

---

# **CULTURAL COMPETENCE AND DIVERSITY PLAN**

**2016 – 2018**

---



**Public Health**  
Prevent. Promote. Protect.  
**Harford County  
Health Department**

---

## **Division of Behavioral Health**

---

APPROVED BY: \_\_\_\_\_

*Belinda Jones*

DATE: \_\_\_\_\_

*2/10/16*

## **CULTURAL COMPETENCY AND DIVERSITY PLAN**

---

The Division of Behavioral Health's (Division) ***Cultural Competency and Diversity Plan*** was developed to support the Division's strategic goals, initiatives, vision and commitment to reduce health, racial, ethnic, cultural and language-based disparities, improve outcomes and ensure competent care.

***Cultural Competency and Diversity Plan*** is a planning process which facilitates the creation, improvement and enhancement of an environment which respects and understands the beliefs, values and needs of others.

The terms "***Competency***", "***Competence***" or "***Competent***" in this plan are inclusive of the needs, beliefs and values associated with age, gender, sexual orientation, race, ethnicity, spiritual beliefs, socioeconomic status, disability and language among persons served, their loved ones, community members and staff.

The ***Cultural Competency and Diversity Plan*** promotes understanding and adaptation to the diversities within our community, ensures effective communication, facilitates respect between clients and staff and among staff, endorses timely and accessible care, supports positive outcomes and will increase employee and client satisfaction.

The ***Cultural Competency and Diversity Plan*** shall be coordinated with the Division's Risk Management Plan to ensure practices which may negatively impact the Division are appropriately addressed.

## **DIVISION DIRECTOR**

---

The Division's Director guides the development of a culture that understands, recognizes and responds to the unique characteristics of the community. The Division director directs the development and implementation of culturally and linguistically competent services.

## **DIVISION STAFF**

---

The delivery of cultural competent behavioral health services starts with Division staff. Division staff must be aware of their own cultural influences and knowledgeable of the diverse perceptions, preferences and needs of those they serve.

## **CULTURAL COMPETENCY AND DIVERSITY ACTION PLAN**

---

### Strategic Planning

- The Division's strategic plan will embrace the overall vision for the creation, improvement and enhancement of an environment which respects and understands the beliefs, values and needs of others.

---

## **DIVISION OF BEHAVIORAL HEALTH CULTURAL COMPETENCY AND DIVERSITY PLAN**

---

### **Financial Management and Planning**

- Division leaders will embrace the cultural and diverse needs of staff and client's when allocating resources, developing the budget, and procuring services and goods.

### **Risk Management**

- The Division's Risk Management Plan capitalizes on the risks associated with attitudes, employment, community integration, communication factors as related to cultural competence and diversity.

### **Stakeholder Feedback**

- The Division's leadership will solicit staff, client and stakeholder feedback as it relates to cultural competence and diversity trainings, needs and concerns.

### **Accessibility**

- Division leaders will ensure that individuals who desire services are afforded equal access.

### **Health and Safety**

- Division leaders will review Health and Safety Reports, and Adverse Incident Reports as they relate to cultural competence and diversity training, needs or concerns.

### **Client Rights**

- Division leaders will enforce compliance with the Division's policy on Client Rights to promote access to care and freedom from abuse, neglect, harassment, and retaliation.

### **Corporate Responsibility**

- Division leaders will ensure staff follow the Division's Code of Ethics and thoroughly investigate ethics violations related to one's beliefs, values and needs.

### **Human Resource Management**

- The Division will recruit a workforce that is diverse, is representative of the persons served and culturally competent.
- The Division will develop resources which are skilled at addressing the diverse needs of those served.
- The Division will promote a culturally competent workforce through training on self-awareness and cross-cultural communication.
- The Division will incorporate competence indicators in performance evaluations.
- Through supervision and random chart audits the Division will assess the communication techniques, materials and styles utilized by Division staff and their effectiveness.

---

**DIVISION OF BEHAVIORAL HEALTH  
CULTURAL COMPETENCY AND DIVERSITY PLAN**

---

**Performance Measurement**

- Division leaders will collect and analyze data related to the racial, ethnic, linguistic, socioeconomic, and gender composition of the community, clients served, among service providers and employee populations.
- The Division will solicit input through community engagement, client feedback surveys and participation on stakeholder workgroups.
- The Division will review performance evaluations, supervision reports and clinical charts to ensure client specific needs are being met.

**Performance Improvement**

- The Division's Performance Improvement initiatives shall promote cultural competence and diversity.

**Technology**

- Division leaders will identify and introduce technology which promotes cultural competence and diversity.

**Program Services**

- The Division will provide unrestricted access to care, provide culturally competent services, and develop culturally appropriate treatment protocols and resources.

**DIVISION OF BEHAVIORAL HEALTH  
CULTURAL COMPETENCY AND DIVERSITY PLAN**

**Updates**

**2013 - 2014**

**Demographic Data**

**Race Calendar Year Y2014**

Served By Division Black: 25% White: 75%

Division Staff: Black: 5% White: 95%

**Stakeholder Survey**

Cultural and Linguistic Competency: 100% of stakeholders who answered this question agreed with this statement: Staff members at the Division of Addiction Services have demonstrated sensitivity to the cultural, ethnic and linguistic needs of the community and clients in care.

**Client Survey**

90+% of clients agreed with these statements

- My counselor is competent and knowledgeable
- My counselor acts appropriately and professionally

**Staff Cultural and Linguistic**

In May of 2014, the Division solicited feedback from Division staff on current, needed or enhanced Cultural and Linguistic based structures and/or processes. This survey noted that as a whole, the Division:

- Recognizes and respects the diversity among persons served and staff;
- Recognizes that perceptions and beliefs about disability are culturally defined;
- Is committed to serving, supporting and advocating with and on behalf of the persons served;
- Employs specific interventions based on the health literacy levels of clients;
- Advocates on behalf of culturally diverse clients;
- Promotes opportunities for employees to share personnel experiences and knowledge about diverse communities ;
- Incorporates a quality improvement process that considers culture and linguistic differences, awareness and competence.

On the other hand, the survey determined that the Division needs to:

- Incorporate and/or develop trainings, policies and procedures that promote culturally competent care
- Develop a delivery model that incorporates cultural sensitivity, awareness and competence
- Implement a quality improvement process that assesses the Divisions ability to deliver culturally and linguistic competent services
- Utilize treatment modalities that are adapted to specific racial and cultural groups

**Improvement Strategies**

- Development of Division Specific Mission, Vision and Values
- Implement Client Survey and provide feedback to staff on results
- Developed Policies and Procedures on Treatment Guidelines
- Developed and released to staff first Cultural Competency and Diversity Plan

**DIVISION OF BEHAVIORAL HEALTH  
CULTURAL COMPETENCY AND DIVERSITY PLAN**

**2014 - 2015:**

**Client Survey: July 2014 & April 2015**

Marked Improvement with a score of 100 % for: My counselor is sensitive to my religious/spiritual beliefs & My counselor *does not have* beliefs about me that are not true.

**Improvement Strategies**

- Implement Client Survey and provided feedback to staff on results
- Included Cultural Competence into Clinical Chart Record Reviews
- Engaged community through advocacy efforts and community outreach to promote access, awareness and identification of community needs
- Released Policy on Client Rights
- Released Health and Safety Plan which is inclusive of the identification of diversities in environmental maintenance and emergency preparedness

**2015 - 2016**

**Goals**

- Improve Multicultural Signage
- Identify Training Needs
- Incorporate Cultural Competency into Position Descriptions

**Improvement Strategies**

- Implement client & stakeholder survey and provide feedback to staff on results.
- Developed an Employee Feedback Survey which is inclusive of Cultural Competence questions.
- Developed and released Division Specific Code of Ethics
- Continually review adverse incident reports, complaints and grievances, performance evaluations, supervision reports and clinical chart reviews for cultural competence.
- Engage community through advocacy efforts and community outreach to promote access, awareness and identification of community needs.
- Client Survey: July 2015
- Stakeholder Survey: December 2015
- Employee Survey: December 2015

**Client Survey Findings as related to Cultural Competence**

<b>Cultural Competence Survey</b>	<b>Jul-14</b>	<b>Apr-15</b>	<b>Jul-15</b>	<b>Average</b>	<b>Jul-14</b>	<b>Apr-15</b>	<b>Jul-15</b>	<b>Average</b>
My counselor is friendly and courteous - Discontinued	94%	98%	D/C	96%	2%	2%	D/C	35%
My counselor provides me with reassurance and support - Discontinued	92%	95%	D/C	93%	2%	5%	D/C	36%
My counselor cares about me as a person - Discontinued	85%	92%	D/C	88%	5%	8%	D/C	38%
My counselor is sensitive to my religious/spiritual beliefs	74%	92%	100%	89%	3%	8%	0%	4%
My counselor is sensitive to my cultural and ethnic background*	N/A	N/A	100%	100%	N/A	N/A	0%	0%
My counselor is sensitive to my social beliefs & views - Discontinued	86%	97%	D/C	92%	3%	3%	D/C	3%
My counselor <i>does not have</i> beliefs about me that are not true	69%	95%	97%	87%	7%	5%	3%	5%
My counselor <i>does not have</i> a negative attitude towards me	86%	98%	97%	94%	5%	2%	3%	3%
My counselor <i>does not</i> discriminate against me because of my race	93%	98%	97%	96%	3%	2%	3%	3%
My counselor <i>does not</i> make me feel inferior - Discontinued	90%	95%	D/C	92%	3%	5%	D/C	4%
My counselor treats me with respect*	N/A	N/A	97%	97%	N/A	N/A	3%	3%
My counselor believes I can grow, change and recover	88%	97%	97%	94%	2%	3%	3%	3%

