

# County of Santa Cruz

## Cultural Competence Standards – Attachment 1

### Domain: Cultural Competency Planning

A Cultural Competence Plan shall be developed, approved and integrated within the overall organization to assure attainment of cultural competence within manageable but concrete timelines. The plan shall include measures related to the standards in each of the following Cultural Competence Domains: Organizational Management & Staffing, Evaluation, Data & Information Systems, and Service Delivery.

### Domain: Organizational Management / Staffing

All levels of the organization including governing body, management, staff and volunteers shall be:

**Representative of community demographics:** Organization composition is proportionally representative of the consumer populations to be served.

**Knowledgeable:** Training and development in the area of cultural competence is implemented at all levels.

**Accountable:** All levels are accountable for the successful implementation of the cultural competence plan.

### Domain: Evaluation

Organization shall conduct evaluation to track progress on implementation and results of its Cultural Competence Plan.

Organizations shall be evaluated by the contracting agency in accordance with the organization's Cultural Competence Plan.

### Domain: Data and Information Systems

Organization shall collect and analyze data to inform decisions and to demonstrate progress toward successful implementation of its Cultural Competence Plan.

### Domain: Service Delivery

The organization's services shall be culturally:

**Accessible:** Organizations shall ensure that all potential consumers have the opportunity to use all services provided by the agency.

**Appropriate:** Organizations shall ensure that consumers receive, from all service providers, effective, understandable and respectful service that is provided in a manner compatible with their cultural beliefs and practices and preferred language.

**Representative:** Consumer demographics are representative of the agency's services and geographic area.

# Cultural Competence Guidelines – Attachment 2<sup>00.3</sup>

For Santa Cruz County Departments

## A. Cultural Competency Planning

### Standard:

A Cultural Competence Plan shall be developed, approved and integrated within the overall organization to assure attainment of cultural competence within manageable but concrete timelines. The plan shall include measures related to the standards in each of the following Cultural Competence Domains: Organizational Management & Staffing, Evaluation, Data & Information Systems, and Service Delivery.

### Guidelines

1. Conduct initial and ongoing organizational self-assessments of Cultural Competence-related activities and integrate cultural and linguistic competence-related measures into internal audits, performance improvement programs, client satisfaction assessments, and outcome-based evaluations.

### 2. The Cultural Competence Plan:

- Is developed with the participation and representation of top and middle management administrators, front-line staff, consumers and/or their families, and community stakeholders;
- Designates individual(s) at the executive, and mid-management levels with responsibility for and authority to monitor implementation of the Cultural Competence Plan, based on their level within the organization;
- Includes a process for integrating the Cultural Competence Plan and including the principles of cultural competency in all aspects of organizational strategic planning and in any future planning process;
- Includes a process for determining unique regionally-based knowledge, needs, and socio-economic factors within the communities/populations served using existing agency databases, surveys, community needs assessments, community forums, and key informants;
- Identifies service modalities and models which are appropriate and acceptable to the cultural communities served;
- Ensures identification and involvement of community resources, for purposes of integrated consumer support and service delivery;
- Assures cultural competence at each level of service within the system;
- Includes a stipulation of adequate and culturally diverse staffing and minimal skill levels (including gender, ethnicity, and language as well as licensing, certification, and credentialing,) for all volunteers and staff, clerical through executive management;
- Ensures development of a plan to integrate ongoing training and staff development into the overall Cultural Competency Plan; and

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- Includes ongoing monitoring of indicators to assure equal access, comparability of services, and outcomes across all services provided through the organization.

### B. Organizational Management / Staffing

#### Standard:

All levels of the organization including governing body, management, staff and volunteers shall be:

**Representative of community demographics:** Organization composition is proportionally representative of the consumer populations to be served.

**Knowledgeable:** Training and development in the area of cultural competence is implemented at all levels.

**Accountable:** All levels are accountable for the successful implementation of the cultural competence plan.

#### Guidelines

1. Identify the skills and knowledge needed to provide culturally competent services to department's target population. Include them in job announcements and job descriptions, and recruit based upon them.
2. Establish, promote, support, and encourage visibility of all cultural groups, and effectively communicate an inclusive, non-discriminatory work place environment.
3. Ensure that comprehensive and easily accessible procedures, which are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts, are in place for staff to address and resolve concerns. This includes concerns related to cultural competence practices within the organization.
4. Identify resources to implement staff, volunteer and management cultural competence training plan. This may include developing agreements with other agencies or departments for cross agency training.
5. Staff training and development in the areas of cultural competence are implemented at all levels and across disciplines, for leadership and governing body, as well as for management and support staff. The cultural competence training is incorporated into ongoing organization staff training plan. This plan is tracked annually.
6. Suggested curriculum and/or training topics include: (note some of the factors will apply more to certain client service related departments, i.e. Health and Human Resources)
  - Factors which define cultural differences among and between cultural populations including differences related to: history, traditions, customs, values, belief systems, national origin, acculturation and migration patterns, reasons for immigration, dialect and language fluency, race, color, creed, ancestry, marital status, ethnicity, gender, sex, gender identity, sexual orientation, age, disability, physical appearance, religion, spirituality, class/socioeconomic status, education and health traditions;

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- Unique stressors, for example: war, trauma, violence, socioeconomic status, political unrest, aspects of cultural survival and maintenance, racism, and discrimination;
- The effects of acculturation on individuals;
- How class, ethnicity, social status and other distinguishing factors influence behavior, attitudes, values and belief systems;
- Dynamics of language use, including: conceptual frameworks of monolingual and bilingual individuals, nuances of verbal and nonverbal language, speech patterns and communication styles, and literacy level;
- Issues of stigma specific to various groups and subgroups;
- Other culturally based behaviors and/or circumstances including: help-seeking behaviors, varying effects of commonly used medications on individuals, role and manifestation of spiritual or traditional beliefs.
- Assessment tools, their limitations and how to tailor their use to better serve various cultural groups.
- Practical strategies for adapting service delivery to various cultural groups.
- Strategies for recruiting and retaining culturally diverse county employees.

7. Employment recruitment, retention and promotion strategies are targeted to the population demographics of the community. For example, continue to implement incentives, including differential pay rates for specialized skills in cultural and linguistic (bilingual) competence. Documentation is kept on all employment recruitment, retention and promotion strategies.

8. For purposes of accountability, report to the Board of Supervisors through the EEO annual report, in a regular and timely manner (at a minimum of once a year) on progress implementing the cultural competence plan. Once the cultural competence plan is integrated into all the departments, continuing development of cultural competence is reported.

### C. Evaluation

#### Standard:

**Organization shall conduct evaluation to track progress on implementation and results of its Cultural Competence Plan.**

#### Standard:

**Organizations shall be evaluated by the EEO Office in accordance with the organization's Cultural Competence Plan.**

#### Guidelines for evaluation continued

1. Develop cultural competency teams comprised of managers, staff and consumers which review data from quality indicators relating to diverse cultural populations.

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2. Procedures are in place to ensure that if irregularities or deficiencies related to culturally competent services are found, corrective actions are undertaken to identify and address root causes/processes;
3. Complete an annual consumer satisfaction survey of the target population. Consumer satisfaction surveys in various formats to facilitate the participation of consumers from all cultural groups, including people who have left the organization before receiving all the services they wanted/needed. This guideline applies to departments that provide services to the client community.
4. Develop criteria to account for differing service needs of culturally diverse populations.
5. Track client/consumer movement within levels of service, the use of intrusive, specialized or restrictive interventions, and unusual occurrences by cultural groups, and specific provider, with sanction for desirable and unacceptable performances.
6. Identify and track high-use consumers, who utilize a significant number of resources, and review and adapt programs and/or services to more effectively address their needs.
7. The Personnel department will implement a process and keep a record of, all appeals, grievances, and lawsuits, as well as informal complaints, differentiated by protected status/cultural group (sex, ethnicity, disabled, orientation, age, etc) of the complainant and the alleged related to employment actions.
8. Maintain documentation of outreach strategies, services and other service activities including department's participants, sign-in sheets, outreach locations etc.
9. Conduct evaluation of staff training to ensure they are effective in increasing staff cultural competence. (May include performance indicators in staff evaluations)
<b>D. Data and Information Systems</b>
<b>Standard:</b>
<b>Organization shall collect and analyze data to inform decisions and to demonstrate progress toward successful implementation of its Cultural Competence Plan.</b>
<b>Guidelines</b>
1. Ensure that for departments that deliver client services, and at client/consumers option, data on race, ethnicity, socioeconomic status, language/linguistic proficiency, age, gender, gender identity, sexual orientation, disability, and geographic community are collected, integrated into the organization's management information systems, and periodically updated. Develop system to track and code all and multiple subgroups within cultural groups and those of mixed race/ethnicity.
2. Develop and maintain data or a database, which tracks utilization and outcomes for all clients/consumers across all levels of care, ensuring comparability of services (aggregated by programs), access, and outcomes.

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3. Ensure that, at individual employee option, data on staff demographics, including race, ethnicity, disability, gender, age, and spoken and written language capacity are collected, and integrated into the department's management information systems and periodically updated.

4. Track data on staff positions/duties to ensure culturally appropriate (ex. language) and appropriate services are provided to clients/consumers. ( Are Spanish speaking staff providing services to consumers or are they working in an administrative support capacity?)

5. Document annual cultural competency staff training plan that includes a training record for each employee.

### E. Service Delivery

#### Standard:

**The Organization's services shall be culturally:**

**Accessible:** Organizations shall ensure that all potential consumers have the opportunity to use all services provided by the agency.

**Appropriate:** Organizations shall ensure that consumers receive, from all service providers effective, understandable and respectful service that is provided in a manner compatible with their cultural beliefs and practices and preferred language.

**Representative:** Consumer demographics are representative of the agency's services and geographic area.

#### Guidelines

1. Know and be able to demonstrate knowledge of the socioeconomic issues of various cultural groups in your service area.

2. Conduct needs assessments that utilize respondents from a wide range of cultural groups on a regular basis. Adapt and change program services based on identified needs.

3. When not legally prohibitive, ensure that legal documentation for immigrant groups is not a requirement for service and does not serve as a barrier to service access.

4. Programs provide culturally inviting environments (e.g., decor, ambiance, cultural symbols) as measured by consumer satisfaction surveys.

5. Develop participatory, collaborative partnerships with cultural communities and providers that serve specific cultural groups. Utilize a variety of formal and informal mechanisms to facilitate community and consumer involvement in designing and implementing culturally competent services. Develop and maintain relationships with community organizations and groups, for example, participate in community forums or neighborhood meetings and/or participate in cultural functions within the community.

6. Provide both verbal offers and written notices in English and/or Spanish (or other languages if available) when informing consumers/clients of any legal right to receive

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language assistance services.

7. Offer and provide language assistance services, including bilingual staff and interpreter services, and/or TTY services at no cost to each consumer at important points of contact, in a timely manner during all hours of operation. Assure that bilingual staff is competent in such language. Family and friends may be used when it is preferred by the client.

8. Make available easily understood important client-related materials and post signage in the language of the most commonly served groups represented in the service area. Incorporate consumer feedback into the materials to ensure they are culturally relevant.

9. Services are located in areas readily accessible to and are actively marketed to a wide range of cultural groups in the community.

10. Ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by consumers.