



COMUNIDADES LATINAS
UNIDAS EN SERVICIO

*Building a Bridge of Hope.
Creando un Puente de Esperanza.*

SERVICES OPERATIONS
AGENCY REPORT

SOAR | 2006



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ELDER SERVICES	401 Concord Street St. Paul, MN 55107 651-291-8174
WEBSITE	www.clues.org

The SOAR report (Service Operations Agency Report) is unique to CLUES. Its purpose is to inform the agency's supporters and friends regarding program outcomes and activities that took place during the past year. It also explains CLUES' goals for the year to come. Overall, it communicates the level of success achieved by the organization and its staff, volunteers, and clients.

Celebrating its 25th year of service, CLUES has matured from a grassroots mental health services agency to become Minnesota's premier provider of behavioral health and human services for the Latino community. The year 2006 was a time to celebrate its accomplishments and renew its commitments to serve Latinos and create community change. In 2006, CLUES had over **27,800 client visits**.



BRIDGE OF HOPE

In May of 2006, CLUES clients, supporters and friends joined The Most Reverend Archbishop Harry J. Flynn as he blessed the "Archbishop Harry J. Flynn Bridge of Hope / Puente de la Esperanza," located on the second floor of the CLUES building. The Archbishop spoke to the work that CLUES does in providing guidance to and serving as a light for Latinos. The Bridge of Hope connects the stairway entrance on the second floor to the Mental and Chemical Health offices. Clients who cross this bridge take steps to a more dynamic life.

25TH ANNIVERSARY

CLUES celebrated its 25th year of service to Minnesota's Latino community in 2006. CLUES held its annual celebration luncheon in November at the McNamara Alumni Center at the University of Minnesota. The keynote speaker for the event was Ms. Colleen Reitan, president and COO of Blue Cross and Blue Shield of Minnesota. Over 300 guests joined CLUES at the U of M, where the concept of CLUES was born. It was in 1977 that the idea of CLUES was first developed by a graduate student at the School of Social Work as a result of research on the quality of bicultural and bilingual mental health services for Latinos.

**Read on to learn more
about CLUES' accomplishments
in 2006 and plans for 2007.**

RECONOCIMIENTO OHTLI

In September of 2006, CLUES President Jesse Bethke Gomez received the distinguished Reconocimiento Ohtli from the Consulate of Mexico in Saint Paul. The Ohtli Recognition is given to people who have dedicated the majority of their lives to bridging the gap for Mexican people living outside their country of origin. Jesse is the first Minnesotan to receive the honor.

LATINO MINNESOTA

CLUES President Jesse Bethke Gomez wrote the forward for the book titled, *Latino Minnesota*. Written by Leigh Roethke and published by Afton Historical Society Press, *Latino Minnesota* tells the story of a vibrant, diverse Latino community whose contributions to the history of this state have been many.

MINNEAPOLIS MOVE

In October of 2006, CLUES moved its Minneapolis location further into the heart the Latino community. CLUES Minneapolis is now located at 720 East Lake Street. There, CLUES provides three of its core services: Mental Health, Chemical Health and Employment. The Latino Learning Institute is housed at La Iglesia El Milagro as well as Incarnation Church in South Minneapolis.

Mental Health Overview

CLUES was established in 1981 as a mental health services provider for Minnesota's Latino community. It is now the largest Latino behavioral health agency, and is the only dual diagnostic provider of Mental and Chemical Health services for Latinos in Minnesota.

CLUES is attractive to both clients and other healthcare providers for elevating behavioral health-care within a framework of core services that help to strengthen families and individuals and to help them succeed in life. CLUES takes a holistic approach to eliminating barriers experienced by those seeking to rebuild their lives when challenged by depression, anxiety and/or the challenges of acculturation.

Mental Health Success Story

“Sandra,” a thirty-three year old mother from Mexico, came to CLUES for therapy because of difficulties she was experiencing in her current relationship. Sandra shared with her therapist her history of physical and emotional abuse as a child, adolescent and young adult. Sandra had become a teenage mother faced with the challenges of having to live in a shelter without family support. During her session, Sandra reported feeling depressed and viewed her past as a collection of mistakes. She desired to improve her mood, become financially stable, and learn how to be a better mother for her three children.

Sandra began the process of re-authoring her story through therapy. That is, she began to look at the hardships she faced in a different light. During this process, her therapist helped her to recognize the many challenges she had overcome by utilizing her own strengths. Sandra no longer saw a history of mistakes but rather the obstacles she overcame. Her mood improved dramatically. Sandra was referred to the Employment Department for assistance. In the last therapy session, she announced proudly that she would be starting her own business and that she and her children were doing well. Sandra is truly an example of how CLUES' Mental Health department has empowered people to change their lives.



2006 Mental Health Highlights

- All programs in the Mental Health department achieved and maintained **90%** of its expected number of client visits.
- CLUES Mental Health department had over **3,177 client visits**.
- Dr. Galen Stahle, CLUES' primary psychiatrist, successfully provided psychiatric evaluation and medication management for clients. He plans to increase the amount of service provided to include clients who will participate in the MICD (Mental Illness/Chemical Dependency) program in the coming year.
- \$51,223 was received from UCare Minnesota to hire a bilingual health insurance provider who will assist clients to obtain a health plan, educate them to navigate the healthcare system and enable them to better understand their healthcare benefits.
- The Mental Health department began using Lytec, an improved database system, for scheduling appointments, billing clients and gathering reports. This new program enables staff to better manage client flow and case information.
- Two staff members obtained their LMFT degree (Licensed Marriage and Family Therapist) and six staff members are on track to receive their LICSW (License of Social Work). Consequently, CLUES staff has and will continue to become more clinically diverse and multi-disciplinary.
- CLUES received a two-year grant from Blue Cross and Blue Shield of Minnesota to support a bilingual mental health therapist in St. Paul. Interim report results indicate that **85% of clients** increased the Global Assessment of Functioning (GAF) scores, **90% of clients** served accessed needed mental health and other services, and **90% of clients** served reported a reduction in mental health symptoms and indicated improvement in adjusting to the community.
- CLUES was granted funding for a MICD (Mental Illness/Chemical Dependency) outpatient program with Hennepin County. CLUES will begin to provide co-therapeutic services in its Mental Health and Chemical Health departments as a result of this program.

2006 MENTAL HEALTH OUTCOMES

88% adults and families demonstrated improved Global Assessment Function (GAF) scores.

According to our recent client satisfaction surveys, **91%** of clients reported they were satisfied with services received.

88% of clients accomplished therapeutic goals as defined in the service plan.

Tactical Implications for 2007 / Mental Health

“The year 2007 will be an innovative year for the Mental Health department. With the integration of Mental Health and Chemical Health services, CLUES will be able to holistically treat our clients – establishing a greater sense of wellness in our community.”
— *Melissa Flores Fioravanti,*
Mental Health manager

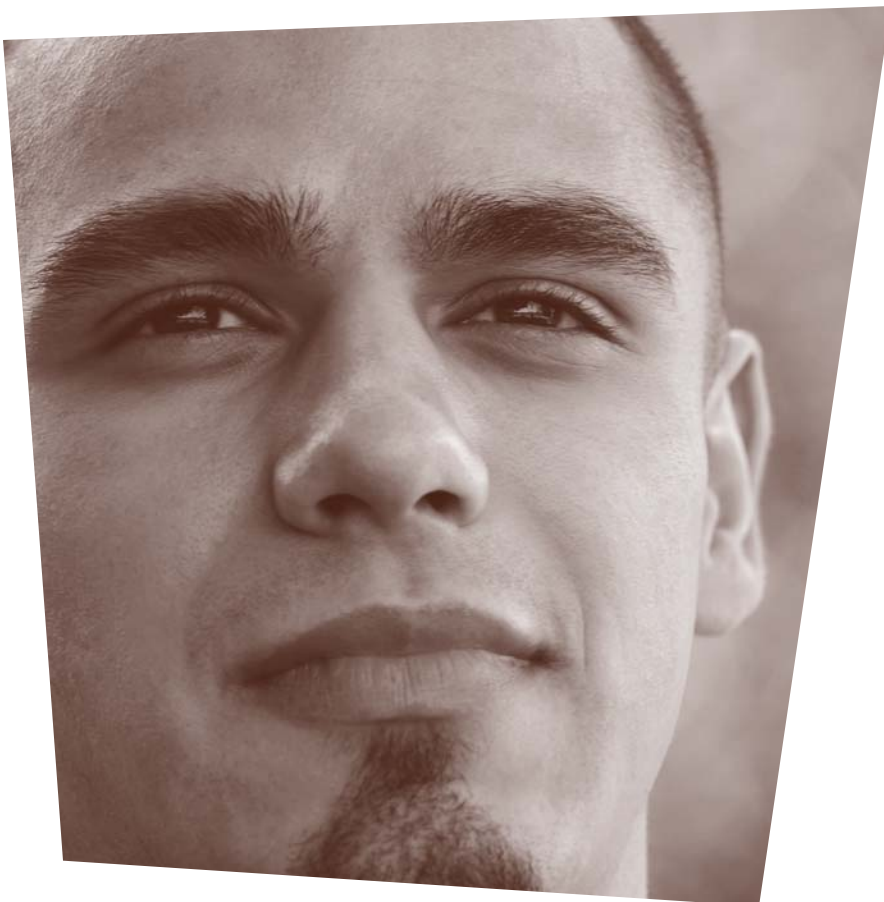
- Become a Rule 29 Mental Health Clinic. This status will allow CLUES to have licensed and non-licensed therapists work under the psychiatrist’s license, which will in turn permit CLUES to bill for all services performed by every therapist, whether they are licensed or not.
- Identify additional funding for adult Mental Health services in Hennepin County, enabling CLUES to continue serving adults with Mental Health issues at the Minneapolis location.
- Hire an additional MICD therapist to conduct individual, family and couples therapy for clients in the MICD program. Additionally, expand the hours of the on-staff psychiatrist so that he is able to see more patients with clinical needs.
- Develop and advance a relationship with key Ramsey County constituents in order to expand Mental Health services at the St. Paul location. A new contract will need to be negotiated.
- Restart the Undoing Barriers, Deshaciendo Barreras program with three elementary St. Paul public schools. The goal is to provide school based mental health services to at risk Latino students and families.
- Build a referral system in Ramsey County so that CLUES is able to serve MFIP clients in need of a psychiatric evaluation. This is currently in practice at our Minneapolis location with Hennepin County.



Chemical Health Success Story

“Roberto” came to CLUES for a chemical assessment due to his third DWI, which resulted in his driver’s license being revoked. He felt depressed and stressed because of the problems he was having with the law and his family. When Roberto began treatment he did not recognize his need for change and did not actively participate in group sessions for the first two weeks. However, once Roberto felt comfortable with the group, he began to participate more, sharing his life stories and his issues with alcohol and drugs. Roberto told the counselor that he enjoyed the group because they also struggled with alcohol and drugs, spoke his language and were from the same culture.

Roberto reported that once in treatment, he started seeing how he could create change in his life. The challenges that he had with his family were improving and he began the process of reinstating his driving permit. Roberto completed the CLUES outpatient treatment program with great success. Upon completion, he felt happy and was very grateful for the help from CLUES counselors and staff. He is now attending AA meetings, has a better relationship with family members and regained his driver’s license. At a later meeting Roberto said, “I would recommend CLUES to anyone I know who needs help. It is important to recognize that CLUES is here for our community.”



Chemical Health Overview

CLUES has created a core competency in providing linguistically appropriate and culturally proficient chemical health services for Spanish-speakers in Minnesota. As a result of our chemical health services, our clients and their families are eliminating their substance abuse and improving their lives.

The Chemical Health department provides intervention, education, assessment and outpatient treatment services for adolescents and adults. Specifically, chemical health assessments, education and prevention classes, aftercare, Alcoholics Anonymous (AA) meetings, reintegration support for families, DUI violation mandated chemical health classes, case management for homeless persons, and tobacco prevention and intervention projects.

2006 CHEMICAL HEALTH OUTCOMES

85% of 1,053 persons referred by Hennepin County for a Chemical Health assessment actually had the assessment completed.

80% of 845 persons referred by Ramsey County for a Chemical Health assessment actually had the assessment completed.

2006 Chemical Health Highlights

- The CLUES Chemical Health department performed a total of **1,579 chemical health assessments**. CLUES Chemical Health staff surpassed its goal for chemical health assessments for Hennepin County with more than **903 assessments**. The Chemical Health staff also surpassed its goal for Ramsey County by doing **676 assessments**.
- The Chemical Health department served a total of **200 clients** in four treatment programs.
- A total of **350 clients** attended the Chemical Health educational classes.
- Two of CLUES Chemical Health staff persons received their LADC licensure (Licensed Alcohol and Drug Counselor) and another earned a Master's of Counseling Psychology degree. Two additional staff members are nearing licensure as well.
- CLUES was granted funding for a MICD (Mental Illness/Chemical Dependency) outpatient program with Hennepin County. CLUES will begin to provide co-therapeutic services in its Mental Health and Chemical Health departments as a result of this program.
- Probation officers from both Ramsey and Hennepin counties reported that they were extremely pleased with CLUES quick and consistent response to chemical health referrals.
- The DREGAN (Diverse Racial Ethnic Groups And Nations) program released its report titled *Tobacco Use in Minnesota: Perspectives from Latino Communities*. The report was a first-of-its-kind qualitative report on tobacco use in Minnesota's Latino communities and its findings give the health community new insights on how to develop culturally appropriate approaches for reducing tobacco use among Latinos.

Tactical Implications for 2007 / Chemical Health

- Establish new contracts with surrounding counties: Anoka, Carver, Scott and Washington in order to provide Spanish language chemical health services to residents of these counties.
- Cross-train chemical dependency counselors and licensed mental health therapists so that all services are integrated.
- Hire a new MICD program staff person to coordinate clients' access to the following services: mental health, chemical health, nutrition, case management and psychiatric consultation.
- Create a client follow-up tool that will enable CLUES to better measure client success and the impact of CLUES' services on the client's life.
- Increase outreach to and the number of chemical health assessments for Latinos living in Dakota County.

“The Chemical Health department’s focus for 2007 is to improve our clients’ long-term success. By treating the co-occurring mental health and chemical needs of clients, they will be better prepared for sustained wellness.”

*— Judy Cavazos,
Chemical Health manager*



Employment Overview

CLUES has the largest employment department serving the employment needs of the Twin Cities Latino community. Since 1987, when CLUES began its employment services, over 10,000 diverse jobseekers have successfully been assisted in obtaining jobs, progressing in their jobs, and ultimately achieving economic success. With over 20 years of successful operating experience, our Employment department assists clients in building on their strengths and overcoming barriers. Through our Employment department and Career Center, clients receive advocacy and referral services, job search assistance, employment counseling and placement, work-readiness training and follow-up assistance.

Employment Success Story

“Jessica,” a single mother from Puerto Rico, came to CLUES for assistance in finding employment. She had very few resources and no one to turn to for help. Wanting to make a life for herself and her daughter, Jessica needed a steady income and a job with benefits.

Jessica initially met with a CLUES job counselor to assess her barriers to employment, job skills and career interests. Because of CLUES “Employers of Choice” program, upon entering the initial meeting, the counselor was already aware of a position with a local property management company working as an administrator for an apartment complex. During the initial meeting, the counselor was able to discuss the apartment complex administrator position with Jessica. She was extremely interested in it, as it was a perfect fit. Consequently, the counselor and Jessica were able to set up an interview for the position that same day.

Since that initial meeting, Jessica interviewed for the position and received an immediate offer. Jessica has been working for nearly seven months and loves her job. She is able to provide for herself and for her daughter. She has a great income and benefits.



2006 Employment Services Highlights

- CLUES' Career and Employment Center provides culturally and linguistically appropriate job-seeking services for Spanish-speakers, including access to telephone, fax, internet and an on-site staff person. In 2006, CLUES had more than **716 clients visits** at the Career and Employment Center.
- CLUES "Employer of Choice" program builds and enhances partnerships with a wide variety employers in the Twin Cities, offering CLUES and our clients access to a multitude of employment opportunities. In 2006, total partnerships were **180**.
- On August 22, CLUES held one of the most successful job fairs for the agency to date. Partnering with LCN Media and Comcast, more than **30 employers** were present, and more than **1,000 job seekers** attended the job fair.
- The Employment department launched its Micro-Entrepreneurship Classes, which provide potential business owners with the training, financial education and support to start their own business. Upon completing the classes, one student has opened his own business, Mi Pueblo Market.
- Occupational English classes were taught to employees of La Perla, a small tortilla making shop on the East Side of St. Paul. La Perla employees left CLUES with improved English skills that enabled them to perform their jobs more efficiently and safely. Additionally, their improved English skills offered the employees the necessary means to advance in the workplace.
- The Employment department implemented the "Business of the Day" program, which enables CLUES' "Employers of Choice" to hold job fairs and interviews at CLUES offices.

2006 EMPLOYMENT SERVICES OUTCOMES

351 individuals were placed and retained their job for at least **90 days** with an **average wage of \$9.28**.

Of the **351 persons** assisted in getting jobs, over **210** were Minnesota Family Investment Program (MFIP) participants who were able to secure and retain employment with an average wage of **\$10.05 per hour**. As a result, many participants no longer are dependent upon public financial assistance and are achieving economic success.

Of the **351 persons** placed, **92%** retained their jobs for six months.

1,328 individuals received job search assistance, which enhanced their placement opportunities.

3,489 clients overcame barriers to their individual self-sufficiency goals and became better prepared for obtaining and maintaining employment. Advocacy, information and referral services for matters such as health care, housing, child-care, transportation, ESL, tax preparation and legal services were rendered for the clients.

Tactical Implications for 2007 / Employment Services

“The Employment department’s focus for 2007 is to improve our program to better meet the needs of both jobseekers and employers. We will steer our efforts towards better preparing our clients for success in the workplace and better training employers on the cultural differences.”

— *Karla Bachmann,*
interim Employment
supervisor

- Train clients utilizing Occupational English curriculums which are developed within the context of the clients’ current positions. Industries of interest will be financial services, health care, transportation and manufacturing. The goal will be to develop Occupational English curricula in conjunction with the Latino Learning Institute to make English learning more accessible to incumbent workers.
- Provide Diversity Training to employers and organizations in order to educate business professionals regarding the strengths of the Latino community. These training opportunities will also allow CLUES to dialogue with businesses regarding the “barriers to success” for Latinos, especially new immigrants.
- Implement the Financial Literacy program, a series of classes aimed at helping CLUES’ clients better manage their finances long term. The classes will give clients the necessary tools to manage their income and monthly budget, educate them on the services provided by financial institutions, and the advantages of building credit and interest.
- Conduct market research to better define the Employment department’s “niche” among other providers of job seeking services. With the results, the department will create a marketing plan for effective outreach and communication to its current and potential clients.



Latino Learning Institute Success Story

“Pedro” came to CLUES to enroll in English as a Second Language (ESL) classes. With little exposure to the English language, Pedro tested into the beginning level. Though he was progressing well, particularly in his verbal communication, Pedro struggled with his reading and writing abilities. Despite his frustrations, as well as the responsibilities and demands of his family and job, Pedro continued to attend classes regularly and work hard with the support and encouragement of his teachers.

After just one year, Pedro advanced through four levels of English classes and has shown great improvement in his verbal and written English language skills. Pedro continues to attend and do well in his ESL classes. He has also enrolled in the Basic Computer Skills class at CLUES; coming early to practice his keyboarding. When he comes to CLUES, Pedro is now joined by his wife, “Lupe,” who has begun ESL and computer classes as well. When speaking of CLUES, Pedro expressed, “I love to be at CLUES, it is one of my favorite places because everyone is so helpful. Every class I have at CLUES is very interesting and I learn something new.” Pedro is grateful for the assistance that CLUES has given him and his family. It has empowered them as they live out their everyday lives.

With his English skills, Pedro has since found employment through a local temp agency. His case manager at the temp agency was so impressed by his experience and education gained at CLUES, she contacted CLUES to volunteer. She is now one of CLUES’ most dedicated volunteer tutors.



Latino Learning Institute Overview

The Latino Learning Institute is dedicated to improving the educational level and English language skills of adult immigrants. Adult learners are able to improve their English language and basic computer skills, study for the General Education Development (GED) or the Citizenship Test. The Institute also serves adults with low literacy skills by helping them develop their reading and writing skills in their first language. Classes are offered year-round during the day and in the evening at churches in both St. Paul and Minneapolis. Volunteers, who are community members interested in the Latino community and its language, teach all the classes offered at the Institute. All volunteers are trained on the Institute’s teaching methodology and curriculum.

2006 LATINO LEARNING INSTITUTE OUTCOMES

The Institute had **1,715 adult learners** attending classes.

232 students advanced one level in their English class training.

406 volunteer tutors provided **5,891 hours** of instruction to **1,715 registered adult learners**.

1,156 participants stayed in the program as a fully engaged participant. A participant is a student who has more than 12 hours of instruction.

2006 Latino Learning Institute Highlights

- Two students in the Spanish GED preparation classes passed tests in all five subject areas and obtained their GED.
- The Institute continued its third year partnership with the Corporation for National and Community Service. Through this program, the Institute hosts two AmeriCorps VISTA members who are dedicated to the development and implementation of new educational programs.
- As a result of the hard work of our AmeriCorps VISTA volunteers, LLI has been able to create new opportunities for the program including strengthened partnership with the Minneapolis and St. Paul Public Libraries and enhanced communication with a quarterly newsletter for students and volunteers.
- The GED program transitioned from a series of classes to an individualized, goal based program where students' specific needs are assessed with practice tests, and then students work one-on-one with a volunteer or in small groups in specific areas that they are struggling with. This format allows for greater student retention and progress towards obtaining a GED.
- Volunteer training was expanded to meet new state requirements. This new training better prepares volunteers for their teaching experience and ensures the quality of instruction given to students.
- LLI moved its Minneapolis program to churches in South Minneapolis: La Iglesia El Milagro and Incarnation Church. With these moves, CLUES is even closer to the heart of Minneapolis' Latino community.
- LLI expanded their department with an additional staff member hired to teach classes, develop curriculum and assist with program administration.
- A new pre- and post-testing system for students was implemented to better assess students' English level and, in turn, more accurately place them in the program.

Tactical Implications for 2007 / Latino Learning Institute

- Continue community outreach efforts and courses at Sacred Heart Church and Trinity Catholic School, La Iglesia El Milagro and Incarnation Church.
- Make additional training tools available to teachers so that they can be more effective in the classroom. Quarterly observations will be conducted which will include giving feed back to the teachers. Quarterly orientations and workshops will be available to the teachers. Workshops range from generalized themes about how to teach adult learners, to very specific themes such as how to teach grammar and pronunciation.
- Develop a new curriculum that draws from multiple resources and learning strategies to better meets the needs and interests of students in an everyday life context, while remaining user friendly for volunteer tutors.
- Implement an ongoing registration system in which students can enroll in classes at any point of the year, based on availability in their English learning level.
- Create a marketing and development plan to strengthen the LLI, attract new students and increase retention rates.

“In the coming year, the Latino Learning Institute will focus on developing a method of teaching that better meets the needs and interests of students in everyday life context – in the workplace, at home or even at the grocery store.”

*— Alejandra Reyes,
director of the Latino
Learning Institute*



Elder Wellness Overview

Housed at Our Lady of Guadalupe Church on St. Paul's West Side, the Tercer Amanecer Elder Wellness services help to recreate and enhance the traditional role of elders as the keepers of cultural wisdom and experience within the Latino community as well as to support their family and caregivers. Ultimately, it is our vision that our community value Latino elders in the Twin Cities as they would have been in their native homes.

Elder Wellness Success Story

“Angela” has been long time participant of CLUES’ Tercer Amanecer Adult Day Center. Before joining the CLUES program, Angela spent her time at home taking care of her young grandchildren. Although she enjoyed caring for them very much, she was not able to socialize and interact with people of her own age. Although she was not alone, she felt isolated. She heard about the CLUES’ program through her church and joined shortly thereafter.

Upon joining the program, Angela found what she needed. Within months of joining, Angela developed great relationships with all participants in the program. She found the company and activity that she needed in her life. Angela looks forward to each and every day at the center because, she says, each day is filled with new and exciting activities. No matter the activity, trip or celebration, Angela values each moment she shares with the other members of the program. She considered every participant of Tercer Amanecer her second family.

Angela is grateful to CLUES for the opportunity to be active and to interact with others her own age. According to program staff, she is living the life that every elder deserves.



2006 Elder Wellness Services Highlights

- **Tercer Amanecer Adult Day Center – 96 Elders** participated in our social activities. Elders can attend a day program offering socialization, expression, education and therapeutic recreation. Our unique location in Our Lady of Guadalupe Church provides added opportunities for spiritual fulfillment. For our more frail or homebound elders, services from a Senior Companion are ongoing.
- **Transportation** – Transportation service is available to elders living in the St. Paul and northern Dakota County areas so that they are able to attend the day center programming. The service provides rides as needed for elders to go to medical appointments. CLUES transportation also allows seniors to visit local businesses to purchase groceries and household items on Fridays. In 2006, CLUES provided **8,019 rides** to elders.
- **Caregiver Support** – This program provides information and referral, advocacy, respite and support services to adult children and spouses who are caring for their elders.
- Silver Sneakers, an exercise program in collaboration with the YMCA, promotes psychical activity among at risk, isolated seniors who otherwise don't engage in exercise. CLUES Elders visit the East Side YMCA every Friday.
- CLUES provided respite services through the Adult Day Center to **17 Latino elders** without healthcare coverage or a payment source, a combined total of **approximately 458 days of care**, which in turn saved Medicaid **over \$612,000** in 2006.

2006 ELDER WELLNESS SERVICE OUTCOMES

237 Latino elders received services through CLUES Elder Wellness program in the areas of Tercer Amanecer Adult Day Center, caregiver support and advocacy.

35% of Elders who participated in our “Access Assistance” program accessed a new service from a mainstream provider.

Of those participating in our “Access Assistance” program, **80%** maintained services received from a mainstream provider.

45 caregivers of Latino Elders accessed the Day Center and reported a decrease in their stress level.

100% of 96 Latino Elders served by the Day Center reported feeling / experiencing an enhanced quality of life.

100% of 96 Latino Elders reported feeling an increased sense of community and belonging.

Tactical Implications for 2007 / Elder Wellness Services

“The coming year will bring expansion to the Elder Wellness Program. CLUES hopes to carry its elder services across the river to Minneapolis, where there is a growing need for culturally proficient services for our Latino Elders and their caregivers.”

— *Erin Delaney Monjarrez,*
Elder Wellness manager

- Create intergenerational and intercultural opportunities of exchange for the promotion of awareness, community integration, enhancement of quality of life and social well-being.
- Ensure appropriate access to culturally competent behavioral health services for seniors who may be experiencing challenges due to symptoms and/or diagnosis of changes in cognition or declines in mental health.
- Continue to develop relationships with other mainstream providers to develop opportunities of education, empowerment and promotion of independence for seniors in the community, helping them to eliminate cultural and linguistic barriers.
- Expand the existing caregiver support program to enable Latino caregivers or caregivers of Latino elders to continue to provide care at home, with decreased levels of stress. One area of enhancement and expansion will be to develop coaching sessions in group and home settings.
- Enhance community outreach to mainstream providers to better assist them in understanding approaches to and sensitivities with working with Latino elders and their caregivers. One area would be to address the role of social workers and strategies to coordinating and balancing services within a cultural framework.





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