



Developing Organizational Policies that Reflect the Values of Cultural and Linguistic competence



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Learning Objectives

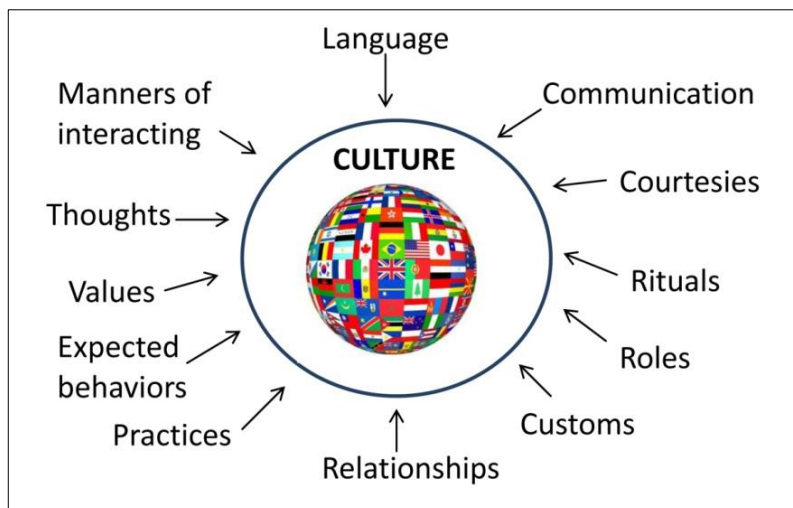
Participants will:

- List key values and principles that guide CLC in organizational settings.
- Describe elements of cultural competence at the organizational level.
- Define types of organizational policies and how they intersect with guiding values for CLC.
- Apply lessons learned from disability organizations engaged in CLC policy development.
- Reflect on the role of leadership in aligning organizational values and CLC policy.

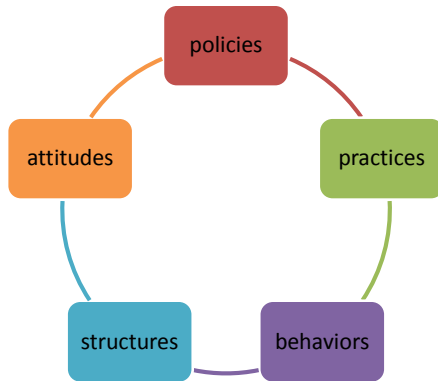
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Culture Is.....



CULTURAL COMPETENCE



...requires that organizations have a clearly defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally.

(adapted from Cross, Bazron, Dennis & Isaacs, 1989.)

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Polling Question

How many of you are aware of your organization's guiding values and principles related to diversity and CLC?



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POLLING QUESTION

Responses are:

yes no

Values that support cultural and linguistic competence

- Respect/courtesy
- Flexibility
- Accommodation
- Humility
- Curiosity
- Respect for differences
- Affirmation of cultural strengths
- Honoring preference
- Choice
- Constant change
- Diversity and Inclusion
- Power sharing
- Collaboration
- Social justice and human rights
- Nondiscrimination
- Anti-oppression
- Anti-prejudice
- Self-assessment
- Non-judgmental
- Continuous learning

And more.....

**What values and principles guide your organization's policy transformation ?
Let's hear from ...**

Trish



Dawn A.



Jackie



Dawn C.



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NCCC Values and Principles Practice & Service Design

- Cultural competence is achieved by identifying and understanding the needs and help-seeking behaviors of individuals and families.
- Culturally competent organizations design and implement services that are tailored or matched to the unique needs of individuals, children, families, organizations and communities served.
- Practice is driven in service delivery systems by client preferred choices, not by culturally blind or culturally free interventions.
- Culturally competent organizations have a service delivery model that recognizes mental health as an integral and inseparable aspect of primary health care.

NCCC Values and Principles **Community Engagement**

- Cultural competence extends the concept of self-determination to the community.
- Cultural competence involves working in conjunction with natural, informal support and helping networks within culturally diverse communities (e.g. neighborhood, civic and advocacy associations; local/neighborhood merchants and alliance groups; ethnic, social, and religious organizations; and spiritual leaders and healers).
- Communities determine their own needs.
- Community members are full partners in decision making.
- Communities should economically benefit from collaboration.
- Community engagement should result in the reciprocal transfer of knowledge and skills among all collaborators and partners.

NCCC Values and Principles **Family & Consumers**

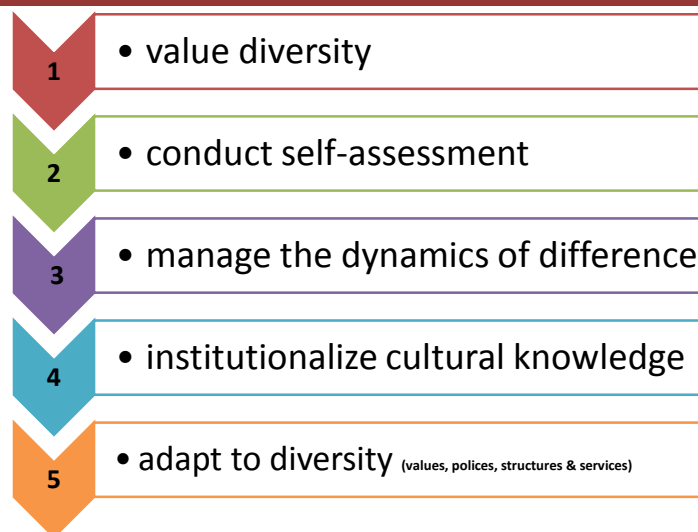
- Family is defined differently by different cultures.
- Family as defined by each culture is usually the primary system of support and preferred intervention.
- Family/consumers are the ultimate decision makers for services and supports for their children and/or themselves.

NCCC Values and Principles Organizational

- Systems and organizations must sanction, and in some cases mandate the incorporation of cultural knowledge into policy making, infrastructure and practice.
- Cultural competence embraces the principles of equal access and non-discriminatory practices in service delivery.

Five Elements of Cultural Competence

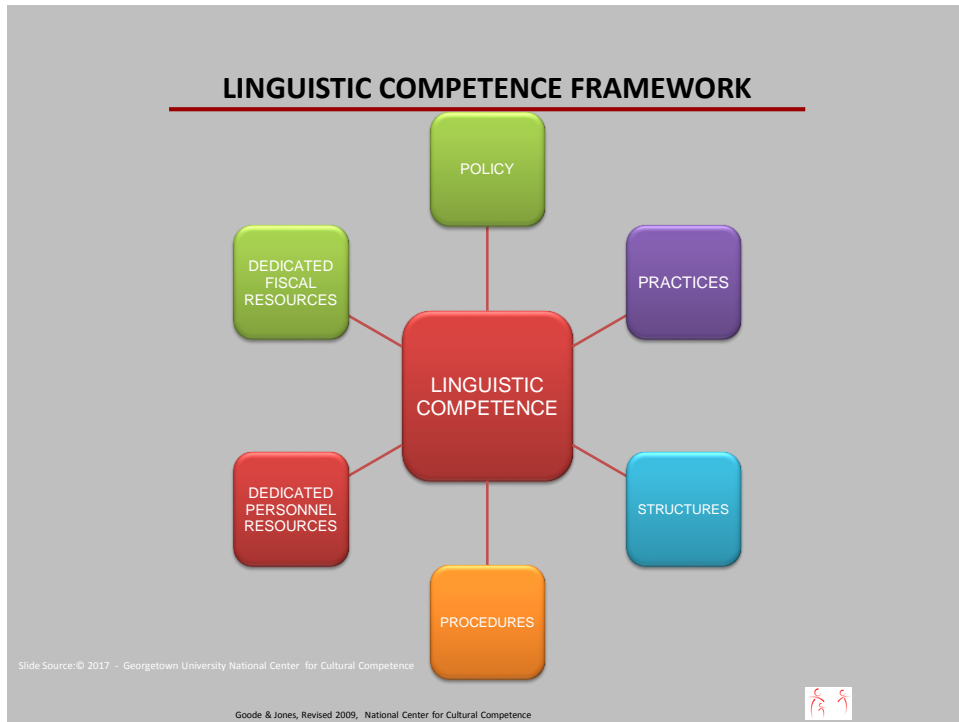
ORGANIZATIONAL LEVEL



(Cross, Bazron, Dennis and Isaacs, 1989)

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Role of Policy

- ✚ Codifies values and principles
- ✚ Guidance for decision-making
- ✚ Documents priorities – for the public, consumers, workforce, stakeholders,
- ✚ Documents expectations – prescriptive and proscriptive
- ✚ Establishes framework for accountability

Types of Policy

- Public Policy
 - Legislation
 - Regulations/administrative rules
 - Executive orders
- Practice related Policy
 - Licensure
 - Accreditation standards
 - Practice standards
- Organizational policies
 - Operating policies and procedures
 - Contract requirements
 - Memorandum of understanding

The Developmental Disabilities Assistance and Bill of Rights Act of 2000

THE DD ACT

The purpose of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (the DD Act) is to assure that individuals with developmental disabilities and their families participate in the design of, and have access to, needed community services, individualized supports, and other forms of assistance that promote self-determination, independence, productivity, and integration and inclusion in all facets of community life, through culturally competent programs authorized under the law.

These programs include:

- State Councils on Developmental Disabilities
- Protection and Advocacy systems
- University Centers for Excellence in Developmental Disabilities Education, Research and Service
- Projects of National Significance



What are 1 or 2 current policies in your agency/ organization that support diversity or CLC ?
Let's hear from ...

Trish



Dawn A.



Jackie



Dawn C.



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CREATING THE **ORGANIZATIONAL** INFRASTRUCTURE

Differentiating Leadership and Formal Authority

Leadership is combination of values, skills, and observable behaviors that results in mobilizing others toward expanding their capacity to learn together and take actions to create a vision they share.

Formal Authority is the power invested in a role to perform certain acts by a formally established procedure, such as an election, governance structure, certification/licensure, or organizational hierarchy.

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What are the implications for cultural & linguistic competence in ...

- **CORE FUNCTIONS**
What we do
- **HUMAN RESOURCES & STAFF DEVELOPMENT**
Who we are ...
- **FISCAL RESOURCES & ALLOCATION**
Where the money goes ...
- **COLLABORATION & COMMUNITY ENGAGEMENT**
Who our partners are ...
- **CONTRACTS**
Whom do we entrust to deliver services and supports ...



Slide Source: National Center for Cultural Competence, 2013



What we do... service functions

- Clear policies regarding both cultural and linguistic competence
 - Need and asset assessment
 - Partnership with consumers
 - Adapts services and supports
 - Addresses barriers
 - Uses data and research

Slide Source: National Center for Cultural Competence, 2013

Who we are.... Human Resources & Staff Development

- Diverse workforce
- Training and professional development
- Position descriptions and performance evaluations
- Linguistic competence and Language Access
- Anti-discrimination policies

Slide Source: National Center for Cultural Competence, 2013



**Where the money goes...
Fiscal resources & allocation**

- **Adequate funding for appropriate services and support**
 - Planning, delivery, data analysis, quality assurance functions
- **Economic development of the community**
 - Location, staffing and vendors

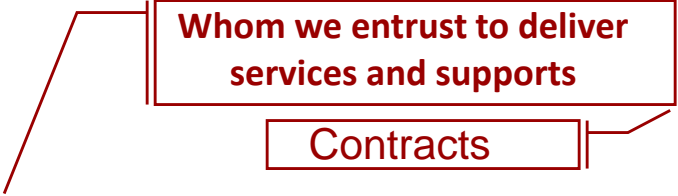
Slide Source: National Center for Cultural Competence, 2013



**Who our partners are....
Collaboration & Community Engagement**

- Culturally and linguistically diverse families and consumers
- Consumer, family, youth, self-advocacy organizations
- Advocacy groups for diverse culturally diverse groups
- Informal networks
- Reviews demographic trends

Slide Source: National Center for Cultural Competence, 2013



Whom we entrust to deliver services and supports

Contracts

- Needs and asset assessment
- Experience with community engagement
- Ability to deliver appropriate services and interventions
- Workforce knowledgeable and skilled with service population
- Staff development

Slide Source: National Center for Cultural Competence, 2013



Contracts...cont'd

- Experience with individuals and/or family members as staff
- Capacity to collaborate with individuals, family members, and informal networks
- Experience and capacity to conduct culturally based advocacy
- Collaboration with local and/or national technical assistance resources
- Policies to assure accountability

Slide Source: National Center for Cultural Competence, 2013

Polling Question

How many of you believe you will have the commitment of formal leaders to engage in cultural and linguistic competence policy development within your organization



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POLLING QUESTION

Responses

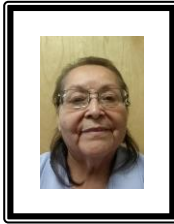
Yes

No

Not sure

**What was the role of formal and informal leadership in your agency's
CLC policy development ?
Let's hear from ...**

Trish



Dawn A.



Jackie



Dawn C.



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Leadership for Policy Change

- Promote clarity on values and principles
- Identify “practices” that need to be codified/prescribed
- Identify “practices” that need to be formally proscribed
- Engage in organizational policy making process/procedures
 - advocate /organize for change based on formal and informal authority
 - Include individuals and family members of culturally diverse groups
 - include accountability measures

It is incumbent upon leadership to convey a clear message that inclusion of CLC in policy is:

THE ROLE OF LEADERSHIP

Important to the future of the organization



Essential to implementing the core functions of the organization



Integral to achieving diversity and equity



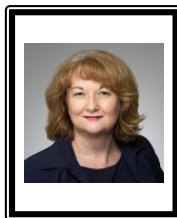
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**Lessons Learned and Next Steps....
Let's hear from ...**

Trish



Dawn A.



Jackie



Dawn C.



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My House



A hill is a house for an ant,



A hive is a house for a bee,



A hole is a house for a mole or a mouse,

And a house is a house for me,



(Mary Ann Hoberman, 1978)

WHAT HOUSE WILL YOU BUILD FOR ME?



CONTACT US



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