



Community Mental Health Fund



MORAL

LEGAL

INVESTMENT

www.jacksoncountycare.org

Cultural Competency Business Case EXECUTIVE SUMMARY

Cultural Competence Improves the Business of Mental Health

Cultural Competence (CC) has often been considered the right thing to do, explained in terms of equity and response to unmet need. There are also strong business reasons. Organizations with ongoing CC engagement are better positioned to respond to needs of diverse populations, meet accreditation and regulatory compliance requirements, manage liability by improving patient communication and treatment outcomes, and ultimately improving care provided to participants. As we are called upon to provide effective intervention with limited public resources CC is an essential component of care delivery.

Jackson County Community Mental Health Fund



(JCCMHF) is an investor for public mental health in Jackson County. The JCCMHF has incorporated cultural diversity and competency into a variety of operational, governance and funding processes over many years. The business case supports the investment of resources that is yielding a return of improved quality of mental health services and outcomes for Jackson County's diverse populations.

As a public organization responsible to taxpayers and under statute for improving well-being of Jackson County residents, we recognize the importance of communicating our commitment to cultural competency. Our business case conveys our investment in meeting the mental health needs of all underserved and uninsured persons in Jackson County, Missouri and should serve as an example to our network of provider organizations.

What is a Business Case?

A business case captures the business justification for initiating a task or project. Whenever an organization plans to commit finances or resources to a task or project, it should be in support of a demonstrable business need. Organizations should make use of a business case to:

- Demonstrate the business need for a given action;
- Confirm that a project is feasible before expending significant funding;
- Consider the strategic internal and external drivers for the project; and

Assess, compare and contrast the costs and benefits (both monetary and non-monetary) of choosing one course of action over another.

Source: <http://www.ansecia.com/Business-Case-Definition-6377.html>

WHY & HOW

For more than 15 years the JCCMHF has been engaged in a variety of cultural diversity and cultural competence activities and initiatives related to internal operations, governance and funding programs¹. Developing a business case is of significant importance for several reasons:

- Revised CLAS standards were introduced with a strong business rationale that emphasized quality of service, cost efficiency, outcomes, managing liability and customer service as business drivers
- CC is one of the ways that we interact with and work to impact business systems that will improve participant outcomes
- Rapidly changing population demographics and ongoing disparities in mental health care are of interest to the community. Ensuring a network of providers who are addressing disparities in mental health care is essential to demonstrating measurable improvements in the health status of populations in Jackson County who are at most risk.

BUSINESS CASE DEVELOPMENT

The business case was developed by considering what processes might work to support our own justification of mental health fund resources in addressing mental health disparities and improving participant outcomes. Modeling a process for future use by our grantees to help them develop their own business case for cultural competency was also considered. A wall-size diagram (PHOTO) was completed to capture the discussion. Exhibit A summarizes major discussion topics. Additional CCAC meetings reviewed and fine-tuned the case.



Basis for a Business Case

Our Business Case begins with the moral rationale for cultural competence, and then expands to add legal and investment reasons that cultural competence benefits mental health agencies and improves outcomes for care.



Moral

- Improve Safety
- Improve Satisfaction
- Improve care to meet population needs
- Improve language access
- Improve mental health equity



Legal

- Decrease liability risk
- Meet accreditation standards
- Compliance with legal mandates



Investment

- Expand mental health care to serve changing demographics
- Increase market share
- Invest resources that demonstrate improved results
- Increase workforce diversity