

Cultural Proficiency?: A Comprehensive Approach to Multicultural Organizational Development

Bridging the Gaps: Eliminating Disparities in Teen Pregnancy and Sexual Health

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Objectives

At the end of this session participants will be able to:

- Define organizational cultural proficiency
- Identify the four domains of organizational cultural proficiency
- Create a plan and identify indicators for organizational cultural proficiency.

Cardea

Training – Organizational Development –
Research and Evaluation

Improve organizations' abilities to deliver
accessible, high quality, culturally proficient, and
compassionate services to their clients

Cultural Competence

The state of being
capable of functioning
effectively in the
context of cultural
differences

Quote by Terry Cross
National Indian Child Welfare Association

Cultural Proficiency

Commitment to an on
going process of
working toward equity
in multicultural
contexts

Cardea's Commitment to Social Justice & Cultural Proficiency

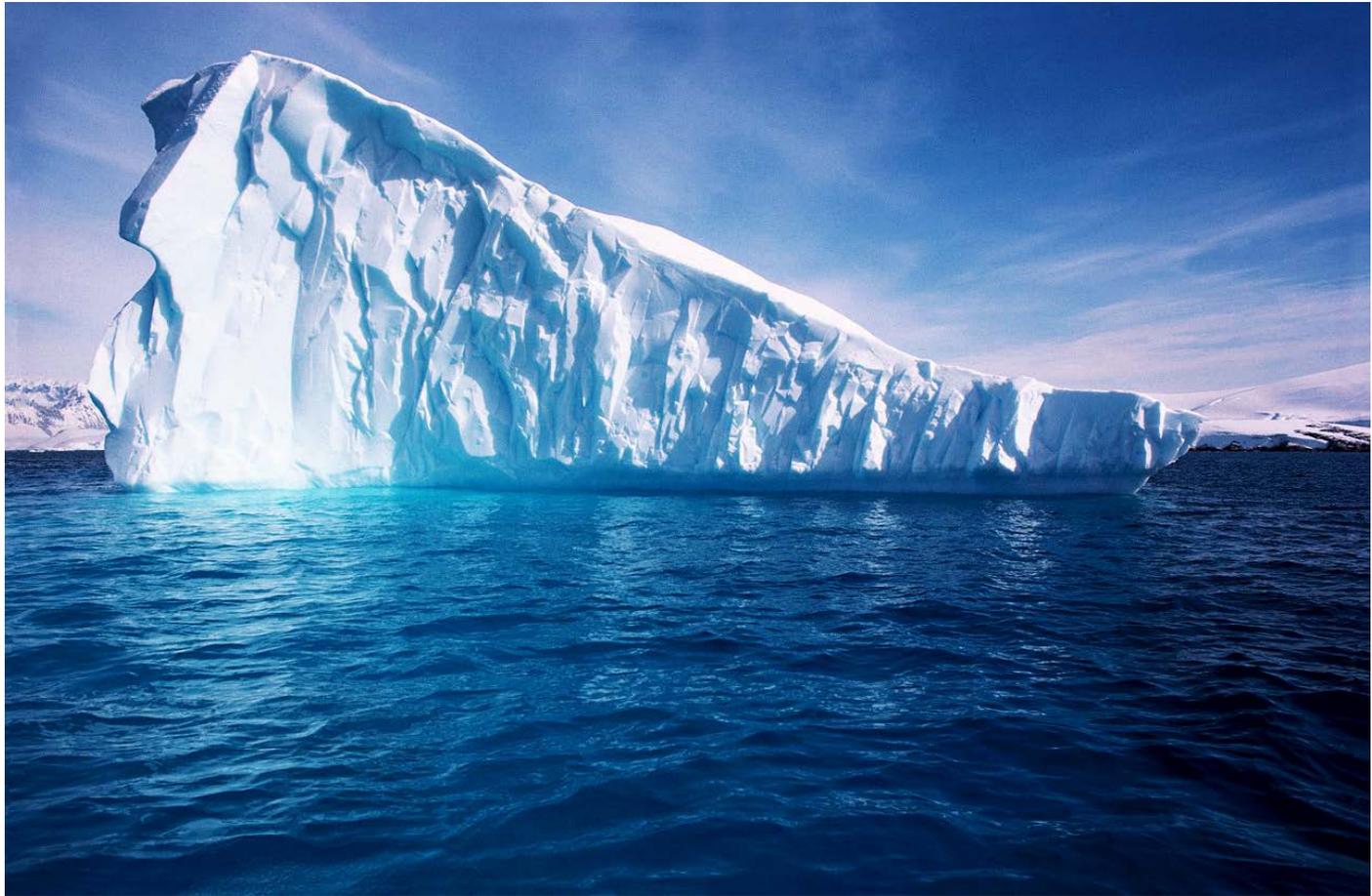
Culture

One's World View

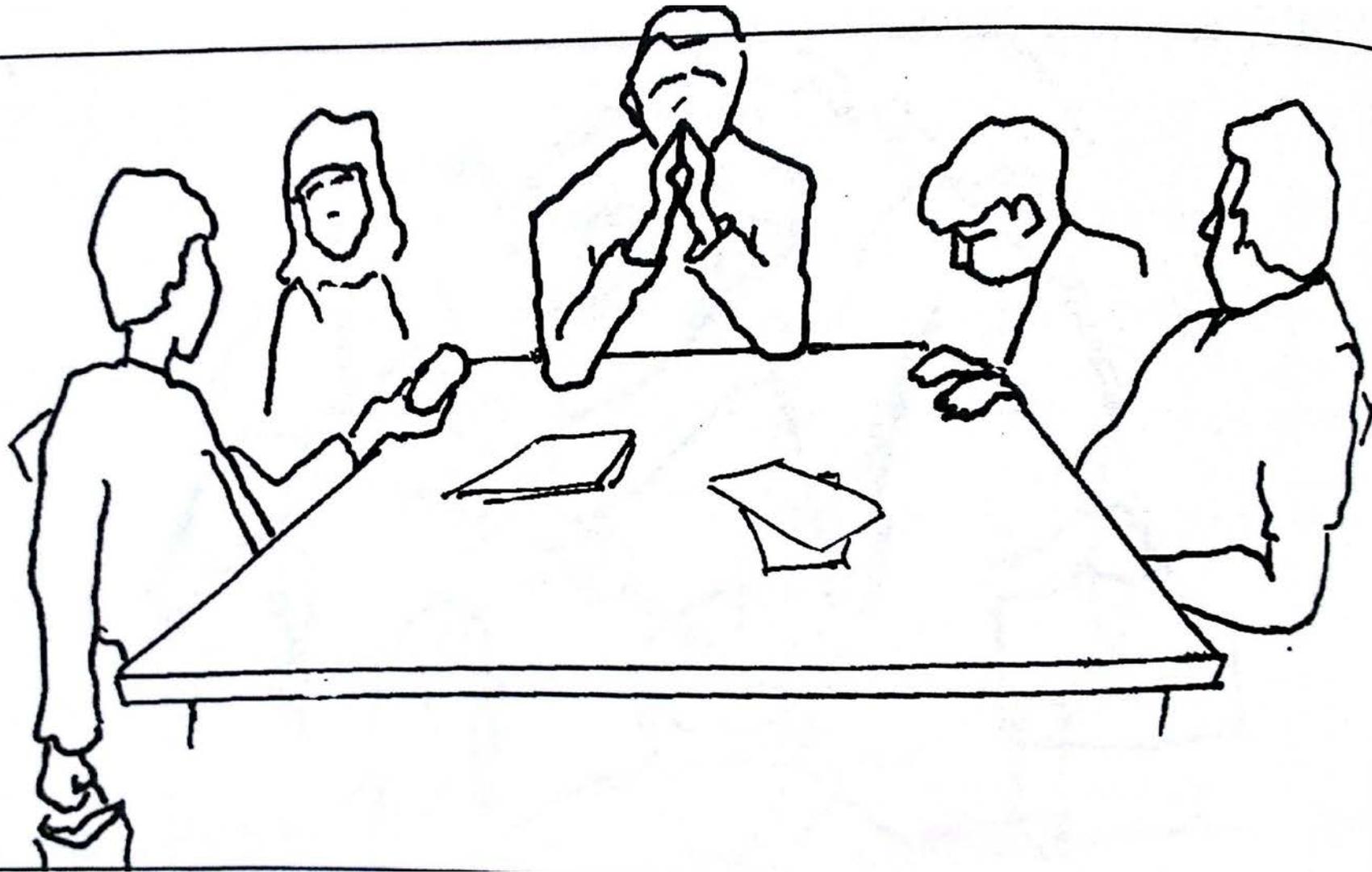
...values, beliefs, customs and behaviors influenced by....

Cultural Influences

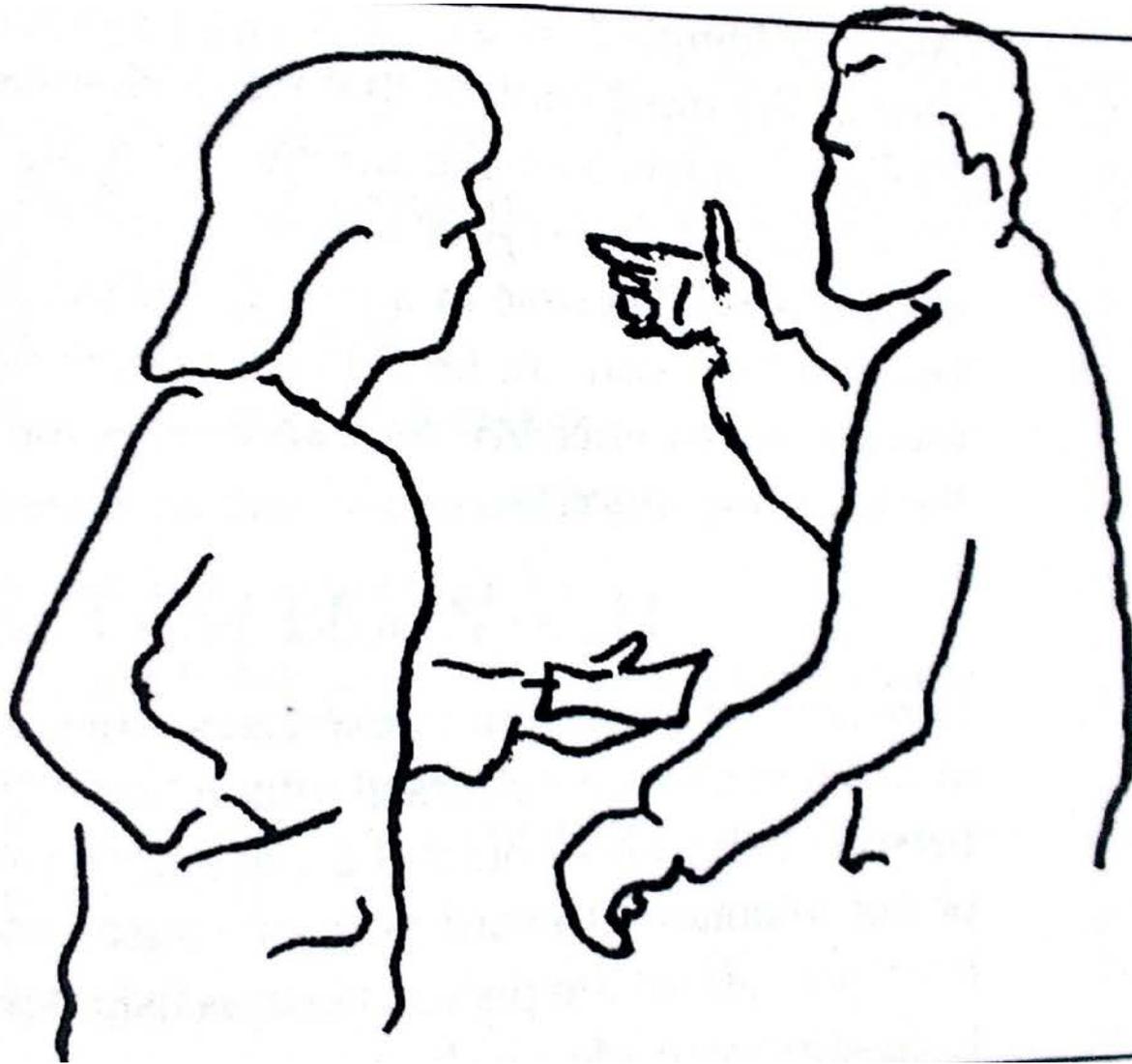
- Nationality
- Place of origin
- Family – Intergeneration
- Language
- Spirituality/Religion
- Social Economic Status
- Gender Identity
- Orientation
- History – Power, Privilege, Racism, Oppressions



Antarctica Iceberg by Microsoft power point clip art, 2010



People sitting around a table, By Geert Hofstede, Cultures and Organizations: Software of the Mind, McGraw-Hill U.S.A., 2004.



Man and woman having a conversation, By Geert Hofstede, Cultures and Organizations: Software of the Mind, McGraw-Hill U.S.A., 2004.

Components of Culture

- Concept of Self
- Personal VS Social Obligations
- Styles of Communication
- Concept of Time
- Locus of Control

Steps to Building Cultural Capacity

- Articulate/understand your cultural identity
- Learn about and appreciate other cultures
- Develop a plan and process to increase your personal and professional cultural capacity
- Understand the dynamics of power and privilege in the context of working with diverse communities

Steps to Building Cultural Capacity

- Create a more culturally proficient workplace by advocating for the development of culturally proficient policies and facilitating institutional processes that build cultural capacity

Multicultural Organizational Development

Why does it matter?

- What are the benefits of being culturally proficient?
 - To the organization
 - To the clients
 - To the community
- How does an organization measure their level of cultural proficiency?

Power of a Systems Approach

- Moves beyond cultural proficiency training for board, staff and volunteers
- Focuses on organizational components that impact cultural proficiency
- Promotes ongoing assessment and staging of recommendations for action

Common Approach to Diversity

- Organizational Values
- Governance
- Communication
- Plan/Implement/Monitor
- Staff Development
- Organizational Infrastructure
- Services
- **Cultural Competence**

Organizational Cultural Competence Assessment Profile

Indicators of Cultural Competence in Health Care Delivery, The Lewing Group,
funded by HRSA, US DHHS, 2002



Multicultural Organizational Development

Organizational Development Approach

- Org. Values/**Cultural Competence**
- Governance/**Cultural Competence**
- Communication/**Cultural Competence**
- Plan, Implement, Monitor/**Cultural Competence**
- Staff Development/**Cultural Competence**
- Infrastructure/**Cultural Competence**
- Services/**Cultural Competence**

Domains of Cultural Proficiency

- Organizational Values
- Communication
- Staff Development
- Services

Organizational Values

Focus Areas

- Leadership, Investment and Documentation
- Information/Data Relevant to Cultural Competence
- Organizational Flexibility

Communication

Focus Areas

- Understanding Different Communication Needs and Styles of Clients
- Oral Communication
- Written Communication
- Communication with Community
- Intra-Organizational Communication

Staff Development

Focus Areas

- Training Commitment
- Training Content
- Staff Performance

Services

Focus Areas

- Client/Family/Community Input
- Screening/Assessment/Care Planning
- Treatment/Follow-up

Task In Small Groups

- Each group will get one of four domains
- Brainstorm
- How can cultural proficiency be assessed and monitored within the assigned domain?
- What evidence/indicators would you see within the assigned domain?

It Takes a Team

- Multi-level team guiding the work
- Demographics of team important too
- Outside facilitator can help

Steps in the Assessment Process

- Meet with the organization's leaders
- Collect data and documents
- Conduct a management assessment
- Conduct staff and volunteer surveys
- Conduct client surveys and community assessment
- Review results and implement action planning process

Where to Go Next? Action!

- Use a stages of readiness model to develop, launch, and sustain cultural and community proficiency efforts.
- Model informed by Prochaska and DiClemente's "stages of change"
 - Pre-contemplation
 - Contemplation
 - Preparation
 - Action
 - Maintenance

Identifying Stage-Specific Strategies

Description of Issue: _____

	Strategies
Pre-Contemplation	
Contemplation	
Preparation	
Action	

Identifying Stage-Specific Strategies

- Describe the issue that your organization is/should be addressing
- Identify the stage of readiness for your organization—ideally, contemplation, preparation or action
- Brainstorm strategies
- Highlight one strategy that will help move your organization to the next stage

Action!

- The key is evaluation of organizational progress from one stage to the next on any of the areas listed in the work plan.
- Tracking changes can inform a plan to address cultural proficiency within your organization.

Now What

- What do you think of this approach?
- Have you experienced similar approaches? Different approaches? How did they work?
- What factors made your experience successful or unsuccessful in terms of organizational effectiveness and change?
- What are your next steps?

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- One Size Does Not Fit All: Meeting the Health Care Needs of Diverse Populations, by Amy Wilson-Stronks, Karen K. Lee, Christina L. Cordero, April L. Kopp, and Erica Galvez, The Joint Commission of the California Endowment, 2008.

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