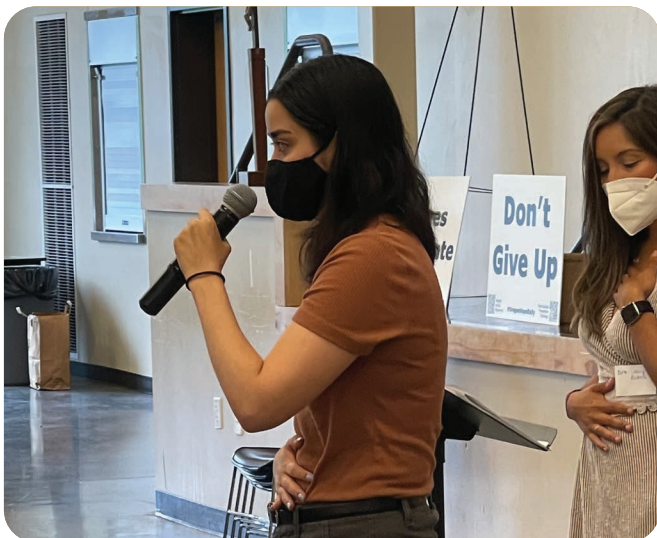




raíces
de bienestar

Raíces de Bienestar

STRATEGIC PLAN 2022-2025



OUR HISTORY

Though Raíces de Bienestar (Raíces) was formed in June of 2021, the concept for the non-profit organization was years in the making through the founders' previous work and listening to the voices in the community.

Raíces is founded on the passion for healing and transformation through cultural reverence, similar lived experiences and honoring the innate wisdom of the community. Drawing upon three decades of professional and personal experience in community psychology, mental health, public health, and health equity work, the founders joined together to incorporate the non-profit with the vision of truly integrating the community in the planning and implementation of our work. The concept was born in 2017 when Dra. Zúñiga and a team of bi-lingual, bi-cultural doctoral level psychology students and Promotores de Salud designed a mental health training program for traditional health workers rooted in Latinx culture, healing informed care that was deeply accessible to the community. The community received the curriculum well and came to fill the training needs of traditional health workers.

During the thick of the pandemic in 2020-2021, one of the online programs created by the same team who designed the mental health training programa – charlas de salud mental y emocional– reached over 15,000 people in eight different countries virtually, much attributed to the relationships of the promotores. With this wide reception and the increased call for social justice and racial equity in the United States, the founders saw the programs as a safe space where communities could join together and process, grieve, celebrate, and learn. In tandem with this socio-political climate, Dra. Ruth Zúñiga and Bonnie Lerner, MPH, had separate personal journeys centered around strengthening their own purpose, following their hearts and living to their values. In a moment of uncertainty, the two decided to build a non-profit to house the meaningful work created in collaboration with the promotores so that it could be nourished, grow, and serve the community with a grander scale and intention. Also, a non-profit could be the anchor to house many of the other community-focused mental health programs that Dr. Zúñiga and the community had developed. Thus began Raíces de Bienestar. Under the roof of this non-profit, the founders, in collaboration with a committed and passionate board of directors group composed of the majority of Latinx individuals, brought together these community liberation programs, consultation and training services, and culturally-rooted clinical mental health services.

Raíces de Bienestar was awarded the first grant in August 2021 to develop a climate resiliency and recovery program in three Oregon geographies devastated by wildfires. Since that first grant, the organization recruited the first Board members, hired staff and contractors, composed a community advisory committee, and served over 1,600 people in their first year.

We are excited to offer this strategic plan to recognize and honor Oregon's bright future of community healing. We are privileged to be trusted to walk alongside you to implement programs and services that meet Latinx communities truly where they are.



MISSION

To improve and strengthen the mental health and emotional wellbeing of the Latinx community through culturally grounded, evidence-based practices, interventions, education, and capacity building activities.

VISION

Healthy, thriving, connected communities reclaim their mental health through access to culturally-grounded healing spaces and services for the Latinx Community.

VALUES

Community - We support participants to feel a sense of belonging and connection due to similar or shared identities, histories, and experiences. The community joins in empowering, reclaiming, healing and committing to emotional health and well-being.

Culture - As a culturally specific nonprofit organization, we are committed to being responsive, informed, and integrated to honor, recognize, and celebrate the complexity of our Latino values, principles, and practices. Our cultural roots, ancestors, and collective wisdom are the cornerstone of mental and emotional well-being.

Relationships - We acknowledge the power of building community through interpersonal relationships. We collectively heal and build power with one another. We view relationships as the foundation of our work.

Trust - We honor the community's trust and hold ourselves accountable and committed to preserving it.

Leadership - We believe that everyone is a leader, whether or not we are aware of it. We empower individuals to recognize and practice their innate leadership.



OUR PROGRAMS

Raíces de Bienestar (Raíces) is an emerging nonprofit in Oregon focused on improving and strengthening the mental health and emotional well-being of the Latinx community through culturally grounded, evidence-based practices, interventions, education, and capacity-building activities. Raíces de Bienestar’s purpose is to bring mental health and emotional well-being to a community that experiences significant barriers to services related to healing and wellness. Our foundation is based on authentic, culturally rooted collaboration and partnership with the Latinx communities we serve. Our primary goal is to elevate and nurture the strengths, cultural wisdom, and assets of the Latinx community in Oregon to address their mental health reclamation and well-being.

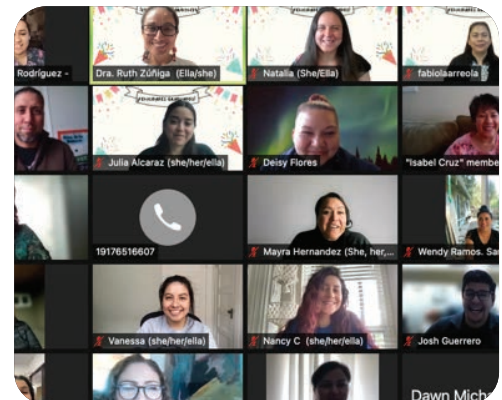
Raíces de Bienestar is guided by evidence-based and best practices from clinical and public health lenses. Our work is in response to data from a community health needs assessments and community-driven research exploring persistent health services gaps for Oregon’s Latinx communities. Our programs and services build community, celebrate culture, honor traditional wisdom and provide spaces for collective healing.

Raíces de Bienestar serves Latinx across Oregon and has three distinct lines of services that create a continuum of culturally driven mental health and wellness for the Oregon Latinx communities.

Community Liberation Programs: These offerings focus on fostering community and culture as cornerstones of mental health, wellness, and well-being.

These programs include, but are not limited to:

- Emotional and mental health and wellbeing training for traditional health workers (e.g. promotores de salud, community health workers, etc.) and community leaders - our curriculum is evidenced-based, community-focused and entirely designed by the Latinx community for the Latinx community. The training is delivered in a popular education format, uses healing/trauma-informed principles and is in Spanish.
- Más Fuerte que la Adversidad: is a unique culturally specific curriculum for Latinx community leaders that is trauma-informed and focuses on individual and collective resilience and healing related to the disaster, climate change and mental health.
- Charlas de Salud Emotional & Pláticas de Corazón y Confianza: Las Charlas and Pláticas are community conversations on emotional health topics that are universally accessible to the Latinx community. They focus on creating learning, collaboration, healing and empowerment spaces.
- Outreach and psychoeducation: We bring mental health to workers in the field (e.g., migrant camps, nurseries, churches, community centers) and community members by offering psychoeducation and culturally grounded brief intervention skills and tabling events. Our outreach events make us visible to our community and aim to remove mental health stigma.
- Numerous other programs engage and foster connections between and among Latinx traditional health workers, community leaders, and community members.



Consultation and Organizational Capacity Building: Raíces de Bienestar offers consultation, training, and education in either English or Spanish for health systems, social service agencies, community-based organizations, and the public sector to build capacity and skills to provide culturally responsive, evidence-based and trauma/healing-informed mental health services to Latinx individuals. We also support integrating traditional health workers into systems and provide services to help the emotional health and well-being and prevention of compassion fatigue of those who serve the community. .

A few of our most sought-after services include:

- Facilitation of staff healing circles, especially for culturally specific organizations.
- Mental health specific facilitation trainings for community health workers in organizations.
- Consultation and supervision of community health workers in organizations.
- Cultural consultation and emotional support for the staff of color.
- Process groups focused on self-care, prevention of vicarious trauma, and compassion fatigue of staff of color.

Some of our most popular training topics:

- Suicide prevention and crisis intervention with the Latinx community.
- Socio-cultural foundations of Latinx mental health.
- Trauma/healing informed practices and care when working with the Latinx community.
- Culturally responsive mental health services for Latinxs.



Direct clinical services: We offer clinical mental health services for Latinx community members across Oregon. Bi-lingual, bi-cultural providers and clinicians provide all the clinical services in training (e.g., graduate psychology students and social work interns). The clinical services are provided via telehealth, with a vision to provide services through a mobile clinic in the future to meet the community where they are. Our current clinical services include the following:

- Psychotherapy and brief clinical behavioral health interventions for adults of all ages, families and couples. We hope to start offering services to children ages eight and up by mid-2023.
- Our services are primarily for under and uninsured Latinx individuals to contract with Medicaid in 2023. Currently, all our services are free to clients due to the generosity of several funders.
- Starting April 2023, we will be offering psychotherapy and trauma evaluations (e.g., immigration evaluations) to victims of the illegal marihuana and hemp industry to individuals living in Southern Oregon and the Willamette Valley.



Raíces de Bienestar: Three Pillars

Organizational Capacity Building [Systems Education]

We provide training and consultation for systems, agencies, and providers that serve Latinx communities. We share the best practices in culturally and linguistically-rooted mental health and emotional wellbeing for those that work with the population to apply in their practice.

Community Liberation Programs [Community-Based Prevention]

We develop and offer community programs alongside community leaders and traditional health workers to promote mental health and emotional wellbeing, celebrate culture, enhance protective factors, and elevate strengths through community building.

Direct Clinical Mental Health Services [Individual and Family Intervention]

We provide direct clinical services to the most underserved Latinx community members in Oregon. All services are provided by bilingual, bicultural providers for uninsured and underinsured community members.

Foundation

We implement our work with an intentional focus on continuous professional development to build the capacity of the bilingual and bicultural behavioral health and traditional health workforce. We do this through culturally specific and responsive mentoring, training and supervision of future mental health professionals & traditional health workers, experiential learning & field placements, and directly hire from the community we serve.





OUR GOALS

#1. Provide professional and personal development to Traditional Health Workers, Community Leaders and Mental Health Professionals trainees to increase access to culturally responsive mental health services and healing for the Latinx community.

1. Engage in systematic research and program evaluation to create an evidence-based and standardized emotional health education curriculum for Traditional Health Workers and Community Leaders by 2025.
2. Train 12 bilingual and bicultural traditional health workers and leaders to deliver five mental and emotional health education sessions to the general Latinx community in Oregon by 2025.
3. Develop and deliver monthly activities to support the emotional and mental health and wellness and personal and professional growth of traditional health workers and community leaders through the end of 2025.
4. Collaborate with multiple community-based organizations to explore and build a pathway for Oregon's recognized certification of behavioral health-specific community health workers by 2025.
5. Provide training, supervision and mentoring to ten mental health professional trainees by the end of 2025.
6. Evaluate the influence of our training and activities on traditional health workers and mental health professional trainees' abilities and skills to support the mental health needs of the Latinx community by the end of 2025.

#2. Provide culturally specific and responsive clinical mental health services to the community through an innovative and honoring approach

1. Create and implement all policies and procedures for clinical services according to state and national requirements.
2. Recruit, enroll, and retain patients the clinical mental health services above the national average.
3. Recruit, supervise, and train up to four mental health clinicians in training and one clinician resident or postgraduate per year on culturally specific and responsive mental health practices.
4. Receive approval and be equipped to accept Oregon Health Plan and commercial insurance for patients and community mental health services.
5. Culturally adapt our standardized policies and procedures to meet the culturally specific needs of our community.
6. Inform and adapt the mental health services per our community's voices, requests, and feedback.
7. Research, create and adapt the infrastructure to provide culturally specific mental health mobile services for patients across Oregon.
8. Develop strategies to evaluate and document the success of our culturally specific and responsive innovative mental health model.

#3. Develop sustainable funding practices that support the growth of Raíces de Bienestar.

1. Clarify and develop the business model and services to establish clear revenue streams.
2. Create a comprehensive funding, development, and partnerships plan.
3. Communicate the Raíces model to various key stakeholders and funders effectively.
4. Establish robust earned income revenue streams from consultation, capacity building, and training services in culturally-rooted mental health and social services practices.
5. Build confidence to pursue private and corporate sponsors.
6. Analyze and evaluate year-over-year financial growth and adapt to meet financial goals.

#4. Build a steady organizational infrastructure for gradual and continued growth.

1. Demonstrate financial skills; senior leadership will be adept at creating budgets and explaining the organization's financial position to stakeholders.
2. Hire staff to carry out the strategic initiatives across the Raíces service lines (community liberation programs, clinical services, consultation and training, and operations).
3. Develop and implement practices and procedures for the retention of all employees, including competitive pay, benefits, flexible time off, and a supportive and caring work environment and culture.
4. Demonstrate and strengthen Raíces brand presence on social media, website, newsletter, and earned media.
5. Expand and grow the Board of Directors with attention to geographical locations across Oregon and skills composition while ensuring 60% of the members identify as Latinx.

#5. Demonstrate outcomes and strengthen the development of our organization and all our services.

1. Develop strategies and processes to generate evidence demonstrating success across our programs.
2. Incorporate systematic research and program evaluation procedures that are culturally responsive and appropriate across programs to understand the effects of program activities on different community outcomes.
3. Monitor key performance indicators of organizational health and status.



LOOKING FORWARD

We are eternally grateful for the community's support, trust and blessing to support the reclamation of the mental and emotional health and well-being of Latinxs across Oregon. This work has been meaningful and dear to our hearts, and we carry it with honor, intentionality, and humbleness.

As Raíces de Bienestar, we've felt the warm welcome, support, and trust from community members, community-based organizations, government entities, and foundations across the state. We recognize that without their partnership, our work would not be possible. It has been a gift to have a supportive network and partners to offer our programs and services in a way that integrates the wisdom and values of our community. We promise to continue listening to and incorporating their knowledge, voice, and understanding through our work.

The last several years have been a time of excellent reflection and learnings for Oregonians. The grave inequities of the COVID-19 pandemic, especially in the Latinx community, the call to social justice against deeply oppressive and racist systems and the ongoing disasters related to climate change have begun to be reckoned with in health and social services in our state and far beyond; presenting new challenges, new opportunities and new trends in mental health. Through these difficult times, we recognize the community may be wary and skeptical about the shifts happening in mental health programs and these becoming sustainable and hard-wired. But, Raíces de Bienestar promises that we will do this work regardless of the trends of the moment. We are here for the long term, as this is the work our community has directed us to do. This is the work we are called to do!

Our vision is to change Oregon's mental health landscape to be inclusive, just, and deeply accessible to all who need services, no matter the money in their pockets, the language they speak, or the omnipresence of the systems not built for them. We dream that we all can attain mental and emotional health and well-being.

We understand this work will take consistent, dedicated, and long-term action to address our communities' emotional wellness and mental health. Still, with the support of our community and stakeholders, we can reclaim the right to mental health. We look forward to serving the Latinx community in Oregon and beyond with love, dedication and deep appreciation. Thank you for engaging in this journey with us.



OUR TEAM

STAFF

Executive Director & Co-Founder
Dra. Ruth Zúñiga,

Director of Operations & Co-Founder
Bonnie Lerner, MPH

Clinical Director
Dra. Daisy Bueno

Program Manager-Community Liberation Programs
Gladys Alvarado Martinez, BA

Promotora de Salud
Fabiola Arreola, CHW

Project Assistant
Ruby Cabrera, BA

BOARD OF DIRECTORS

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Genevieve Ellis, *Washington County Public Health*

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Mandy Davis, *Portland State University/ Trauma Informed Oregon*

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Daysi Bedolla, *Oregon Health Equity Alliance*

Board Member
Kristty Polanco-Zamora, *Oregon Health Authority*



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