



Center for Women in Government & Civil Society

# **Mainstreaming Cultural and Linguistic Competency within an Organization**

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## Presentation will cover the following areas:

- The Journey of Cultural & Linguistic Competency
- The Intersection of Cultural and Linguistic Competency
- Lack of linguistic access and its implications
- Mainstreaming Cultural and Linguistic Competency within an organization



## The journey of cultural and linguistic competency at individual and organizational level

- We are never totally there! Continuum is always in flux.
- Training the individual staff member is important but institutionalizing competency policies, practices and procedures is critical!!!
- What does it mean to institutionalize or to mainstream cultural competency policies, procedures and practices?



## **The intersection of cultural and linguistic competency**

**Two intertwined concepts that cannot be separated. You need both to accomplish any of them.**



## Implications of the Lack of Linguistic Access

- *Less access to preventive services*
- Denial of needed benefits and services
- Misunderstanding of treatment
- Receipt of the wrong benefits or services
- Significant delays in treatment
- Doctors misdiagnosing clients
- Poor shared decision-making
- Ethical compromises (e.g., difficulty obtaining informed consent), Medical errors, and clients not being given all available options for care
- Poor clinical outcomes
- Dissatisfaction of clients with clinical services
- Unnecessary and expensive diagnostic testing
- Legal liability, malpractice and negligence



## The Building Blocks of Cultural and Language Access

Committed  
Leadership

Diverse &  
Trained  
Workforce

Policies,  
Procedures  
and Protocols

Systematic  
Information &  
Data Systems

Engagement  
with  
Community



## The Building Blocks of Cultural and Language Access

### Committed Leadership

Motivated,  
aware and  
dedicated to  
access

- Maintains an explicit commitment to access in the vision, mission and strategic plan
- Has clear , measurable goals, policies, and operational plans which set access priorities and guide programming
- Uses Organizational self-assessments.
- Conducts Internal audits
- Conducts performance evaluations and improvement programs
- Administers Client satisfaction assessments
- Allocates Resources in budget to access
- Conducts Outcome-based evaluations



## The Building Blocks of Cultural and Language Access

Diverse &  
Trained  
Workforce

- Diverse workforce  
= sense of safety  
+ trust + comfort
- Trained workforce  
= Respectful care  
+ understanding





## The Building Blocks of Cultural and Language Access

### Policies, Procedures and Protocols

- Provides a road map for staff on what is appropriate/acceptable protocols and procedures and set clear direction on standards for cultural and language access.
- Strengthens accountability of staff.
- Create an effective oversight mechanisms.



## The Building Blocks of Cultural and Language Access

### Systematic Information & Data Systems

- Maintain a current demographic and epidemiological profile of clients served and community it needs to serve
- Enables accurate identification of gaps and shortcoming and allows organization to accurately plan for, and proactively implement services that respond to the characteristics of the service area
- Ensure that outcome data is collected in records, integrated into the organization's management information systems, and is periodically updated.



## The Building Blocks of Cultural and Language Access

### Engagement with Community

- Provides effective outreach
- Leverages resources and assets.
- Inspires trust and a sense that organization is part of the fabric of the community.



## What to Do when a Building Block is Missing?

### Committed Leadership

- Create a business case to enlist leadership support
- Illustrate how providing language assistance aligns with the mission of your
- organization
- Enlist provider and staff support for language services
- Engage community leaders or public opinion leaders within the organization.



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## What to Do when a Building Block is Missing?

### Diverse Workforce

- List language skills or a bicultural background as a requirement for hiring in job descriptions.
- Place job announcements in non-English media.
- Send job announcements to universities.
- Disseminate job announcements through local community groups.
- Hire from within the community.
- Offer incentives to bilingual employees.
- Hire interpreters who have completed local training programs.
- Work with local chapters of professional associations



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## What to Do when a Building Block is Missing?

### Trained Workforce

- ● Incorporate trainings on language assistance delivery. Topics should include:
  - -Organizational policies and procedures
  - -Benefits of language services to providers
  - -How to access language services at your organization
  - -How to effectively work with interpreters
  - -Building trust with interpreters
  - -How to use and access written materials for LEP populations
  - -Federal requirements for LAS
- ● Implement trainings
  - • At staff meetings
  - • On the intranet
  - • During an in-service training
  - • At a special diversity lecture.
  - • With other organizations in the community



## What to Do when a Building Block is Missing?

### Policies, Procedures and Protocols

- Develop policies and procedures on the following :
- How staff members access interpretation services
- How staff members schedule interpretation services
- How staff members respond to LEP patients in writing, by telephone, and in person
- Situations in which staff members use bilingual staff to interpret.
- Situations where it is acceptable to use family or friends to interpret.
- Procedures staff members follow when a client refuses an interpreter.
- Develop policies on what, when, how materials are translated and in which languages.



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## What to Do when a Building Block is Missing?

### Information & Data Systems

- Systematically collect and analyze data on culturally and linguistically diverse clients.
- Create a system where reports on differences by service utilization and outcomes in different populations can be easily generated.
- Consider creating procedures for communicating patients' grievance. Translate forms in most common languages
- Include compliance with policies and protocols in staff performance evaluation.
- Include daily/weekly monitoring of service delivery.
- Integrate data into evaluation, staff performance and quality assurance system.
- On an annual basis, collect data on the demographic profile of the community to assess changes in needs in the community.
- Assign a coordinator with knowledge, skills, interest, and credibility to develop an access program and systematically identify enablers and barriers.



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## What to Do when a Building Block is Missing?

### Engagement with Community

- Develop a community outreach Plan that is specific, culturally appropriate, and implemented throughout your organization to ensure that all staff are working in the same direction. The plan should:
  - Identify community-based organizations that exist in your community
  - Select organizations and leaders who share similar or complimentary goals
  - Consider outreach through non-English media; TV; newspapers and magazines; radio and Latino Websites
  - Enlist the leadership support from management, providers, and staff within your organization who are members of the surrounding community and are familiar and comfortable with your service area, such as: Interpreters and translators; case workers; social workers; office managers; health educators; patient advocates/ navigators; providers; and volunteers
  - Include the input on your community outreach efforts from any of the following
  - Consider conducting assessment surveys; interviews and focus groups to get input of the community.
  - Participate in community events, such as cultural, health, and employment fairs
  - Understand the priorities and motivations of community-based organizations and be aware of the time and resource constraints faced by community-based organizations.



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## Recommendations

1. Conduct self assessment of which of your building blocks needs strengthening
2. Identify priority areas you need to focus on
3. Develop a Culture and Language Access Plan