. The **Culturally Effective Organizations Framework Online Digital Toolkit**, with sections for each of the individual framework elements and its accompanying toolkit/webinar, provide helpful resources to assist on the journey to becoming a culturally effective organization and providing high quality services for all.


This tool was produced by the New Hampshire Equity Collective[®] (www.equitynh.org), Culturally Effective Organizations Work Group, whose purpose is to increase organizational cultural effectiveness and improve the capacity of organizations in New Hampshire to provide high quality services to all populations, especially racial, ethnic and linguistic minorities, by incorporating the elements of a quality effective organization[®]. For information visit: www.equitynh.org © August 2018, revised March 2021.

¹ Framework based on the New Hampshire Health & Equity Partnership

Element	Plan / Policy / Status	Implemented / Evidence of Action	Data, Source, Example	Responsible Party	Comments
1. Leadership					
The organization offers effective quality care/services which are responsive to the cultural (and health) beliefs and practices of the individuals served.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
The organization's commitment to cultural effectiveness is an explicit part of the mission statement.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
The organization's cultural effectiveness goals are an explicit part of the strategic plan.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
Leadership prioritizes the Culturally effective organization Framework elements on an ongoing basis including how the elements are being implemented within the organization.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
Results of formal organizational performance assessments toward reaching cultural effectiveness goals are gathered and are reported to the board of directors on an ongoing basis.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
The organization annually allocates resources to meeting the cultural and linguistic needs of its clients, and to improving its cultural effectiveness.	...Yes ...Partially ...Not Sure ...No	...Not Yet ...Just Starting ...In Progress ...Well in Way			
Notes					

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www.equitynh.org for information email: equitynh@gmail.com 1
Developed 5/23/18, Revised 3/27/21 and 5/23/21

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New Hampshire Equity Collective

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Culturally Effective Organizations

It is not enough that everyone has a voice, but that means ensuring everyone has equal opportunity to be heard. We know that organizations have the opportunity to provide high quality services that are accessible to all - and achieving this can be challenging. We would love to hear what success is being achieved and to share the lessons learned with other organizations.

Facilitated by Dr. Trinidad Tellez & Maria Doyle
equitynh@gmail.com

www.equitynh.org
<http://equitynh.org/culturally-effective-organizations/>

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Culturally Effective Organizations Framework Online Digital Toolkit

Amoskeag Health & Southern NH AHEC and the Culturally Effective Organizations Work Group
www.equitynh.org
 Contact equitynh@gmail.com

CULTURALLY EFFECTIVE HEALTHCARE ORGANIZATIONS


Culturally Effective Organization

Organizations are made up of people and people bring cultural diversity to the workplace. Diversity can encompass many facets, including, but not limited to, gender, age, race, ethnicity, language, sexual orientation, and disability. Many organizations are interested in meeting the needs of all people and are exploring ways to make their organizations more culturally responsive.

"To be culturally effective doesn't mean you are an authority in the values and beliefs of every culture. What it means is that you hold a deep respect for cultural differences and are eager to learn, and willing to accept that there are many ways of viewing the world" Okonko O. Udo

As a healthcare organization, MCHC strives to provide high-quality care to all people. MCHC recognized the growing diversity in the community, and the associated social and socio-economic imbalances which contribute to disparities in health and wellness outcomes. The organization embarked on a journey to becoming a culturally effective organization to improve health care quality and advance equity in the greater Manchester area. This toolkit shares the lessons learned and includes action steps, strategies, and resources for other organizations as they begin their journey.

Framework for a Culturally Effective Organization



- Improved quality of care, safety, and patient satisfaction
- Reduced health disparities
- Increased revenue

This toolkit aims to provide background and resources for organizations to begin to think about ways to enhance internal systems that promote cultural effectiveness. The toolkit is based on an issue brief Culturally Effective Healthcare Organizations: A Framework for Success. There are seven elements organizations can pursue to enhance the capacity of organizations to become culturally effective. Some of the action steps an organization can implement may fall in more than one category. Resources and links are provided to learn more about each element. The toolkit will review not only WHY it is important to be culturally effective, but also HOW to make changes in YOUR organization.

<https://www.amoskeaghealth.org/center-of-excellence-for-culturally-effective-care>

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Culturally Effective Organizations Online Toolkit: Homepage

The screenshot shows the homepage of the Culturally Effective Organizations Online Toolkit. It features a grid of eight topic cards: Leadership, Policies and Procedures, Data Collection and Analysis, Community Engagement, Language and Communication Skills, Staff Cultural Competence, and Workforce Diversity and Inclusion. A 'Resources & Links' section is at the bottom. Callouts on the right side point to: 'Print the Toolkit' (pointing to a button), 'View the Toolkit Webinar' (pointing to another button), 'Webpages for each of the Framework Elements' (pointing to the grid of topic cards), and 'Resources /Links on the Framework' (pointing to the Resources & Links section). The URL <https://www.amoskeaghealth.org/center-of-excellence-for-culturally-effective-care> is displayed at the bottom.


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The screenshot shows the homepage of the Southern New Hampshire Area Health Education Center (Snhahec.org). The header includes the URL <https://www.snhahec.org> and the organization's logo. A navigation menu contains: Home, Continuing Ed, Cultural Effectiveness, Careers, BCBH, Events, and Contact. A yellow arrow points to the 'Cultural Effectiveness' menu item. The main content area features a woman's portrait and the text 'Ready to Learn Something New?' with a 'Find out more' button. Below this, a dark blue section describes the center as an accredited provider of continuing education. Three white cards are displayed: 'Continuing Education', 'Center for Cultural Effectiveness' (circled in yellow), and 'Health Careers'. Each card has a 'Learn More' or 'Find Out How' button.

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EQUITY
LEADERS
FELLOWSHIP

engage an ELF FELLOW
for a BOARD EXPOSURE
EXPERIENCE



DEADLINE OCT 22ND

Are you looking to improve your board's diversity?
Are you willing to inspire new board leaders?
APPLY by October 22nd!

- ACLU of NH
- Alliance for Healthy Aging
- American Lung Association of the Northeast
- Amoskeag Health
- BRING IT!!!
- CASA – NH
- Community Loan Fund
- Concord Coalition to End Homelessness
- Conservation Law Fund
- Endowment for Health
- Foundation for Healthy Communities
- Granite State Organizing Project
- Granite YMCA - Allard Center Advisory Committee
- Granite YMCA – Downtown Manchester Advisory Board
- Lamprey Health Care
- Manchester Community Action Coalition
- Mental Health Center of Greater Manchester
- Manchester Community College
- Manchester Community Health Center
- Nashua Adult Learning Center
- Neighborworks Southern New Hampshire
- New American Africans

- New Futures
- NH Center for NonProfits Policy Committee
- NH Children's Trust
- NH Council of Churches
- NH Fiscal Policy Institute
- NH Hospice & Palliative Care Organization
- NH Humanities
- NH Legal Assistance and Legal Advice & Referral Center
- NH Medical Society
- NH Oral Health Coalition
- NH Public Health Association
- NH School Funding Fairness Project
- NH Voices for Health
- NH Women's Foundation
- Prostate Cancer Coalition of New Hampshire
- Riverbend Community Mental Health
- SEE Science Center
- Spark NH Communications & Public Awareness Committee
- Spark NH Policy Committee
- United Way of Nashua
- YWCA New Hampshire

<https://www.sنهاec.org/elf-board-exposure.html>

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