

# Applying an Organizational Self-Assessment to Improve Cultural Competence

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Cultural Competence in the Practice of Pharmacy

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# Setting the Context:

## Growing interest in Cultural Competence:

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- Meeting the needs of an increasingly diverse society
- Reducing health disparities and improving health care quality
- Supporting organizational business strategies
- Tailoring health care delivery to meet population and individual needs
- Meeting federal and state requirements
- Increasing treatment compliance, patient safety; and reducing medical error



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# Assessments and tools for health care practitioners and provider settings

Source: The Ethical Force Program, AMA 2005

# Organization assessments

Assessments & Tools	Summary	Target	Categories				
			Engaging Patients	Engaging Communities	Data Collection	Language Barriers	Health Literacy
<b>Cultural Competence Self-Assessment Protocol</b> Andrulis, Delbanco, Avakian, Shaw-	Detailed assessment of practitioner knowledge, views; organization practices.	Organizations	X	X	X	X	
<b>Does Your Hospital Reflect the Community it Serves?</b> American Hospital Association	Short series of yes/no questions on hospital practice.	Organizations (Hospitals)		X	X	X	
<b>Cultural Competence within Your Organization</b> Lisa Quander, PhD for US DHHS HRSA	Series of questions on organizational practice.	Organizations		X	X	X	
<b>Tools for Monitoring Cultural Competence in Health Care</b> Miguel Tirado, PhD	Patient, practitioner surveys on knowledge, attitudes and experiences.	Organizations	X			X	X
<b>Systems Checklist of Cultural Competence Questions</b> Massachusetts Health Policy Forum	Short list of questions on organizational practice.	Organizations		X	X	X	
<b>Assessment of Organizational Cultural Competence</b> Association of University Centers on Disabilities	Short survey of organizational practices.	Organizations	X	X		X	
<b>Performance Measures and their Benchmarks for Assessing Organizational Cultural Competence in Behavioral Health Care Service Delivery</b> Nathan Kline Institute for Psychiatric Research	Set of performance measures and specific benchmarks for organizational practice.	Organizations	X	X	X	X	
<b>Cultural Competence Standards in Managed Mental Health Care.</b> Substance Abuse and Mental Health Services Administration	Detailed set of indicators and benchmarks to accompany standards.	Organizations					
<b>Checklist to Facilitate the Development of Culturally and Linguistically Competent Primary Care Policies and Structures</b> National Center for Cultural Competence	Short checklist on policies and organizational infrastructure.	Organizations	X	X	X	X	

# Health care professional assessments

Assessments & Tools	Summary	Target	Categories				
			Engaging Patients	Engaging Communities	Data Collection	Language Barriers	Health Literacy
<b>Cultural Competence Self-Assessment Questionnaire</b> James L. Mason, Portland State University.	Specific questions on practitioners' knowledge and practices.	Health Care Professionals, Organizations	X	X	X		
<b>Promoting Cultural and Linguistic Competency Self-Assessment Checklist for Personnel Providing Health Care Services</b> National Center for Cultural Competence	Specific questions about practitioners' practices.	Health Care Professionals	X			X	
<b>Health Literacy: Help Your Patients Understand</b> American Medical Association Foundation	Short checklists to accompany training modules.	Health Care Professionals	X			X	X
<b>A Checklist to Facilitate Cultural Awareness and Sensitivity</b> Seibert, Stridh-Igo, Zimmerman	Short checklist with general guidance	Health Care Professionals	X			X	
<b>Cultural Competence Self-Assessment for Mental Health Professionals</b> Calgary Cross-Cultural Mental Health	Short survey of practitioner attitudes.	Health Care Professionals	X	X		X	
<b>National Healthcare Disparities Report: Preliminary Measure Set.</b> Agency for Healthcare Research and	Compilation of Patient Survey Questions (Patient Needs and Centeredness)	Health Care Professionals (Survey Patient)	X				
<b>Inventory for Assessing the Process of Cultural Competence Among Healthcare Professionals</b> Josepha Campinha-Bacote	Short survey of practitioners' knowledge and attitudes.	Health Care Professionals					

# Language specific assessments

Assessments & Tools	Summary	Target	Categories				
			Engaging Patients	Engaging Communities	Data Collection	Language Barriers	Health Literacy
<b>Linguistically Appropriate Access and Services; An Evaluation and Review for Healthcare Organizations</b>	Series of detailed yes/no questions on linguistic access provisions.	Organizations	X		X	X	
<b>Language Assistance Self-Assessment and Planning Tool for Recipients of Federal Financial Assistance</b>	Guidance and short series of yes/no questions on practice.	Organizations		X	X	X	
<b>Language Access Questionnaire for Managed Care Contractors that Receive Federal Funding</b> Jane Perkins, National Health Law	Series of specific yes/no questions about providing language access.	Managed Care Plans	X	X	X	X	
<b>Providing Oral Linguistic Services</b> Agency for Healthcare Research and Quality, Centers for Medicare and	Series of questions on providing language access infrastructure.	Health Plans and their Providers	X		X	X	

# General reviews and guides

Assessments & Tools	Summary	Target	Categories				
			Engaging Patients	Engaging Communities	Data Collection	Language Barriers	Health Literacy
<b>Indicators of Cultural Competence</b> The Lewin Group for US DHHS	Compilation of assessment tools.	Organizations	X	X	X	X	X
<b>A Practical Guide for Implementing the CLAS Standards</b> US DHHS Office of Minority Health	Detailed evaluations of how organizations address CLAS standards.	Organizations	X	X	X	X	

# Other

Assessments & Tools	Summary	Target	Categories				
			Engaging Patients	Engaging Communities	Data Collection	Language Barriers	Health Literacy
<b>Competence in Community Engagement.</b>	Short checklist on working with communities.	Organizations		X		X	
<b>State and Local Performance Assessment Instruments</b> National Public Health Performance Standards	Detailed evaluations of steps to address Essential Public Health Services	Public Health Agencies	X	X	X	X	X
<b>How To Examine and Set Goals for Diversifying Faculty</b> American Psychological Association	Questions about academic structure to train diverse students.	Academic Institutions					
<b>Consumer Assessment of Health Plans</b> Agency for	Survey of patient experiences with hospital.	Hospital (Survey Patient)	X			X	X

# What is the underlying premise for designing an organizational assessment of cultural competence?

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- That a systems approach involving health care providers, administration/management, staff and the community is most effective if not essential to developing and sustaining cultural competence

# Objectives of the Cultural Competence Self Assessment Protocol

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- A tool by which health care organizations can document, measure and evaluate the effectiveness of their ethnic/cultural diversity activities
- Provides a means by which health care organizations can review their actions to develop and advance cultural competence among their providers and staff

## Specifically, the protocol is intended to accomplish the following:

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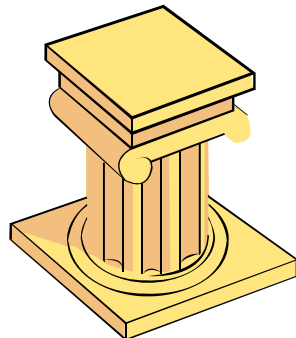
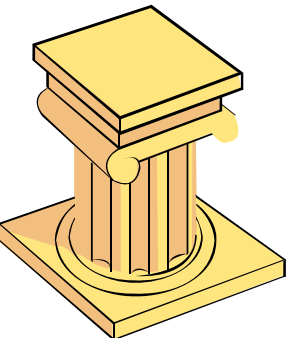
- Identify and assist in further application of health care organization strengths
- Identify areas of ineffectiveness that may require attention
- Ascertain where actions are currently not undertaken and determine the importance of taking action

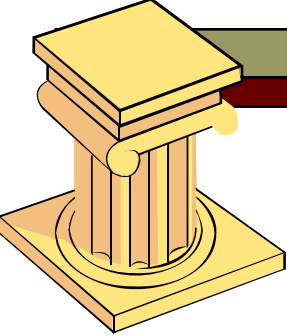


## The 4 cornerstones of cultural competence for providers and health care settings

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- The organization's relationship with its community
- The administration and management relationship with staff—organization policies
- Interstaff relationships at all levels of the organization—training, education, communication
- The patient/enrollee-practitioner encounter





## 1st cornerstone - the organization's relationship with its community

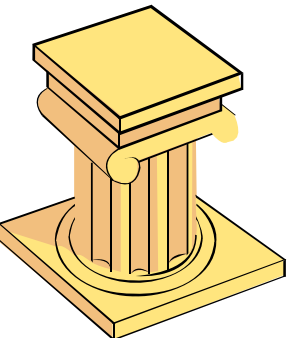
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- Community History
- Community perceptions of health care providers
- Health care provider characteristics (e.g., wait time)
- Health care provider history

## **2nd cornerstone - the administration and management relationship with staff— organization policies**

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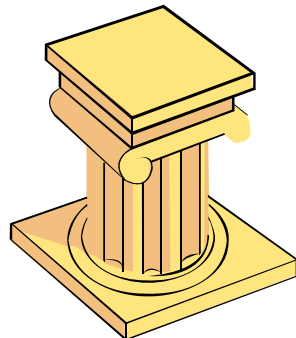
- Role/Image of CEO regarding cultural diversity
- Leadership regarding cultural diversity
- Importance of financial commitment
- Levels of management & departments involved
- Community services outreach (community care)



## 3rd cornerstone - interstaff relationships at all levels of the organization —

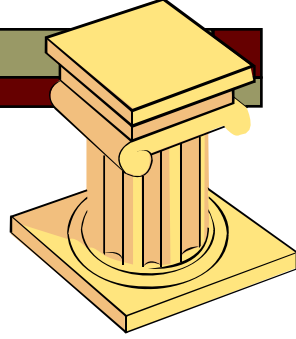
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- Training, education, communication
- Staff Longevity
- Staffing at all levels as a reflection of the community
- Employee assistance history (mentoring, promotions)



## 4th cornerstone - the patient/ enrollee - practitioner encounter

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- Practitioner knowledge, skills
- Provider pressures (managed care)
- “Irrelevance” of Cultural Issues for physicians
- Practitioner culture
- Interpreter Services

# Specific protocol content/question areas

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- Board staff and Patient–communication profile
- Healthcare organizational recognition of diversity needs
- Diversity training
- Human Resources program
- Healthcare organizational links to community
- Organizational adaptation to diversity
- Database systems and data development
- Language and communication needs
- Business strategies attracting patients from diverse communities



# Part 1:

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## Ethnic/Cultural Characteristics

- Board, staff and member profiles
- Health care setting recognition of diversity



**Questions in Section 1 relate to the ethnic/cultural characteristics of the staff and organization.**

- What are the major organizational characteristics that inhibit ethnic and cultural understanding among staff, patients, and providers?

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	<b>Administration /Support Staff</b>	<b>Patients</b>	<b>Providers - Physicians, Nurses</b>
<b>Characteristic (for example)</b>	<i>Lack of supportive data systems</i>	<i>Communication difficulties for non-English speaking members</i>	<i>Signage and communications problems</i>

# Part 2:

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## Health Care Setting Approaches to Accommodating Diversity Needs and Attributes

- Diversity Training
- Human Resource Programs

## Questions in Section 2 relate to healthcare organizational approaches to accommodating diversity needs and attributes

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- An organization can identify several ways to increase cultural competence. Below are potential initiatives and areas in which organizations address diversity. To what extent has your health care setting identified these and other areas? Please use the following scale in responding.

1  
great

2

3  
somewhat

4

5  
not at all extent

... continued

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- Designing culturally and linguistically appropriate interventions to improve outcomes related to low birth weight, prenatal care utilization, immunization rates, mammography, CHF, etc.
  - Soliciting advice from patients and advisory board [reflective of ethnic membership] in developing programs, models, guidelines and training materials.
  - Annual report or publication of organization's efforts to provide culturally and linguistically appropriate services.

# Part 3:

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- Health care setting links to patients
- Health care settings links to community
- Organizational adaptation to diversity
- Database systems and data
- Language and communication needs of Patients
- Business strategies for attracting patients from diverse cultures.

## Questions in Section 3 are dedicated to healthcare organizational links to the communities you serve as well as patient and staff diversity initiatives.

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- Is the database or information system used to identify the special needs of the ethnic/cultural patients in the following areas?

(a)	Interpreter Services	Yes	No
(b)	Preferred language for written materials	Yes	No
(c)	Primary spoken language	Yes	No
(d)	Other (please specify)	Yes	No

# The Spectrum of Cultural Competence

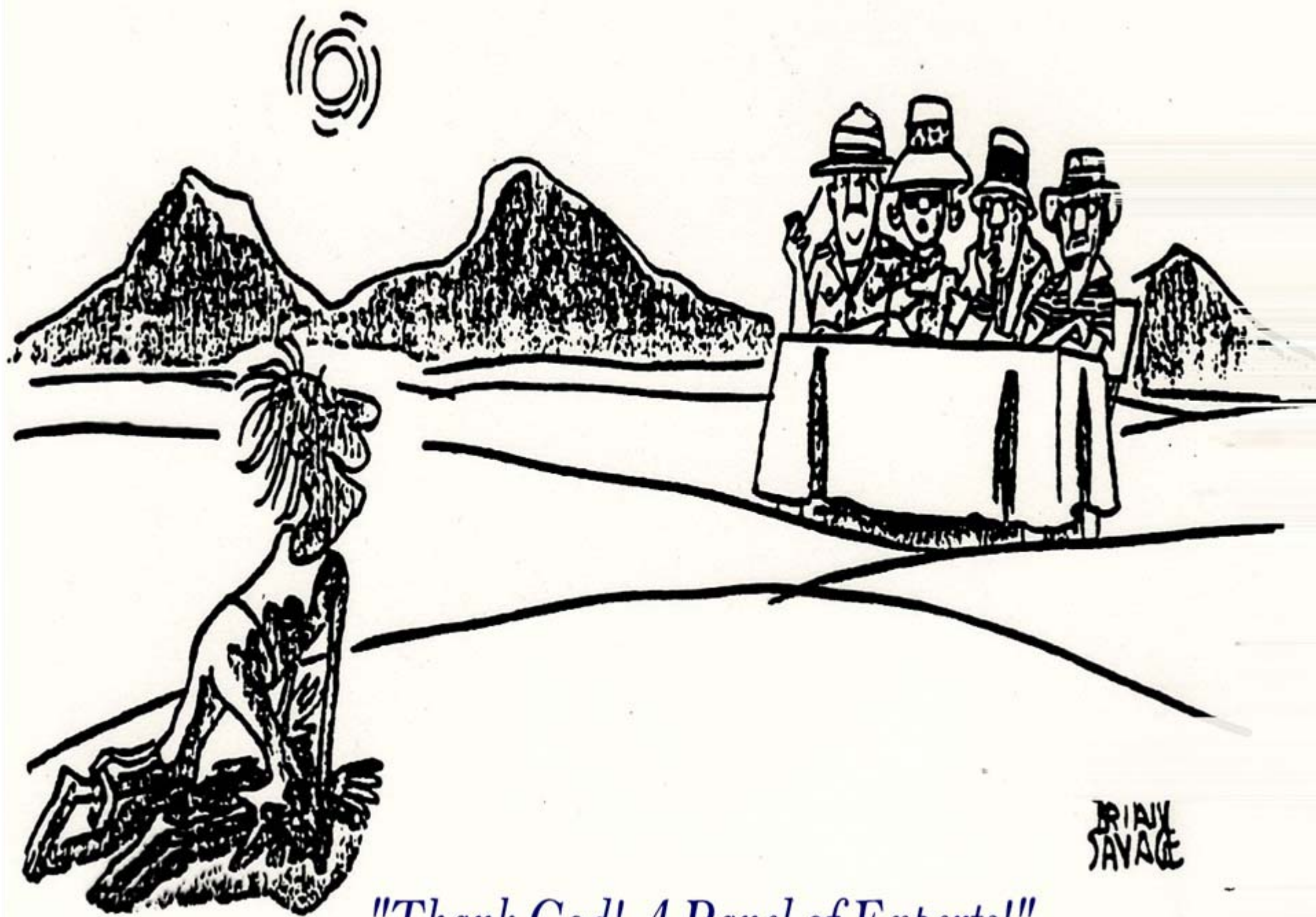
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- Stage 0: Inaction
- Stage I: Symbolic Action and Initial Organization
- Stage II: Formalized Action
- Stage III: Internal and External Cultural Diversity Initiatives
- Stage IV: The Cultural Diversity Learning Organization

# Benefits/Lessons learned from protocol application

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- Raises awareness of importance within organization
- Documenting and coordinating internal resources—“connecting the organizational dots”
- Increased internal and external communication
- Quality improvement plan and evaluation—identifying organizational strengths, areas of inactivity and where efforts need to be improved
- Importance of senior management/leadership involvement
- Cultural competence as a process



BRIAN  
SAVAGE

*"Thank God! A Panel of Experts!"*