

# Effective Strategies for Promoting Systemic Cultural Competence

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## Overview

- Cultural Competence: Why Now?
- Defining Cultural Competence
- Systems Strategies for Promoting Cultural Competence
- Future Directions

## The President's New Freedom Report Commission on Mental Health (2003)

- "The system has neglected to incorporate respect or understanding of the histories, traditions, beliefs, languages and value systems of culturally diverse groups."
- "The system is not oriented to the single most important goal of the people it serves – the hope of recovery"



## Institute of Medicine: Unequal Treatment (2002)

- *New York Times*, March 22, "Subtle Racism in Medicine"  
  
" . . . a disturbing new study by the Institute of Medicine has concluded that even when members of minority groups have the same incomes, insurance coverage and medical conditions as whites, they receive notably poorer care. Biases, prejudices and negative racial stereotypes, the panel concludes, may be misleading doctors and other health professionals."

## Institute of Medicine: Unequal Treatment (2002)

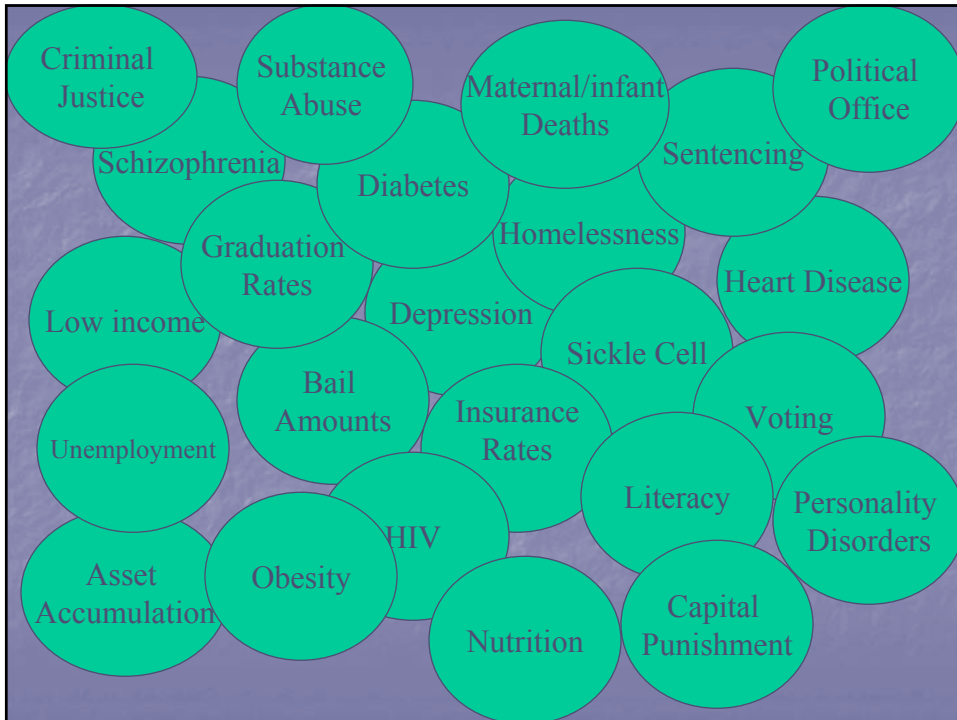
- *The Washington Post*, March 23, "The Health Care Gap"

"Race-based inequities are a sad fact in more than one facet of American life. History has shown how hard they are to overcome. But this week's report paints a picture that cannot be ignored."

## Mental Health: Culture, Race and Ethnicity, Supplement to the Surgeon General's Report (2001)

### Ethnic & Racial Minorities:

- Less access to, & availability of, behavioral health services
- Less likely to receive needed behavioral health services
- Less likely to receive high quality behavioral health care
- Underrepresented in behavioral health research
- Experience a greater burden of disability



## What is Cultural Competence?

*Knowledge  
Information and Data  
From and About  
Individuals and  
Groups*



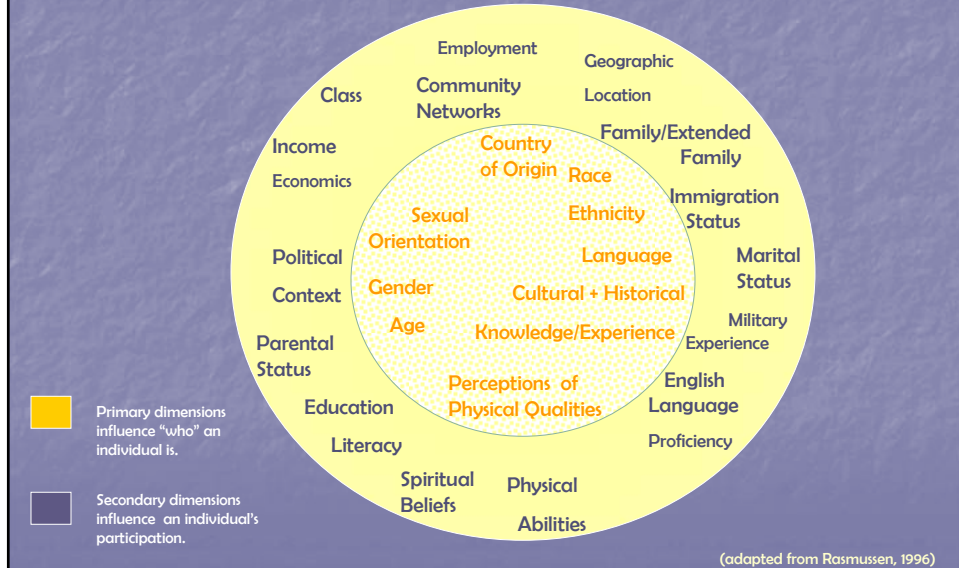
*Integrated &  
Transformed*

INTO

*Clinical Standards  
Skills  
Service Approaches  
Techniques  
Marketing Programs*

*that match the individual's culture and increase both the quality and appropriateness of health care and health outcomes. (King Davis, 2003)*

## Cultural Considerations: Primary and Secondary Dimensions of Diversity



## Developing a Culturally Competent System of Care

Multi-dimensional/multi-leveled process

- System Level
- Organization Level
- Program Level
- Individual Level

## Cultural Competence at the Systems level

- Commissioner's Leadership
- Articulate the Policy Vision
- Strategic Planning and Fiscal Alignment
- Ignite Interest
- Statewide Multicultural Advisory
- Create Accessible Framework
- Accountability: Standards, Contracting and New Initiatives
- Assuring Provider Plan Development

## Challenges to Systemic Change

- Systemic Organizational Assessment
- Data Collection and Management Decisions
- Engaging All Lines of Business
- Meaningful Grassroots Consumer, Family and Provider Involvement and Education
- Linkage: Cultural Competency and Recovery
- Recognition and engagement of Natural Networks
- Workforce Development
- Legislative Action

## Cultural Competence at the Organizational Level

- Executive level support
- Cultural Competence committee
- Organizational cultural competence assessments
- Cultural competence plans
- Monitor utilization & outcomes by race/ethnicity
- Culturally & linguistic competence
- Staff training & supervision
- Connections to community & natural supports
- Client satisfaction surveys

## Challenges to Organizational Cultural Competence

- Cultural competence plan implementation
- Service utilization and outcome monitoring
- Expectations of committee members
- Certification or monitoring staff need clear standards and benchmarks in order to assure accountability
- Ongoing staff development needs

## Cultural Competence at the Program Level

- Access — flexible hours, natural supports, peer staff
- Holistic Programming
  - Beyond symptom reduction
  - Employment, housing, health, spirituality
  - Strength Based Approach
- Consumer, Family and/or Community Driven
- Culturally Specific Approaches
- Outcome Assessments

## Cultural Competence at the Individual Level

- Multidimensional, culturally relevant assessment
- Flexible roles and boundaries
- Questioning Stance
- Awareness of differences in cultural norms
  - individualism vs. collectivism
- Willingness to relinquish control and foster consumer direction
- Consumer assessment of provider cultural competence

## Cultural Competence: Future Directions

- Measure Development and Refinement
- Outcome Research
- Feedback Loops
- Evidence-based for Whom?