Connecting for the Future
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Successful Engagement: Developing Cultural Competency

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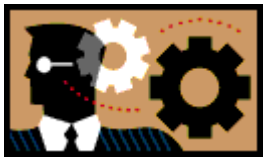
Session Objectives

- Review the basic definitions and foundations of cultural competency

- Explore the current context for organizational cultural competency, and

- Describe the framework for how to develop the organizational capacity to become a Culturally Competent System

The cultural competence journey begins with INDIVIDUAL Self-awareness…



CULTURAL SELF AWARENESS

KNOW THYSELF

The "heal thyself before healing others" is a common philosophy understood by people across the world and yet the quest for cultural self awareness is not a simple process.

Becoming culturally aware of one's self requires that individuals become functionally aware of the degree to which their own behavior is culturally conditioned by the past experiences

DEFINING CULTURAL SELF AWARENESS

David Hoopes and Margaret Pusch define cultural conditioning as "how learning provided by a cultural and/or social group fits a growing child to assure its survival". They suggest we are all culturally conditioned by our past and present socialization experiences with family, friends, role models and teachers

DEFINING CULTURAL SELF AWARENESS

We are also culturally conditioned by our positive and negative interactions with culturally similar and culturally different people.

As a result of being culturally conditioned, we form definitions of what we consider, normal, acceptable and standard behaviors, communication styles, cultural values and patterns of thinking.

What is Cultural and Linguistic Competence

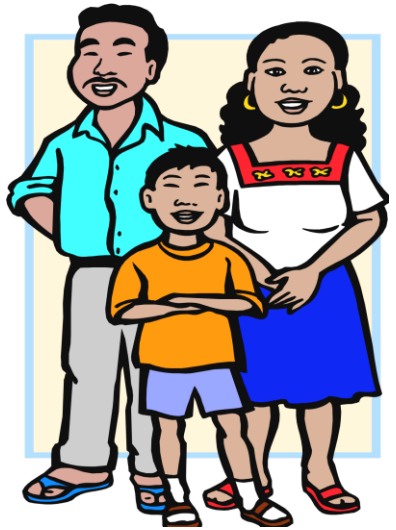
Definition of Culture

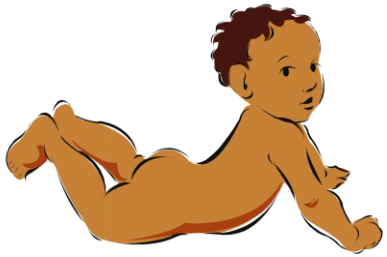
The word **“Culture”** is used because it implies the integrated pattern of human behavior that includes thoughts, communications, actions, customs, beliefs, values, and institutions of racial, ethnic, religious, or social group.

Culture Helps Us…

Organizes Our Physical

And Social Interaction





Forms Our

Identity

Shapes Our Understanding

And Perceptions

Culture Defines…

Family Roles

Family Structure

Attitudes

And

Practices

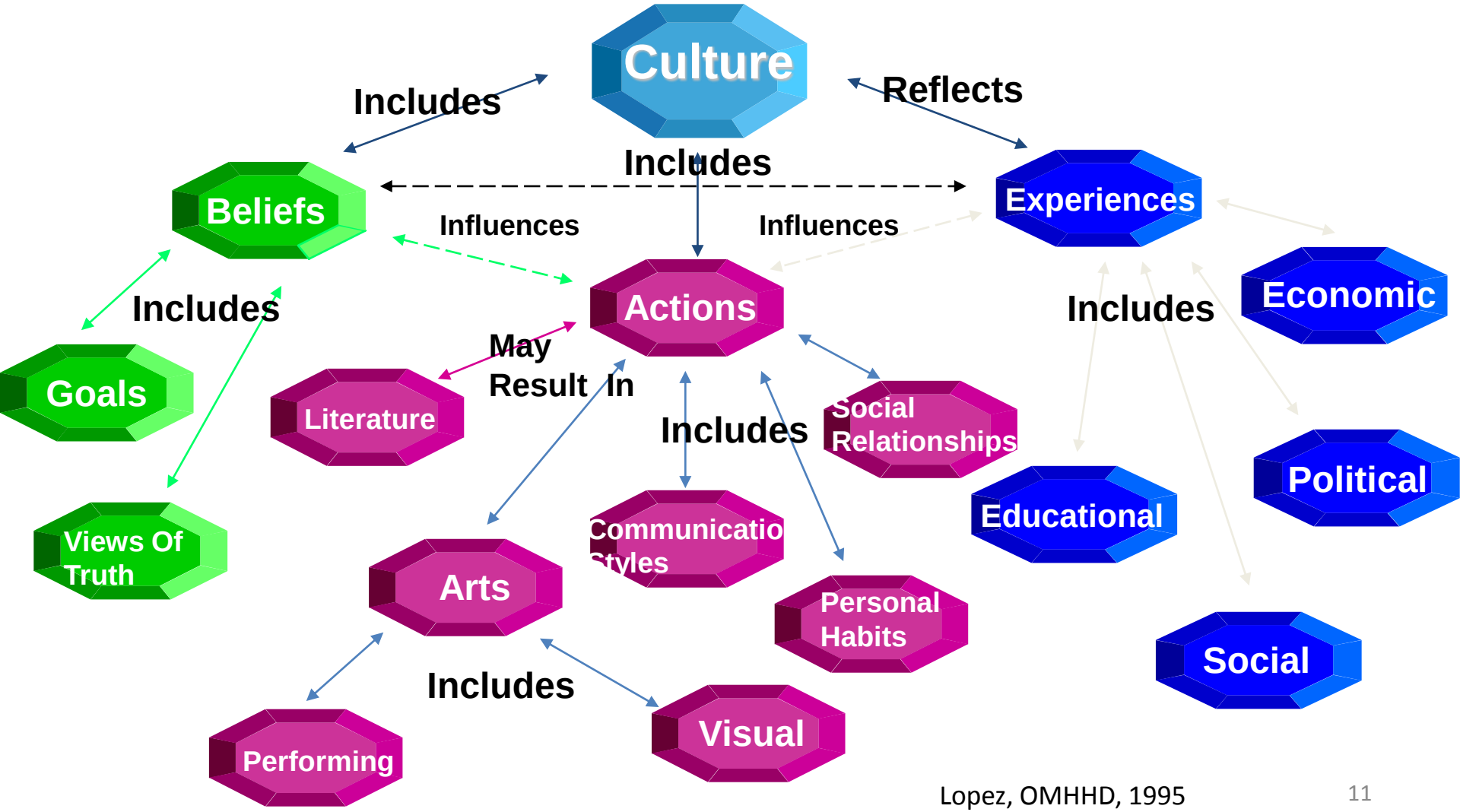
Family Relationships

Styles Of

Communication

Beliefs

Concepts: Culture



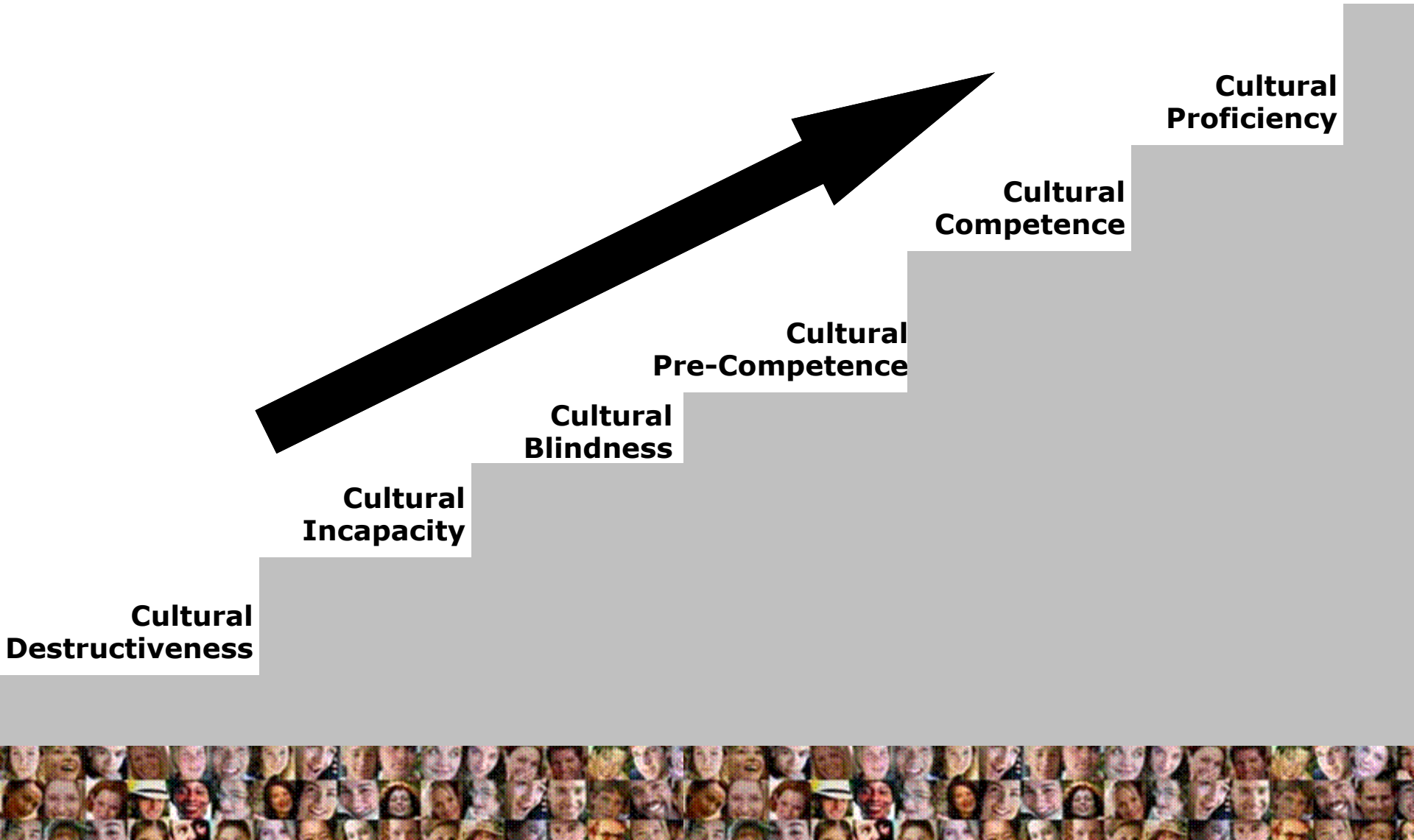
Lopez, OMHHD, 1995

Diversity Paradigms

From Diversity Awareness to Cultural Competence

- Diversity Awareness
- Understanding Differences
- Tolerating Differences
- Accepting Differences
- Valuing Diversity
- Managing Diversity
- Cultural Competence

Cultural Competence Continuum



Cultural Destructiveness

- Represented by attitudes, policies and practices that are destructive to cultures and the individuals within the culture. For example: agencies, institutions that promote cultural genocide: US Chinese Exclusion Laws; and the KKK and other racial superiority groups.

Cultural Incapacity

- Supports segregation as desirable policy
- Enforces racial policies and maintains stereotypes
- Disproportionately applies resources.
- Discriminates on basis of whether people of color “know their place”

Cultural Incapacity

- Lacks the capacity or will to help minority participants and employees.
- System remains extremely biased, believes in the racial superiority of the dominant group. Maintains paternal posture toward “lesser races”. For example, lower expectations of minorities an subtle messages that they are not valued.

Cultural Blindness

- Color or culture makes no difference and that all people are the same
- Ignores cultural strengths
- Encourages assimilation; thus, those who don't are isolated
- Blames victim for their problems.
- Views ethnic minorities as culturallydeprived

Cultural Pre-Competence

- “What can we/ I do?” Desires to deliver quality services; commitment to civil rights.
- Realizes its weaknesses and attempts to improve some aspect of their services
- Explores how to better serve minority communities.
- Agency may believe that their accomplishments of one goal or activity fulfills their obligation to minority communities; may engage in token hiring practices
- Often only lacks information on possibilities on how to proceed.

Cultural Competency

- Acceptance and respect for difference.
- Expands cultural knowledge and resources.
- Continuous self-assessment.
- Pays attention to dynamics of difference to better meet client needs.
- Variety of adaptations of service models.
- Seeks advice and consultation from the minority community.
- Commits to policies that enhance services to diverse clientele.

Cultural Proficiency

- Holds culture in high esteem.
- Agency seeks to add to its knowledge base.
- Agency advocates continuously for cultural competence throughout the system.

How Do We Get There?

The Change Process

1. Develop a strategic planning process for CC

- What are you trying to achieve?
- What's the problem you're trying to solve?
- Spend the time to do this work
- Avoid "quick fixes" of "quick trainings"
- Avoid jumping to trainings or importing from other sites without a planning process
- Customize to your own community

Ten Essential Components

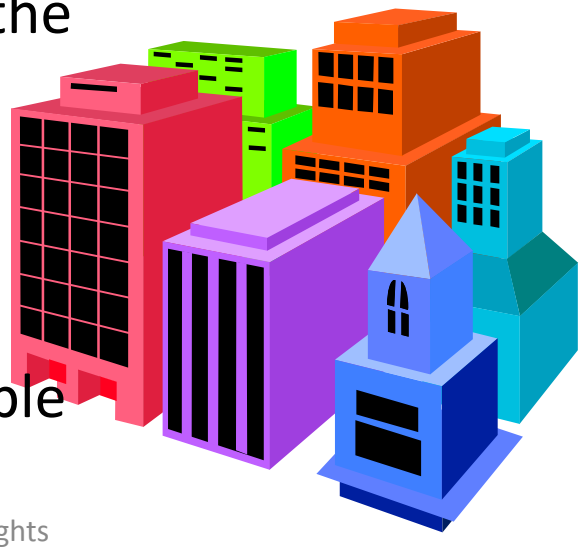
1. Develop a strategic planning process
2. Operationalize plan in a logic model
3. Good data and research
4. Racial/ethnic impact analyses of policies and programs
5. Targeted training and technical assistance
6. Tools to support change
7. Adaptations of services and supports
8. Infrastructure
9. A powerfully framed message and an active communications strategy
10. Champions, allies and coalition building

DEFINING COMMUNITY ENGAGEMENT

What is Community Engagement?

Working collaboratively with and through groups of people who are:

- Affiliated by geographic proximity
- Have a special interest or similar situation
- Trying to address issues affecting the well-being of those people
- Working to include a wide range of people in processes and practices to achieve a shared goal
- Building partnerships for sustainable change



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COMMUNITY ENGAGEMENT

Community engagement involves a systems perspective which focuses on the dynamics and interrelationships among various stakeholders, both internally (within public health) and externally (individual stakeholders, and community organizations). It includes building capacity for the development of partnerships with various stakeholders.

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“WITH” AND “THROUGH” OF COMMUNITY ENGAGEMENT

The “with” of community engagement suggest that elected officials, community leaders and other stakeholders must seek to include community representation in all aspects of civic and political engagement. The “through” of community engagement implies working relationships and partnerships with communities to ensure participation and engagement of issues and policies affecting their wellbeing

Toms, 2010; Toms, et al., 2011

Multifaceted Approach to Engagement

https://www.youtube.com/watch?v=Tl0zh4Zb8Y8

https://www.youtube.com/watch?v=DRod7UnbKzU
https://www.youtube.com/watch?v=Tl0zh4Zb8Y8

INTERNAL APPROACH

Consider Community Engagement From A Multi-faceted Approach - Agencies

- Intra-agency capacity building through, policies, programs
- Practices, planning, & assessment
- Equip staff to engage communities
- Community Education
- Intentional partnership building
- Cultural Competency

- Community stakeholders involved in planning, committees, boards
- Strategic support- human and fiscal
- Convene and facilitate meetings, offer technical assistance
- Improve the quality of and availability of information to the community

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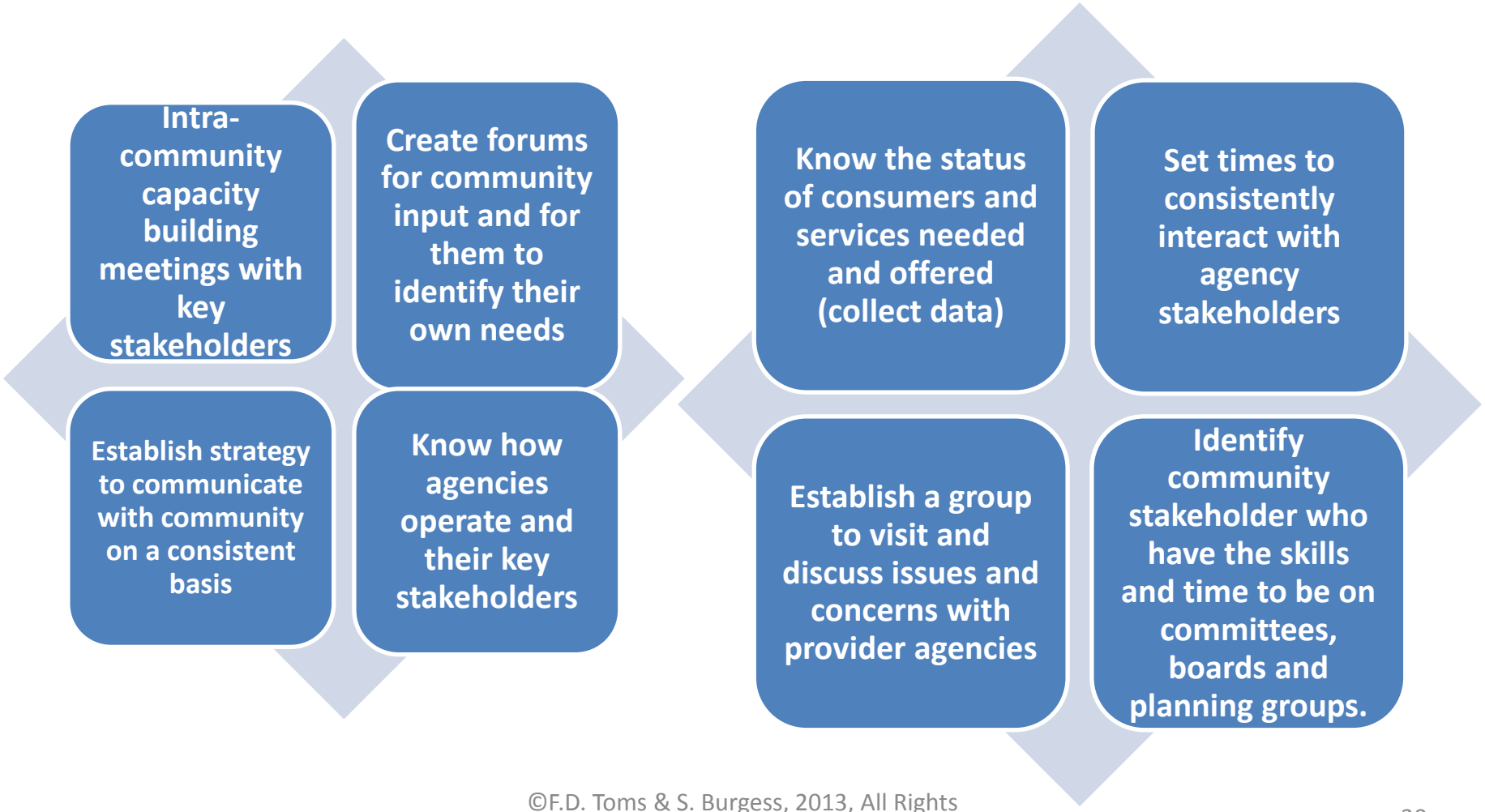
Multifaceted Approach to Engagement

EXTERNAL APPROACH

Community Engagement
A Multifaceted Approach - Communities



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UNDERSTANDING THE PROCESS OF COMMUNITY ENGAGEMENT

Challenges to Engagement

- Ability to Build Capacity in the Community
- Working Relationships (teams, committees, volunteers)
- Challenges Across Race, Class, Organizational and Religious Groups
- Leadership Skills and Competence
- Accepting and Sharing Responsibility for Getting the Work Done
- Communication – Rules for Decision-Making, Learning How to Agree to Disagree
- Keeping Leaders Focused on Vision/Goal—Not Personal Power
- Commitment to Process

Stakeholder/Engagement Management

Build Capacity for Change Through Partnerships:

- ID partners with interest and commitment
- ID organizations and individuals with specific skills and talents
- Clarify purpose and intent
- Define roles and responsibilities

Adapted from Advancing Health Equity: From Theory to Practice, Tucker & Brooks, 2011

Leadership and Community engagement

Engagement With Stakeholders

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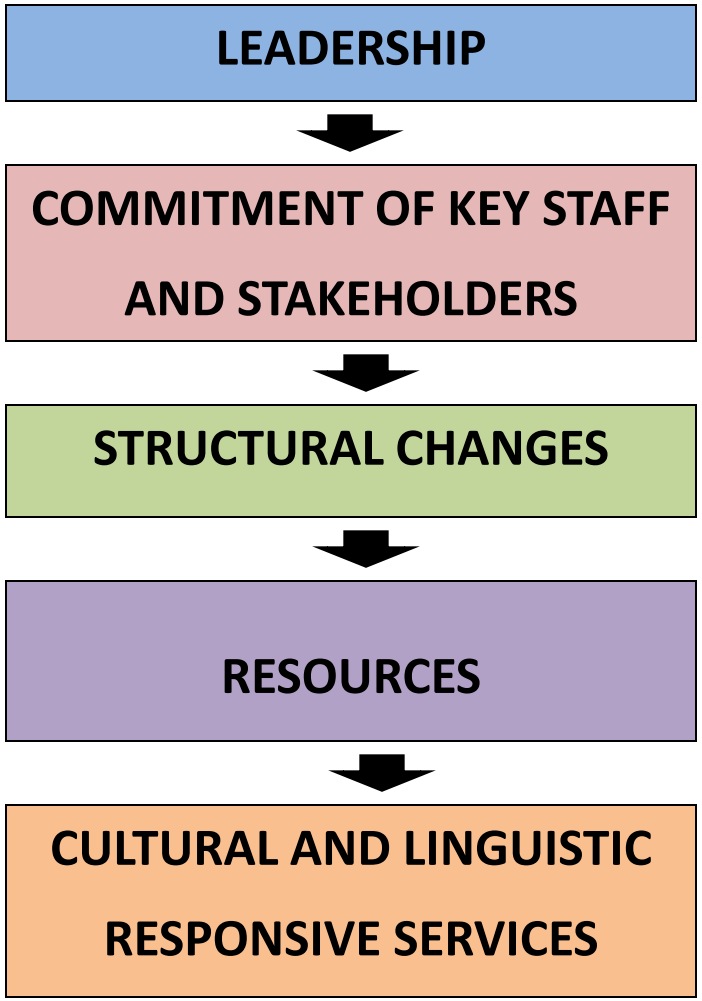
Model for Cultural Competence Action



adopted from California CC Action Model).

Strategies Cultural and Linguistic Competence

Knowing Cultural Competence When We See it: Components of the Profile

Domains and Focus Areas: Where we look for evidence of Cultural Competence

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

Indicators

There are *fifteen focus area indicators* :

- Leadership Investment/Documentation
- Board Development
- Information/Data Relevant to Cultural Competence
- Community Involvement & Accountability
- Consumer Community & Staff Input
- Policies/Plans & Implementation
- Understanding Different Communication Style Needs of Consumers
- Communication with Community
- Intra-Organizational Communication
- Training Commitment
- Training Content
- Staff Performance
- Staff Plan
- Community Needs Assessments
- Culturally Competent Treatment Services

LEAD THE WAY: PRINCIPLES AND PRACTICES IN COMMUNITY AND CIVIC ENGAGEMENT

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