Moving Beyond Training - Creating Change with the Organizational Cultural Competence Model

Linda M. Callejas, Ph.D.
Research Assistant Professor
Department of Child & Family Studies
University of South Florida
Looking Back: Defining Cultural Competence
Looking Beyond Difference
What Is Culture?

OUR CULTURAL HERITAGE COMES FROM OUR CULTURE
How Does Culture Shape Behavioral Health?
Values Spectrum Activity

• How do our values and cultural norms intersect?
• How do our personal values compare to those of the organizations that employ us?
• How do these compare to those of the populations we serve?
Challenge: Does Cultural Competence Reduce Disparities in Behavioral Health?

• The concept has remained largely an ideology with a set of guiding principles that lack clear operationalization (Vega & Lopez, 2001).

• It has been conceptualized as a process that occurs at the level of individual interaction.
  • Trainings have often focused on sharing knowledge about traits/characteristics about particular groups.
Who uses mental health services?
The meta-analyses in “Foundations of Multicultural Psychology” reveal that racial and ethnic minorities are less likely than white European-Americans to use mental health services.

- African-Americans: 21% less likely
- Hispanics/Latinos: 25% less likely
- Asian-Americans: 51% less likely

(Smith & Trimble, 2016)
Past-Year Depression Treatment Among Adolescents Aged 12-17 With MDE, by Demographic Characteristics (2013)\textsuperscript{3,9}

In 2013, among U.S. adolescents who reported having an MDE within the year prior to being surveyed, a higher percentage of females (40.9\%) than males (29.7\%) received treatment for their depression.

Source: SAMHSA, Center for Behavioral Health Statistics and Quality, National Survey on Drug Use and Health, 2013.
Systematic review of 34 studies evaluating cultural competence training (Beach et al., 2005)

• “Excellent evidence that it improves the knowledge of health professionals” (17 of 19 studies)
• “Good evidence that it improves the attitudes and skills of health professionals (21 of 25 studies found improved attitudes; 14 of 14 found improved skills)
• Evidence suggests that cultural competence training can improve patient satisfaction (3 of 3 studies)
• Poor evidence that it increases “patient adherence.”
• No studies evaluated health status outcomes.
Organizational Cultural Competence: Conceptual Model

Degree of compatibility defines level of organizational/systemic cultural competence

Cultural/Linguistic characteristics of a community’s population

Organizational/System

Infrastructure Domain/Functions

Direct Service Domain/Functions

Outcomes: Reducing mental health disparities

(Hernandez et al., 2006)

Mental Health Service Delivery for Culturally and Linguistically Diverse Populations
An organization's/system's combined policies, structures and processes

Cultural/Linguistic characteristics of a community's population

Compatibility

Funding sources
Laws governing who we can serve
Federal, state and local policies
History/development of our behavioral health systems and organizations
Demographic trends
Relationship(s) between population(s)
Cultural & Linguistic Characteristics of the Populations We Serve

- Who lives in a given neighborhood or community?
- What are the boundaries of that neighborhood/community?
- Socioeconomic composition
- What do we know about health beliefs of the populations we serve?
- What are traditional sources of support and/or healing?
- What do we know about relationships between residents and formal service systems?
Cultural/Linguistic characteristics of a community's population

Infrastructure Domain
- Organizational Values
- Policies/Procedures/Governance
- Planning/Monitoring/Evaluation
- Communication
- Human Resources Development
- Community & Consumer Participation
- Facilitation of a Broad Service Array
- Organizational Infrastructure/Supports

Compatibility between the infrastructure and direct service functions of an organization

Direct Service Domain
- Access
  - The ability to enter, navigate, and exit appropriate services and supports as needed
- Availability
  - Having services and supports in sufficient range and capacity to meet the needs of the populations they serve
- Utilization
  - The rate of use of appropriate mental health services

Outcomes: Reducing mental health disparities
Organizational **values, policies, procedures and governance** - promote compatibility with the community served and provide support for staff to provide services.

**Planning and evaluation** processes contribute to cultural competence when they include representatives from key populations in their communities as fully contributing partners with shared responsibilities, and when they collect data that reflects the diversity of the community.

**Communication** that supports access includes two-way communication and learning within the organization and between the organization and the community.
Human resources and service array domains that promote cultural competencies include strategies to increase bilingual/bicultural capacity, recruitment, and retention, and availability of services that are appropriate and of high quality for the target population.

Organizational policies and practices that encourage community/consumer participation are important mechanisms that can lead to greater compatibility.

Organizational infrastructure that can promote cultural competence include strategic management/administration of financial, technological and other needed resources.
The right triangle highlights the direct service domain, which includes aspects of access, availability, and use of services. Findings are based on review of studies related to services for racially/ethnically diverse children and families.
- **Access** is shaped by mechanisms that facilitate entering, navigating, and exiting appropriate services and supports as needed.

- **Availability** is defined as having services and supports in sufficient range and capacity to meet the needs of the populations they serve. This may include availability of bilingual personnel and/or trained translators.

- **Utilization** is defined as the rate of use of services or their usability for populations served. Utilization may include issues such as length of time in service, retention, or dropout rates.
Direct Service: Increasing Access, Availability & Utilization

- Implementation of engagement interventions
  - Appointment reminders
  - Telephone intake process
  - Initial interview designed to identify and problem-solve barriers to intervention

- Using CHW/health promoter models to provide support and administer assessments, interventions

- Meaningful engagement of youth and families throughout SOC
Increasing Access, Availability & Utilization: Direct Service or Infrastructure?

- Partnering with community-based organizations and co-locating services
- Promote development, growth, and sustainability of ethnic specific services and culturally focused interventions
  - Ethnic-specific services have been shown to be important for populations with strong mistrust in providers
- Use of translators, interpreters and cultural brokers
Leaders/managers/supervisors attend local health and other coalition meetings

Leaders can educate policymakers and funders on community conditions

Partner with universities/research firms to increase evaluation capacity

Work with IT teams to change data collection procedures/disaggregate existing data set(s)
Operationalizing Organizational Cultural Competence

- Develop more specific strategies for addressing complex factors that can lead to disparities
- More specific strategies allow us to better measure how well these efforts work to reduce disparities
- Increase focus on improving behavioral health for all populations
Inadvertently, Roy dooms the entire earth to annihilation when, in an attempt to be friendly, he seizes their leader by the head and shakes vigorously.