

Broward County Aging and Disability Resource Center  
**CULTURAL COMPETENCE PLAN**

**GUIDING PRINCIPLES:** All individuals have a unique set of issues that must be recognized and addressed; Cultural knowledge and sensitivity must be incorporated into program policymaking, administration, and services; Programs must do more than offer equal and nondiscriminatory services, they must tailor service to their consumers; In culturally competent systems of care, consumers determines the direction and the goals.

**RESPONSIBILITY:** Broward Aging and Disability Resource Center Local Coalition Work Group, Area Agency on Aging Administration and Staff, and Partners

**IMPLEMENTATION PERIOD:** April 1, 2005 – June 30, 2006

**OUTCOME: Staff recruitment, retention, training and development in the areas of cultural competence shall be implemented at all levels in the Organization.**

STRATEGY	PROGRESS / STATUS
The Organization will demonstrate ongoing recruitment, retention, and career development of culturally diverse individuals.	<b><i>THIS COLUMN CANNOT BE ADDRESSED UNTIL THE ADRC HAS BEEN IMPLEMENTED</i></b>
The Organization’s workforce shall be culturally and linguistically representative of the population served.	
The Organization shall provide and make available on-going formal and informal cultural competence training opportunities to all staff.	
The Organization shall track the percentage and number of individuals receiving initial and on-going cultural competence training.	
The Organization shall maintain culturally-based policies of behavior and performance-based demonstration of implementation. The Organization shall track the percentage and number of personnel related complaints, grievances, and commendations based on cultural factors relative to service delivery. The information shall be factored into performance evaluations.	
The Organization’s leadership shall be evaluated on, among other skills, their cultural competence.	
The Organization’s job descriptions shall indicate that candidates must have an understanding of and a sensitivity to serving culturally diverse populations.	

**OUTCOME: The Organization’s governing entity incorporates a Board of Directors that is proportionally representative of the populations to be served in the community at large.**

STRATEGY	PROGRESS / STATUS
The Areawide Council on Aging’s Board of Directors shall represent the population served.	
The Board shall consider the representation of its membership and its reflection of the population served when selecting new members.	
New members of the Board of Directors shall receive an orientation that includes a review of statistical data, policy statements, and client service information, including demographic information and services rendered to customers served.	
Members of the Board of Directors consistently review, and make certain that the mission and values statement and organizational goals reflect the diverse needs of the community.	
The Organization’s CEO shall regularly report to the Board of Directors on progress made in the area of cultural competence and on the impact of cultural issues.	
The Organization shall include formal procedures for decision-making related to policies and practices relative to grievances in accordance with state and federal law.	
Customers served shall be informed of grievance procedures in their own language and shall be supported linguistically at the time of any steps in the complaint and grievance process.	

**OUTCOME: The Organization’s leadership is reflective of the population and community it serves, and incorporates cultural factors when planning and designing policies and procedures.**

STRATEGY	PROGRESS / STATUS
The Organization shall ensure that employment opportunities for senior management positions are circulated through culturally diverse networks.	
The Organization’s leadership shall collect and analyze demographic and statistical information on culturally diverse populations for use in its planning process.	

The Organization's leadership shall develop goals and objectives for allocating resources and delivering services in a manner that addresses the needs of multicultural populations.	
The Organization's leadership shall involve culturally diverse groups in its planning.	
The Organization's leadership receives training in planning to specifically meet the needs of multicultural communities.	
There shall be policies and procedures that promote the integration of services to effectively serve culturally diverse customers.	

**OUTCOME: The Organization has a regular quality monitoring and improvement process with diverse representation that promotes culturally based policies and practices and evaluates the process and outcome of service delivery.**

STRATEGY	PROGRESS / STATUS
The Organization shall maintain a Quality Improvement Plan for delivery of services that are culturally rooted.	
There shall be evidence of the continuous monitoring, evaluation, and improvement of policies in accordance with the Quality Improvement Plan.  There shall be a proportionally diverse representation of customers served and providers participating on quality improvement teams.	
The organization shall provide access to, and shall utilize the results of quality studies that focus on best practices that promote the well-being of customers served.	
The Organization shall utilize linguistically and culturally factored satisfaction surveys. Surveys shall be available in various formats to facilitate the participation of customers at all socio-economic and educational levels.	
The Organization shall periodically verify that outcomes measured are valid and applicable to the population served.	

The Organization shall track and trend the percentage of complaints, grievances, and commendations based on cultural factors that impact service outcomes. The information shall then be factored into the Quality Improvement Plan.	
The Organization shall conduct periodic reviews of current and past utilization patterns based on cultural factors. The organization shall track, trend and utilize this information in the development of new programs, outcome measures, and other areas relative to quality monitoring and improvement.	
The Organization shall track and trend the use of flexible funds (where applicable) based on cultural factors and shall utilize this information relative to quality monitoring and improvement.	

**OUTCOME: The Organization has an education and outreach program which is an integral part of its operations, and which is guided in its development and implementation by customers and community-based organizations that represent the diverse population served.**

<b>STRATEGY</b>	<b>PROGRESS / STATUS</b>
The Organization shall incorporate cultural and linguistic considerations in the planning and implementation of its prevention, education and outreach activities.	
Activities and materials, including an updated listing of community resources, shall be provided in the languages of the population served.	
Education, training, and the coordination of outreach activities shall be collaborated with community-based groups and organizations. Such groups may include: self-help groups; faith-based organizations; neighborhood-based groups and associations; and other organizations that are responsive to the unique needs of the customers being served.	
The Organization shall assess the demographic profile of the population served, including their strengths, needs and unique factors. These elements shall then be incorporated into the development of prevention, education, and outreach activities.	

The Organization shall maintain an updated list of community resources that may be beneficial in providing education, and outreach services to the population served.	
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**OUTCOME: The Organization maintains a public/community relations program that actively seeks opportunities to promote its services to culturally relevant populations and organizations.**

STRATEGY	PROGRESS / STATUS
The Organization shall use a current list of culturally diverse media contacts and organizations.	
The Organization shall advertise special events and programs information in culturally diverse print and broadcast media and through community networks and organizations representing culturally diverse groups.	
The Organization shall ensure that all its brochures, annual reports, newsletter, and publications reflect the diversity of the population it serves.	
The ADRC shall make available resources, video tapes, publications, guides and service manuals that address cultural competence and services specifically designed to reach culturally diverse groups.	

**OUTCOME: Self-help resources are identified that are responsive to the unique needs of the customers served. These resources function as part of a continuum of care.**

STRATEGY	PROGRESS / STATUS
Resources and in-kind contributions shall be solicited from provider organizations to support self-help activities, including meeting rooms, advertising, and /or the conducting of meetings.	
Customers shall participate in self-help support activities, based on their needs and preferences.	
Self-help activities shall be provided in a culturally and linguistically competent manner.	
Planning of self-help activities shall incorporate the involvement of diverse population groups.	

**OUTCOME: The Organization has developed and maintains a database that tracks utilization and outcomes.**

STRATEGY	PROGRESS / STATUS
The Organization shall maintain a data system that is current and accurate, and that includes gender, age, ethnicity, socioeconomic status, linguistic proficiency, and geographic area of origin.	
The ADRC shall collect and track aggregated service utilization trends and costs, drop-outs, and outcomes.	
Individual data shall be kept confidential with data sets coded in such a manner that the customer may not be readily identified.	
The information collected shall be used to continually assess, improve and inform for strategic planning purposes for the population being served.	

**OUTCOME: The Organization considers cultural factors when planning and designing programs and services. A Cultural Competence Plan for all Providers is developed and integrated within the overall Organization, using an incremental strategic approach for its achievement, to assure attainment of cultural competencies and manageable, concrete timelines. The Plan shall incorporate all of the Outcomes and Performance Measures contained in the Organization’s Cultural Competence Plan.**

STRATEGY	PROGRESS / STATUS
The Organization shall maintain its Cultural Competence Plan which shall include defined steps for integration, implementation and evaluation. This Plan shall include evidence of related policy/procedure changes and modifications.	
The ADRC shall maintain interagency agreements to coordinate services with diverse organizations.	

**PERFORMANCE INDICATORS**

**The Organization maintains a Cultural Competence Plan that includes the Outcomes defined below for its integration, implementation and evaluation. This Plan shall include evidence of related policy/procedure changes and modifications.**

**OUTCOME: Assessments used in this Plan include a multi-dimensional focus encompassing customer needs and social status, as well as family and community support.**

STRATEGY	PROGRESS / STATUS
The Organization shall utilize assessment tools and procedures that address cultural and demographic factors relating to age, gender, and the customers' perceptions of their race and ethnicity.	
The assessment shall identify the customer's beliefs and practices, family organization, and ideals related to health, spirituality and history of seeking help.	
The assessment shall identify the effects of stressors, such as poverty and discrimination.	
The assessment shall address a history of immigration, language acquisition, cultural values, ethnic orientation, and geographical neighborhood.	
The assessment shall identify the capabilities, skills and competencies of the customer.	
The assessment shall identify the customer's preferences in regards to services requested.	
The Organization shall utilize functional scales that are culturally valid and reliable.	

**OUTCOME: The plan of service for the customer is relevant to the customer's culture and life experiences.**

STRATEGY	PROGRESS / STATUS
The ADRC shall utilize a service plan that reflects the customer's involvement in its development.	
As appropriate, the Organization shall have a written policy and a demonstrated practice linking customers to advocacy and education groups.	
Evidence shall exist in the service plan of the use of culturally relevant community services and resources.	
Proof shall be available of training in the development of service plans that incorporate the use of effective culturally competent models of care.	

## CASE MANAGEMENT

<b>OUTCOME: Case management is central to the operation of the service implementation team. Case managers have special skills of advocacy, access to community-based services and systems, and access to interagency coordination.</b>	
<b>STRATEGY</b>	<b>PROGRESS / STATUS</b>
The ADRC shall ensure the provision of cultural competence training as part of the credentialing process.	
The Organization shall ensure that case managers are knowledgeable about the populations being served, resources available, and natural supports as part of the credentialing process.	
Service plans shall include community resources and natural supports available for the customer.	

## COMMUNICATIONS STYLES AND CROSS-CULTURAL LINGUISTIC AND COMMUNICATION SUPPORT

<b>OUTCOME: Cross-cultural communication support, to allow a customer to participate in all services, is provided at the option of the customer. Access to these services shall be available throughout the course of service.</b>	
<b>STRATEGY</b>	<b>PROGRESS / STATUS</b>
The Organization shall maintain policies regarding the utilization of interpreters.	
The Organization shall maintain an annually updated directory of trained interpreters who may be available within 24 hours for routine situations and within a short period of time for crisis situations.	
Evidence shall be available of staff training and the use of interpreters.	
Forms and other paperwork shall be available in English, Spanish, and Creole. For other language needs, volunteer interpreters will be sought.	

## STAFF COMPETENCIES

<b>OUTCOME: The Organization includes the following areas of knowledge, understanding, skills, and attitudes as essential components of core continuing education to ensure cultural competence among staff and to promote effective response to the needs of customers served.</b>
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<b>STRATEGY</b>	<b>PROGRESS / STATUS</b>
Staff shall obtain a knowledge and understanding of the customer population's cultural and ethnic backgrounds.	
Staff shall obtain a knowledge and understanding of service issues related to various cultural groups.	
Staff shall obtain a knowledge and understanding of how to provide appropriate service to different cultural groups.	
Staff shall obtain a knowledge of and an understanding of the Organization's role in providing services to different cultural groups.	
Staff shall obtain a knowledge of and the skills to enable them to communicate effectively across cultures.	
Staff shall obtain the knowledge and experience to provide quality customer assessments of cultural diverse customers.	
Staff shall obtain the knowledge and skills to formulate and implement effective service plans for culturally diverse customers.	
Staff shall obtain the knowledge and skills to provide quality service to culturally diverse customers.	
Staff shall obtain the knowledge and skills to use their own life cultural experience and knowledge in the provision of services to diverse cultural groups.	
Staff shall obtain the knowledge and skills to demonstrate attitudes of respect for a customer's cultural experiences and also an attitude of willingness to work with culturally diverse customers.	
Evidence shall exist that all staff members are attending approved cultural competence planning, education, or have attended, and training programs that incorporate the strategies previously documented.	
The Organization shall develop a core curriculum in cultural competence training which shall be made available through Organization wide training and train the trainer opportunities for Providers.	