



Cultural Competency



II. Assessing Organizational Cultural Competence

December 9, 2005

Advancing Cultural Competence

in the San Francisco

Department of Public Health

(A series of five workshops)

Cultural Competence

Cultural competence is defined as a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enables that system, agency, or those professionals to work in cross-cultural situations



(Cross et al., 1989; Isaacs & Benjamin, 1991).

Cultural Competence

Operationally defined, cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services; thereby producing better outcomes

(Davis, 1997 referring to health outcomes).



Health Commission Policy and Procedures

DPH Policy: 7 areas

- 1. Non-Discrimination**
- 2. Grievance process**
- 3. Cultural and Linguistic Competency**
- 4. Annual Report**
- 5. Demonstrate ability**
- 6. Program Monitoring**
- 7. Training on Cultural Competency**



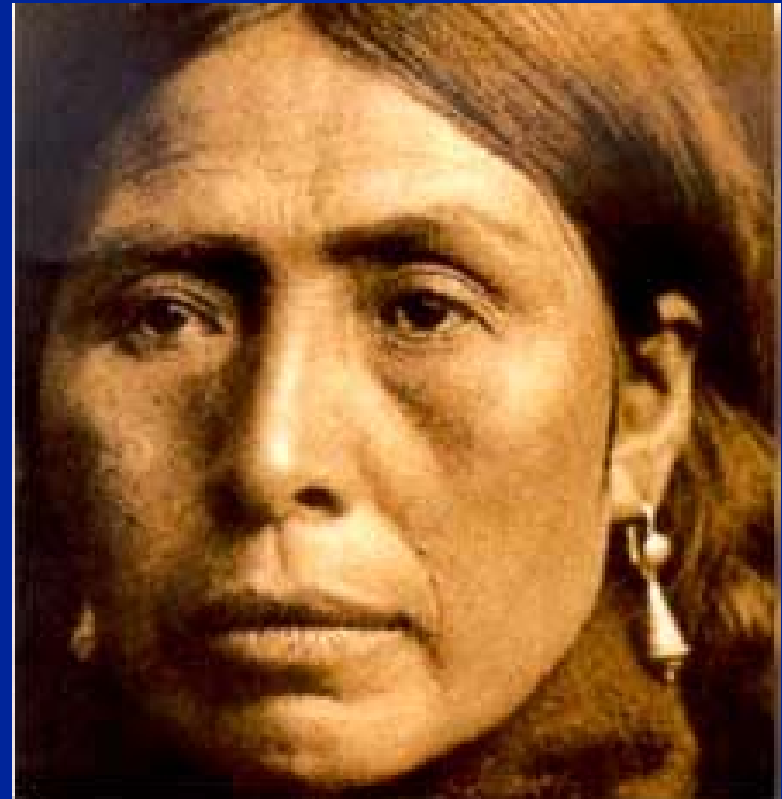
How do we know Cultural Competence when we see it?

- Focus on the organizational level rather than individual
- What policies, procedures and systems are in place to support cultural competency
- How are policies and procedures communicated to staff and clients.



Major Domains of Cultural Competence

- Organizational Values
- Governance
- Planning and Monitoring/Evaluation
- Communication
- Staff Development
- Organizational Infrastructure
- Services/Interventions



Organizational Values

- Attitudes, perspectives with respect to the worth and importance of cultural competency and commitment to provide culturally competent care
- Leadership
- Vision and Mission Statement; Strategic Planning Consumer level assessment



Governance

- Goal setting, policy making and other oversight processes an organization uses to ensure the delivery of culturally competent care
- Community Involvement and accountability
- Diverse governing body with representatives from group served



Planning, Monitoring/Evaluation

Mechanisms and processes used for both

- a) long and short term policies, programmatic and operational planning; and**
- b) Systems and activities needed to proactively track and assess**

Collection and use of data

Monitor, evaluate, and integrate with QA activities



Communications

- The exchange of information between the organization/provider and the client/population, and internally among staff, in ways that promote cultural competence
- Understanding of Different Communication Needs and Styles of Client Populations
- Provides Staff Training on Cross-Cultural Communication



Staff Development

- An organization's effort to ensure staff and other service providers have the requisite attitudes, knowledge and skills for delivering culturally competent services

- Training

- Incorporates Culture Competence into Overall Staff Training



Organizational Infrastructure

- **Organizational Infrastructure:**
The organizational resources required to deliver or facilitate delivery of cultural competent services
- **Staffing**
- **Active staff recruitment and retention plan for diversity and cultural competence**



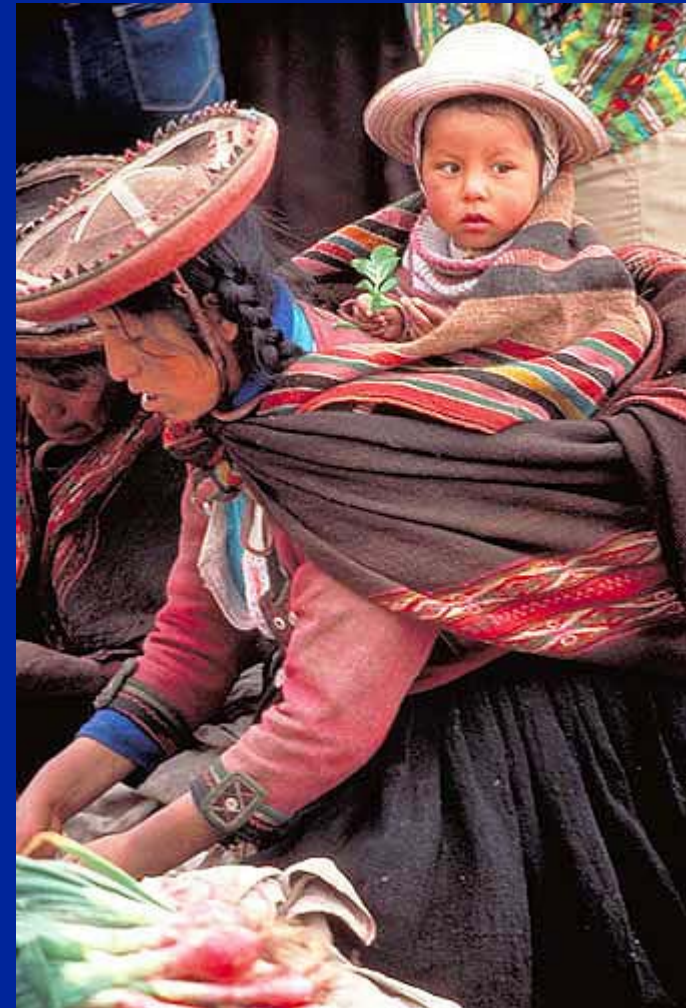
Services/Interventions

- An organization's delivery of clinical, public health, and health related services in a culturally competent manner
- Screening/Assessment and Care Planning
- Identifies Community/Client beliefs, practices, and culture-related factors



DPH Evaluation Criteria

- Experience with providing services to the diverse ethnic, linguistic, sexual or other cultural populations served
- Capacity of staff, including volunteers and Board, to design, provide and evaluate culturally and linguistically appropriate services: providers must include a list of cultural competency trainings that will be conducted in the upcoming year and the methodology to evaluate these trainings.



Evaluation Criteria

- **Specific Outcomes** measures, qualitative and quantitative, that will be used during the upcoming year to assess whether services are culturally and linguistically competent; at least one of the outcome measures must be **satisfaction of clients with services**



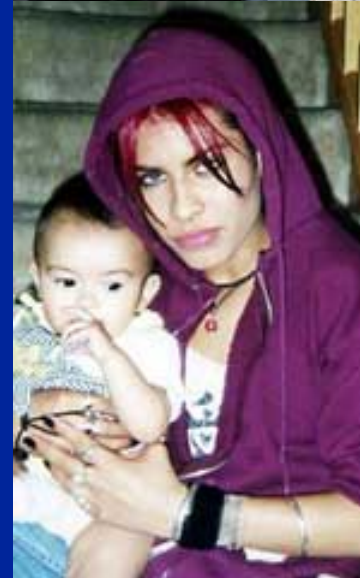
Evaluation Criteria

- Description of the organizations process to ensure the involvement of diverse populations, including clients, in the design, provision and evaluation of culturally competent services.



Evaluation Criteria

- Description of collaboration efforts with other programs in the continuum of care which serve culturally and linguistically diverse populations



Evaluation Criteria

- Identification and proposed remedy of potential barriers that may limit the ability of the provider to provide appropriate services



Cultural Competence

