## Building a Culturally Competent Organization: The Quest for Equity in Health Care

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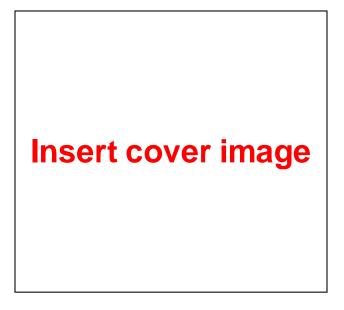
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## **Culturally Competent Model for Care Delivery**

- Cultural competency "the ability of systems to provide care to patients with diverse values, beliefs and behaviors, including tailoring delivery to meet patients' social, cultural and linguistic needs."
- Culturally competent health care systems acknowledge and incorporate:
  - Importance of culture
  - Assessment of cross-cultural relations
  - Recognition of potential impact of cultural differences
  - Expansions of cultural knowledge
  - Adaption of services to meet culturally unique needs
  - Increased diversity of workforce and leadership
  - Strategies to promote diversity in all hiring and recruitment
  - Assessment of bias, stereotypes and prejudice in organizational and leaders' behaviors







#### Importance of Culturally Competent Governance and Leadership

- Essential for hospital governance to embrace cultural competency in order to engrain it within hospital culture and make it a priority
- Will provide strong incentive for development of initiatives, policies and procedures that improve cultural competency and ensure delivery of equitable care



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  - Will provide strong incentive for development of initiatives, policies and procedures that improve cultural competency and ensure delivery of equitable care
- Increasingly important to ensure that hospital leadership and staff reflect diversity of local population
  - Business requirement that will become more important as diversity grows









#### **Regulations, Standards, Laws and Public Trust**

- Strong regulatory and legal framework for promoting culturally competent care
  - Title VI of the Civil Rights Act of 1964
  - 1997 Consumer Bill of Rights and Responsibilities
  - HHS Office of Minority Health national standards for culturally and linguistically-appropriate services (CLAS) in health care (2000)









#### **Regulations, Standards, Laws and Public Trust**

- Strong regulatory and legal framework for promoting culturally competent care (contd.)
  - 2000 presidential executive order "Improving Access to Services for Persons with Limited English Proficiency"
  - 2010 Patient Protection and Affordable Care Act
    - Section 1557 requires covered entities to provide information in a culturally and linguistically appropriate manner
    - Section 4302 requires all federally funded programs to collect data on race, ethnicity, primary language, disability status and gender









## The Business Case for Cultural Competence and Equity

- Improve efficiency by helping patients access appropriate services in a timely fashion
- Eliminating linguistic and cultural barriers can help aid assessment of patients and reduce need for unnecessary and potentially risky diagnostic tests
- Reduction of disparities and increasing diversity can also lead to increased patient satisfaction scores
- Can have positive impact on reduction of avoidable readmissions, medical errors and extended lengths of stay – eliminating unwarranted variations in care









### **Steps for Building a Culturally Competent Organization**

- Collect race, ethnicity and language preference data
- Identify and report disparities
- Provide culturally and linguistically competent care
- Develop culturally competent disease management programs
- Increase diversity and minority workforce pipelines
- Involve the community
- Make cultural competency an institutional priority







#### **Collect Race, Ethnicity and Language Preference Data**

- Necessary first step to:
  - Understanding the populations served
  - Tailoring the delivery of care to their patients
  - Obtaining feedback on performance on quality measures across patient populations
  - Developing appropriate quality improvement interventions
- Data standardization important
  - Use the HRET Disparities Toolkit for data collection/ reporting
- Self-assessment
  - Do you systematically collect race, ethnicity and language preference data on all patients?







#### **Identify and Report Disparities**

- Use quality measures to generate data reports stratified by race, ethnicity and language group to examine disparities in clinical processes and patient experiences
- Self-assessment
  - Do you use race, ethnicity and primary language (REAL) data to look for variation in clinical outcomes, resource utilization, length of stay, and frequency of readmissions within your hospital?
  - Do you compare patient satisfaction ratings among diverse groups and act on the information?
  - Do you actively use REAL data for strategic and outreach planning?









## Provide Culturally and Linguistically Competent Care

- Culturally and linguistically competent services include such items as:
  - Cultural competency training for providers and staff
  - Interpreter services and translators
  - Bilingual workforce
  - Diverse community health educators
  - Use of multilingual signage









### Provide Culturally and Linguistically Competent Care (contd.)

- Self-assessment
  - Have your patient representatives, social workers, discharge planners, financial counselors and other key patient and family resources received special training in diversity issues?
  - Has your hospital developed a "language resource," identifying qualified people inside and outside your organization who could help your staff communicate with patients and families from a wide variety of nationalities and ethnic backgrounds?
  - Are your written communications with patients and families available in a variety of languages that reflects the ethnic and cultural fabric of your community?









### Provide Culturally and Linguistically Competent Care (contd.)

- Self-assessment (contd.)
  - Based on the racial and ethnic diversity of the patients you serve, do you educate your staff at orientation and on a continuing basis on cultural issues important to your patients?
  - Are core services in your hospital, such as signage, food service, chaplaincy services, patient information and communications attuned to the diversity of the patients you care for?









#### Develop Culturally Competent Disease Management Programs

- Tailor disease management programs to meet medical needs of minority and other high-risk patients
- Address barriers to care that are particularly challenging to minority patients, e.g., limited English proficiency, different health beliefs









#### Develop Culturally Competent Disease Management Programs (contd.)

- Self-assessment
  - Does your hospital gather information to determine conditions of high prevalence within your community's minority populations?
  - Does your hospital offer disease management programs that effectively address these conditions?
  - Do your disease management programs address the barriers to care that are particularly challenging for minority patients?









# Increase Diversity and Minority Workforce Pipelines

- Recognize benefits of diverse workforce
  - Improved marketing to consumers
  - Improve management of multicultural workforce
  - Enhanced communication from greater racial and ethnic concordance among patients and providers, leading to greater trust and improved adherence to medical treatment plans
  - Evidence that underrepresented minority providers more likely to practice in underserved communities









## Increase Diversity and Minority Workforce Pipelines (contd.)

- Self-assessment
  - Does your organization have a mentoring program in place to help develop your best talent, regardless of gender, race or ethnicity?
  - Are search firms required to present a mix of candidates reflecting your community's diversity?
  - Do your recruitment efforts include strategies to reach out to the racial and ethnic minorities in your community?
  - Do you acknowledge and honor diversity in your employee communications, awards programs and other internal celebrations?
  - Does your human resources department have a system in place to measure diversity progress and report it to you and your board?









#### **Involve the Community**

- Engage the broader public through communitybased activities and programs
- Consider creating a community-based diversity advisory committee
- Self-assessment
  - Has your community relations team identified community organizations, schools, churches, businesses and publications that serve racial and ethnic minorities for outreach and educational purposes?
  - Do you have a strategy to partner with community leaders to work on health issues important to community members?









# Make Cultural Competency an Institutional Priority

- Incorporate equity strategies and initiatives into organization's vision and strategic plan
- With increasing diversity in U.S., provision of culturally competent care will move from being merely an appropriate measure to a national priority
- Self-assessment
  - Has your board set goals on organizational diversity, culturally proficient care and eliminating disparities in care to diverse groups as part of your strategic plan?
  - Is diversity awareness and cultural proficiency training mandatory for all senior leadership, management and staff?









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