


Meeting People Where They Are:
A STRATEGIC APPROACH TO ORGANIZATIONAL CULTURAL COMPETENCE

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What is Cultural Competence (CC)?

“...The delivery of health care services in a manner that is respectful and appropriate to an individual’s language and culture is more than simply a patient’s right, but is, in fact a key factor in the safety and quality of patient care.”

Schryve, 2002

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What is Cultural Competence?

‘Culture’ refers to integrated patterns of human behavior that include the language, thoughts, communications, actions, customs, beliefs, values, and institutions of racial, ethnic, religious, or social groups.

Cross et al., 1989

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What is Cultural Competence?

Cultural Competence is not:


- Possessing the knowledge of every individual’s cultural uniqueness, values, or practices.

Cultural Competence is:

- The ability to obtain the above information within an appreciative inquiry approach.

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What is Cultural Competence?

One definition...

“A set of congruent behaviors, attitudes, and policies that come together in a system or agency or among professionals that enables effective interactions in a cross-cultural framework.”

Cross, et al., 1989

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What is Cultural Competence?

Health Care (Individual):

The ongoing process in which the health care professional continuously strive to achieve the ability and availability to effectively work within the cultural context of the client

(family, individual, community)

Campinha-Bacote, 2003

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What is Cultural Competence?

Healthcare (Organizational):

The ongoing capacity of healthcare systems, organizations and professionals to provide for diverse patient populations high quality care that is safe, patient and family - centered, evidence-based, and equitable.

National Quality Forum, 2009

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What is Cultural Competence?

What does CC look like in an organization...

- Values diversity
- Conducts self-assessment
- Manages the dynamics of difference
- Acquires and institutionalizes cultural knowledge
- Adapts to diversity and the cultural contexts of the communities they serve

National Center for Cultural Competence, 2010

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Why do we need CC?

- While the rates of overall mental illness among African Americans are similar to that among whites, some researchers estimate that less than 50% of African Americans with major depressive disorder receive treatment for severe symptoms.

SPRC, 2007

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Why do we need CC?

- Research indicates that, among individuals of Hispanic origin with mental health problems, fewer than 1 in 11 contacts a mental health provider, and fewer than 1 in 5 contacts a general health care provider.

SPRC, 2007

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Why do we need CC?

Communicating effectively across cultural and linguistic boundaries is an important quality and risk management issue for primary care providers.

- The IOM reports that 51% of providers surveyed believe patients do not adhere to treatment because of culture or language barriers.
- At the same time, 56% of these providers reported having no language or cultural competency training.


Institute of Medicine, 2001; Karwaki, 2006; Youdelman & Perkins, 2005

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Appreciative Inquiry (AI)


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Appreciative Inquiry (AI)

- "Invented" by David Cooperrider & colleagues at Case Western Reserve University
- In practice 20 + years
- Used globally by businesses and not-for-profit organizations

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Appreciative Inquiry Experience

"It feels just right.. Like *"coming home"*. Only for most of us, it's more like what we wish our home of origin could have been like.

Imagine a group where every person is valued for their own unique strengths and has a voice that is always heard. And everyone is working together toward a common vision."

Wills, 2008

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Appreciative Inquiry

4- D Cycle:

- **Discover** – questions that are focused to bring out current strengths
- **Dream** – questions that challenge participants to imagine what "might be"
- **Design** – questions to solicit what "should be"
- **Deliver** - questions to help design the "how to"

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What is the Powerful Question?

A *powerful* question:

- Generates curiosity - invites creativity
- Focuses the inquiry - stimulates reflective conversation
- Is thought provoking - surfaces underlying assumptions
- Touches a deeper meaning - stays with participants
- Travels well - positive word of mouth

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What is Appreciative Question?

An **appreciative** question:

- Flips a problem end over
- Assumes we will find the solution together

Asks:

- What's right about where we are, now?
 - Tell me about a time when . . .
- What makes today's small wins possible?
 - How can we do more of that in the future?
- What's possible?
 - Imagine a year from now, when we get it right . . .


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Tips for Appreciative Questions

- Ask about high points, most valued qualities
- Use positive questions that build on positive assumptions
- Provide a thought provoking, appealing definition of the topic
- Focus on personal experiences; storytelling
- Expect to learn something surprising, wonderful
- Value the experience of the person you are interviewing


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WARNING:

Unless a why question is carefully crafted, it can evoke a defensive response, as people try to justify their answer rather than proceed in a spirit of inquiry (e.g., Why does our coalition fail to reach the larger community?)

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SCOPE

The Scope of the question must match the need we are addressing
Note the impact of scope below:

- *How can we best share information as a team?*
- *How can we best share information as a coalition?*
- *How can we best share information with our community?*

The questions above progressively broaden the domains of inquiry.
Sometimes questions are interesting, but are outside the scope of our capacity (e.g., How can we change the health behavior of our nation?)

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“Adding wings to caterpillars does not create butterflies – it creates awkward and dysfunctional caterpillars. Butterflies are created through transformation.”

Stephanie Pace Marshall

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Progressive improvement....

...not postponed perfection!!!!

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