

## **MIDD 2 Initiative SI-01: Community-Driven Behavioral Health Grants for Cultural and Ethnic Communities (NEW)**

*How does the program advance the adopted MIDD policy goals?*

This program primarily addresses the adopted MIDD policy goal of “increase culturally appropriate, trauma-informed behavioral health services.”

By directly empowering communities to design service approaches that meet their needs, this initiative seeks to overcome barriers to behavioral health service participation and recovery that ethnic and cultural communities experience. Such barriers include:

- Underutilization and premature termination of behavioral health treatment despite continued need
- Disproportionately higher burden from unmet mental health needs
- Poorer-quality care
- Mistrust of the behavioral health system resulting from the cultural insensitivity of treating clinicians
- Lack of culturally appropriate services including bilingual and bicultural staff
- Collectivist cultural values that may make the individualistic process of psychotherapy foreign
- Varying conceptions of the nature, causes, and cures of behavioral health conditions
- Perceptions of stigma and shame
- Lack of health insurance coverage.<sup>141</sup>

In King County, as in many ethnic and cultural minority communities nationwide, people are left primarily with behavioral health service options that do not fit their cultural needs, so they remain unserved or underserved. These findings about ethnic communities’ preferences around service delivery were confirmed locally via MIDD community engagement – including community conversations, focus groups, and surveys.<sup>142</sup>

This initiative provides a structure and resources for communities to propose projects and receive funding to address community needs using culturally appropriate programs.

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<sup>141</sup> Leong and Kalibatseva (2011). Cross-cultural barriers to mental health services in the United States. *Cerebrum* 2011 March-April: 5. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3574791/> and U.S. Department of Health and Human Services. (2001). *Mental health: culture, race and ethnicity, a supplement to Mental health: A report of the surgeon general.* <http://www.surgeongeneral.gov/library/mentalhealth/cre/sma-01-3613.pdf>

<sup>142</sup> MIDD review and renewal focus groups in January 2016 whose perspectives surfaced these themes and needs included focus groups specifically for African American, Somali, Hispanic, Asian Pacific Islander, Native American, trans\*, and refugee populations. See [http://www.kingcounty.gov/~media/depts/community-human-services/MIDD/documents/160226\\_FG\\_Highlights.ashx?la=en](http://www.kingcounty.gov/~media/depts/community-human-services/MIDD/documents/160226_FG_Highlights.ashx?la=en). Survey information is summarized at [http://www.kingcounty.gov/~media/depts/community-human-services/MIDD/documents/160226\\_Community\\_Engagement\\_Main\\_Themes.ashx?la=en](http://www.kingcounty.gov/~media/depts/community-human-services/MIDD/documents/160226_Community_Engagement_Main_Themes.ashx?la=en).

## 1. Program Description

### ◇ A. Service Components/Design (Brief)

King County will provide small grants designed to support targeted community-initiated behavioral health-related services or programs designed by particular cultural or ethnic communities to address issues of common concern.

This approach will build upon processes and/or structures employed by King County's Community Service Area (CSA) Community Engagement Grant program,<sup>143</sup> the Best Starts for Kids (BSK) trauma-informed and restorative practices small grants initiative,<sup>144</sup> and/or the Community Organizing Program small grant initiative previously operated by King County DCHS, except that it will be organized to serve cultural and ethnic populations rather than particular geographic locations. It will provide MIDD resources to enable culturally specific organizations or culturally specific grassroots coalitions to support implementation of small-scale, local initiative(s) designed by community members to address key felt needs that relate to behavioral health treatment, prevention, recovery or service access.<sup>145</sup>

Funded projects may include, but are not limited to:

- Community-initiated population health initiatives such as engagement efforts, classes, prevention/outreach campaigns, or one-time events related to mental health or substance abuse, and/or
- Specific behavioral health services requested by a cultural or ethnic community that are expected to meaningfully address its self-identified needs.<sup>146</sup>

### ◇ B. Goals

The goal of this concept is to provide a mechanism for MIDD to invest in locally conceived, community-driven behavioral health services, with a special focus on cultural and ethnic communities. Nearly 30 percent of King County residents are people of color,<sup>147</sup> but culturally specific and accessible resources, along with community-designed and -informed services, are relatively lacking. MIDD's 2015-2016 community outreach effort confirmed the need for an avenue for community self-determination and services focused on the needs of specific groups.

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<sup>143</sup> Information about the existing Community Engagement Grant program, administered by King County's Department of Natural Resources and Parks, is available at <http://www.kingcounty.gov/exec/community-service-areas/engagement-grants.aspx>.

<sup>144</sup> <http://www.kingcounty.gov/elected/executive/constantine/initiatives/best-starts-for-kids.aspx>. BSK's small grant RFP was launched in May 2017.

<sup>145</sup> In addition to locally conceived, community-generated ideas and programming, applicants have the option to request funds under this initiative to help bring existing program models to their cultural or ethnic population, if they do not already have access to such services.

<sup>146</sup> Any program proposals that involve funding for ongoing staff will need to address costs and obligations associated with employing personnel, including insurance, workers' compensation, taxes, benefits, and minimum wages.

<sup>147</sup> 2014 census data, available at <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/king-county-profile>.

This initiative will further the aims of the King County Equity and Social Justice Strategic Plan,<sup>148</sup> including creating opportunities for residents to express their priorities and have a meaningful role in decision-making. Also, it endeavors to employ integration methods recommended by the County's Immigrant and Refugee Task Force<sup>149</sup> as applicable. Specifically, this initiative creates a fund that will empower communities to identify pressing issues, design suitable solutions, and seek grants to support their projects and organizations; also, to the degree feasible, it will also include regular consultation and meaningful involvement in planning and decision-making processes.

◇ *C. Preliminary Performance Measures (based on MIDD 2 Framework)*<sup>150</sup>

1. *How much? Service Capacity Measures*

As the funded programs will be designed by multiple different communities and customized to their particular felt needs, it is not yet known how many individuals will be served. Furthermore, as funded projects change from year to year, the number of people served will vary annually. However, the number of people served will be tracked for each project and aggregated for the initiative as a whole. The number of participating agencies and programs will be tracked as well.

2. *How well? Service Quality Measures*

- Improved perception of health and behavioral health issues and disorders

3. *Is anyone better off? Individual Outcome Measures*

- Reduced behavioral health risk factors
- Improved wellness and social relationships

◇ *D. Provided by: Contractor*

This grant program will be administered by county staff in consultation with stakeholders from cultural and ethnic communities. All funded programs and services would be delivered by organizations with strong ties to the communities being served.

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<sup>148</sup> <http://your.kingcounty.gov/dnpr/library/dnpr-directors-office/equity-social-justice/201609-ESJ-SP-FULL.pdf>

<sup>149</sup> [http://www.kingcounty.gov/~media/Council/documents/Issues/IRTF/IRTF\\_July1.ashx?la=en](http://www.kingcounty.gov/~media/Council/documents/Issues/IRTF/IRTF_July1.ashx?la=en)

<sup>150</sup> Throughout 2017, review and refinement of Results-Based Accountability (RBA) performance measures for MIDD 2 initiatives will be conducted whenever applicable, in consultation with providers. Updates to performance measures that may result from this collaborative process will be reported in the next MIDD Annual Report in August 2018.

## 2. Spending Plan

| Year                           | Activity  | Amount           |
|--------------------------------|---|------------------|
| 2017                           | Community-initiated, time-limited small grants to local culturally specific organizations or projects | \$350,000        |
| <b>2017 Annual Expenditure</b> |   | <b>\$350,000</b> |
| 2018                           | Community-initiated, time-limited small grants to local culturally specific organizations or projects | \$359,100        |
| <b>2018 Annual Expenditure</b> |   | <b>\$359,100</b> |
| <b>Biennial Expenditure</b>    |   | <b>\$709,100</b> |

## 3. Implementation Schedule

### ◇ A. Procurement and Contracting of Services

This initiative will require periodic, low-barrier requests for proposals (RFPs) – no less frequently than annually – to facilitate the selection of time-limited community-driven projects for funding. The level of complexity and requirements for these proposals will vary depending on the amount of the funding request.

Applicant organizations will be expected to demonstrate that they have leveraged matching contributions,<sup>151</sup> with specific match requirements to be determined. Matching funds may come in the form of funding from other sources or donated time, space, or other in-kind resources. Match requirements may change in subsequent years if grants are renewed.

An accessible, low-barrier application or RFP process will be established to provide predictable timing and process by which communities could request funds. Organizations selected for funding via this community-driven grant initiative would establish contracts or monitoring agreements with King County covering each proposed program or service and its associated time period.

Each funded project will contribute information that will be used for the MIDD Evaluation. The information provided about each project will contribute to the overall measurement of quantity, quality and impact for this initiative, as outlined in 1.C above.

<sup>151</sup> Match requirements are part of both the CSA small grant program and the Community Organizing Program small grant initiative previously operated by King County DCHS, after which this initiative is modeled.

Criteria for possible time-limited renewal of the projects may be developed.<sup>152</sup> When renewed grants are sought for equivalent or substantively similar projects after the first year, funding will most commonly be renewed partially.

Processes and requirements specific to particular funding levels, based on known procurement mandates and the overarching goals of the initiative, are outlined below.<sup>153</sup>

#### Mini-Grants

Mini-grants, up to a certain maximum dollar amount,<sup>154</sup> will be awarded at least two times per year, to be directly funded through a simplified process, allowing small grassroots organizations or coalitions (many of whom may not otherwise contract with the County) to receive funds without encountering the added requirements associated with formal county contracts. County staff would provide oversight of grant expenditures, allowing for the possibility of disbursing funds either via small advance payments combined with reconciliation against actual expenditures or via simple expenditure reimbursement.

#### Mid-sized Grants

Grants slightly higher the mini-grant threshold are referred to as mid-sized grants<sup>155</sup> and may be awarded on an annual basis, subject to available funding, using County contracting processes. Every effort will be made to minimize administrative burdens associated with these contracts, including reduced fiscal auditing requirements when possible.<sup>156</sup> Simplified contracting will be available as applicable, building on existing processes in place for contracting with providers for small special projects. Reduced or waived insurance requirements may be available depending on the type of program or service proposed.

#### ◇ B. *Services Start date (s)*

The first application/RFP could occur in late 2017 or early 2018 with services to begin by mid-2018. On an ongoing basis, start dates and service duration will vary widely by project.

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<sup>152</sup> As of 2017, there is an expected limit of three years of funding per project or service through this initiative, subject to change. Potential factors to be considered in the decision whether or not to renew funding for a project or service may include: (a) the volume of people served; (b) other performance measures (such as those as referenced above); (c) community feedback about project effectiveness and engagement/organizing work; (d) efforts to enroll project participants in Medicaid, as applicable; and/or (e) the degree to which other funding sources beyond MIDD have been or will be leveraged to continue the service.

<sup>153</sup> The amounts and requirements outlined here are current as of 2017, but may be adjusted to fit with any changes to County procurement rules or other considerations.

<sup>154</sup> As of 2017, the maximum mini-grant amount will be \$9,999 per year per organization, subject to change.

<sup>155</sup> As of 2017, any mid-sized grants are expected to be awarded with amounts between \$10,000 and \$24,999 per year per organization, subject to change. However, larger requests may be considered under certain circumstances for well-coordinated community-driven projects that reflect the participation of multiple stakeholders, up to a maximum amount. As of 2017, the maximum mid-sized grant amount is expected to be \$49,999 per year per organization, subject to change.

<sup>156</sup> The degree to which fiscal auditing may or may not be required for mid-sized grants will depend on the size of the grantee organization and the amount of government funding it receives, not the size of the grants.

#### **4. Community Engagement Efforts**

Outreach to experts, key community members, and policymakers will be conducted during the second half of 2017 to gather input about the operations and criteria for the initiative. This outreach will be coordinated with relevant BSK and/or Veterans and Human Services Levy (VHSL) community engagement efforts whenever appropriate. This process is expected to inform the framing of the first application/RFP round and the ongoing procedures and priorities of the grant program. A broad communications effort is also expected to be launched to ensure that groups serving specific cultural or ethnic communities are aware of the existence of this new funding opportunity for community-driven behavioral health-related projects.