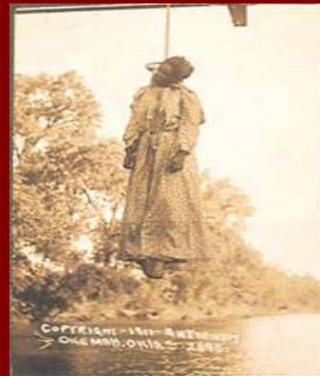


*Cultural and Gender Competence:
An Essential Ingredient
for Quality Behavioral Healthcare*

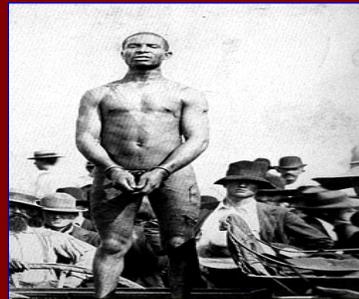


José A. Rivera, J.D.
Rivera, Sierra & Company, Inc.



*Joy – a feeling
That can last a moment
Even a day or a week*

*Hurt – also a feeling that
Can last generations...*



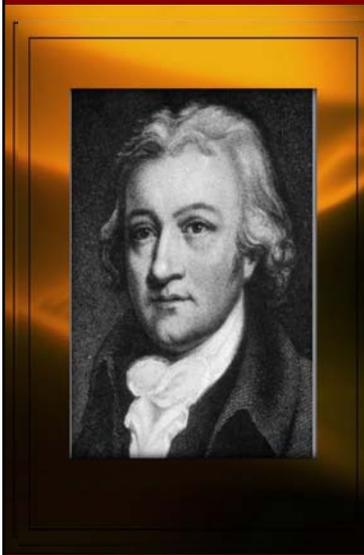


The Trail of Tears

Beginning in the spring of 1837 and continuing through the fall of 1838, the Cherokee people were rounded up and corralled into hastily constructed stockades. So began the "Trail of Tears," a 1,200 mile journey to an unfamiliar land.

Under the command of General Winfield Scott, over 600 wagons, steamers and keel boats moved about 16,000 Cherokee by land and by river. The infamous journey took between 104 and 189 days, and before they arrived in Oklahoma, torrential rains, ice storms, disease and broken heartedness had claimed the lives of at least 4,000 men, women and children.

Racism in Medicine



Samuel Cartwright, MD in 1851:

- Drapetomania = runaway madness - a disease that caused Blacks to run away from slavery.
- Dysaesthesia Aethiopica = uppity, rebelliousness or rascality.

So let's get to it...

What is Culture?

- Culture refers to the special background or characteristics which each person possesses.
- Culture can include race, ethnicity, gender, orientation, demographics (urban vs. rural) and can even include economics (the culture of poverty).

Cultural Competence: Definition

Cultural Competence is defined as a set of congruent practice skills, behaviors, attitudes and policies that come together in a system, agency, or among consumer providers and professionals that enables that system, agency, or those professionals and consumer providers to work effectively in cross-cultural situations.

Cross, et al. 1989-90.

Question

- Is cultural competence an end in and of itself?

or

- Is cultural competence a means to an end and, if so, what is the end?

Three Key Ingredients

- Self-knowledge/awareness.
- Experience and knowledge about a particular culture.
- Positive change or action for successful interaction with the identified culture.

Bonita Williams, 2001

Cultural Competence Continuum

- Cultural Destructiveness
- Cultural Incapacity
- Cultural Blindness
- Pre-Competence
- Cultural Awareness
- Cultural Knowledge
- Cultural Skill
- Cultural Proficiency
- Cultural Advocacy

Principle of Cultural Competence

A culturally competent system includes the recognition that recovery and rehabilitation are more likely to occur where services and providers have, and use, knowledge and skills that are culturally competent and compatible with the backgrounds, families and communities of the population they serve. Cultural competence includes the attainment of knowledge, skills and attitudes that enable administrators and practitioners to provide effective care to diverse populations, i.e., to work within the consumer's values and conditions in which they live.

SAMHSA/CMHS 1997

CULTURALLY COMPETENT TREATMENT...

- improves the quality of service delivery
- improves treatment outcomes
- honors the spirit and spirituality that is gained or regained through quality treatment.
- honors the Power of Recovery
- fulfills accreditation requirements of CARF and JCAHO and grant requirements of most funding agencies
- reduces Liability/Malpractice
- supports workforce diversity
- allows past personal pain and trauma to heal in a supportive environment

Cultural Competence Strategic Planning

- Development and integration of plan with the participation and representation of top and middle management administrators, front-line staff, consumers and/or their families, sovereign tribal nations, and community stakeholders;
- An individual at the executive level with responsibility for and authority to monitor implementation of the Cultural Competence Plan;
- Individual managers accountable for the success of the Cultural Competence Plan based on his/her level within the organization;

Cultural Competence Strategic Planning

- A process for integrating the Cultural Competence Plan into all aspects of organizational strategic planning and in any future planning process;
- A process for determining unique regionally-based needs and ecological variables within the communities and populations served using existing agency databases, surveys, community forums, and key informants;
- Identification of service modalities and models which are appropriate and acceptable to the communities served (i.e., urban, frontier and rural), population densities and targeted population subgroups, (e.g., children, adolescents, adults, elders, sexual minorities, and individuals with co-occurring conditions);

Cultural Competence Strategic Planning

- Identification and involvement of community resources, (e.g., tribal and community councils or governing bodies, family members, clans, native societies, spiritual leaders, churches, civic clubs, and community organizations) and cross-system alliances (e.g., corrections, juvenile justice, education, social services, developmental disability, primary care plans, public health, and tribal health agencies) for purposes of integrated consumer support and service delivery;
- Identification of natural supports (e.g., family members, religious and spiritual resources, traditional healers, churches, civic clubs, community organizations) for purposes of reintegrating the individual within his/her natural environment, keeping in mind that for some, this may also include migratory patterns to and from a reservation or reservations, state to state;

Cultural Competence Strategic Planning

- Assurance of cultural competence at each level of care within the system (e.g., crisis, inpatient, outpatient, residential, home-based, health maintenance, community health liaison services);
- Stipulation of adequate and culturally diverse staffing and minimal skill levels (including gender, ethnicity, and language as well as licensing, certification, credentialing, and privileging) for all staff, clerical through executive management;
- The use of culturally competent indicators, adapted for specific minority cultural values and beliefs, in developing, implementing, and monitoring the Cultural Competence Plan;

Cultural Competence Strategic Planning

- Development of rewards and incentives (e.g., salary, promotion, bonuses) for cultural competence performance, as well as sanctions for culturally destructive practices (e.g., discrimination). Cultural competence performance shall be an integral part of the employee-provider performance evaluation system;
- Development of a plan to integrate ongoing training and staff development into the overall Cultural Competency Plan; and
- Development and ongoing plan monitoring of indicators to assure equal access, comparability of benefits, and outcomes across each level of the system of care and for all services provided through the Health Plan.

7 Cultural Competence Domains

- Values & Attitudes
- Communication Styles
- Community/Consumer Participation
- Physical Environment, Materials & Resources
- Policies & Procedures
- Population-Based Clinical Practice
- Training & Professional Development

Goode, 1997 & Sue, 1998

BENEFITS OF CULTURAL COMPETENCE IN HEALTH CARE



(Adapted from American Association of Health Plans, Minority Management Program, 1997)

What Works?

- Staff recruitment & hiring policies that honor diversity
- Regular staff training on CC
- Periodic Organizational Self-Assessment
- Regular Review of Demographic Shifts in Community
- Translation, Interpretation & Signage that is bicultural
- Making the connection between CC and quality care and access
- Honoring cultural beliefs of catchment area and community
- Integrating community in the wellness and healing continuum.

Closing thoughts...

- Cultural joy can last for as little as a week (e.g. holidays) while cultural pain can last a lifetime.
- Explain lack of knowledge with a caring respect and desire to understand.
 - “I would love to understand...”
 - “I respect that you have different beliefs and views and I would like to...”
 - “Thank you for honoring me with a glimpse of your culture and heritage...”
- Recognize your own cultural limitations in the same way you recognize your clinical and other professional limitations.
- Find a cultural aspect for which you can advocate on behalf of client in order to build a bridge of trust and confidence.

But
the Journey
is not
over...

What about Gender Competence?

Unique Principles of Gender Competence -1

- For women in treatment to go forward they must first go backward...
- Almost all women in treatment have some past hurt, trauma, violence or present PTSD related to the past which must be resolved for true recovery to take place...

Unique Principles of Gender Competence - 2

- Women are relational beings and heal in relational ways...
- LGBTQ women present unique issues of increased stigma, relational rejection, riskier life style environments...
- Women medicate hurt with substances and present the symptoms in a way to hide the hurt...

Unique Principles of Gender Competence - 3

- Women are more prone to revictimization during treatment due to gender incompetence...
- Gender incompetence can occur by men and by women...
- Women's treatment must be based on personal and economic empowerment which transforms the energy of recovery into a vehicle for self-enrichment and self-sufficiency...