

Cultural Competency in Primary Health Care for Canada's Aboriginal Peoples



Prepared for:

The Primary Health Care Division of First Nations & Inuit Health Branch - Health Canada

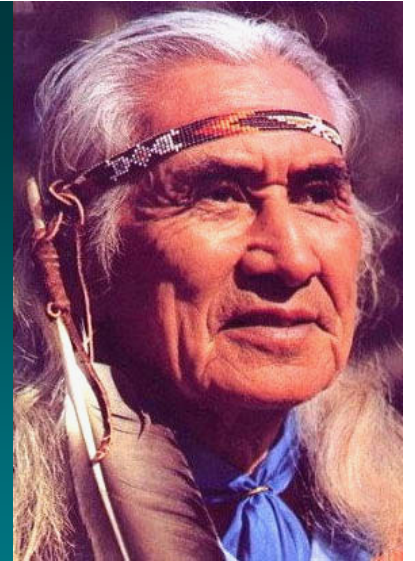
By: *Raymond Obomsawin*

June of 2007

Opening Words

“O Great Spirit whose voice I hear in the winds I come to you as one of your many children. I need your strength & your wisdom. Make me strong not to be superior to my brother, but to be able to fight my greatest enemy: Myself.”

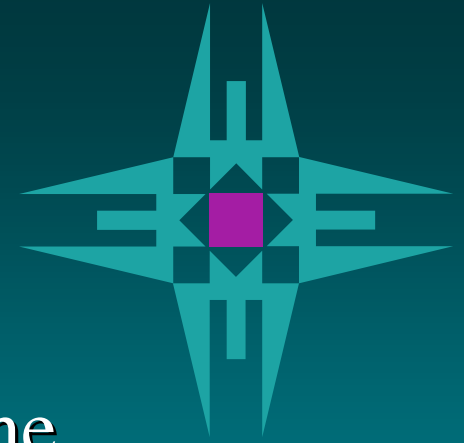
Chief Dan George (Teswahno) 1899-1981





The Central Issue of Culture

Meanings of Culture



- The word culture is derived from the Latin, cultura, which literally means a respectful relationship with the earth.
- This ties in with the concept that practical culture underlies & ultimately shapes the processes of human life & development.
- When holistically understood, culture consists of the inherent knowledge, wisdom & prevailing value patterns that shape, sustain & actuate a people.

Culture Defined



Culture... is ... the whole complex of distinctive spiritual, material, intellectual & emotional features that characterize a society or social group. It includes not only arts & letters, but also modes of life, the fundamental rights of the human being, value systems, traditions & beliefs.

World Conference on Cultural Policies

Cultural Diversity



While in practice cultural diversity may lead to a lack of understanding, it is also the lifeblood of creativity. Like bio-diversity, it is an irreplaceable asset, bringing people into contact with the entire range of human experience, knowledge & wisdom. Culture is not something 'to be taken into consideration', it is rather fundamental to the flourishing of human life in all its forms.

Our Creative Diversity

Commission for Culture & Development

National Multiculturalism Policy



Canada's official policy on Multiculturalism has long recognized that cultural diversity is an integral part of a country's basic wealth & resources, since it provides for diverse landscapes that stimulate & educate, while sustaining valued human traditions.

Protecting Cultural Diversity

Protecting cultural diversity is undoubtedly one of the major issues of the 21st century. It concerns all communities, big or small, because the word culture is often synonymous with identity.

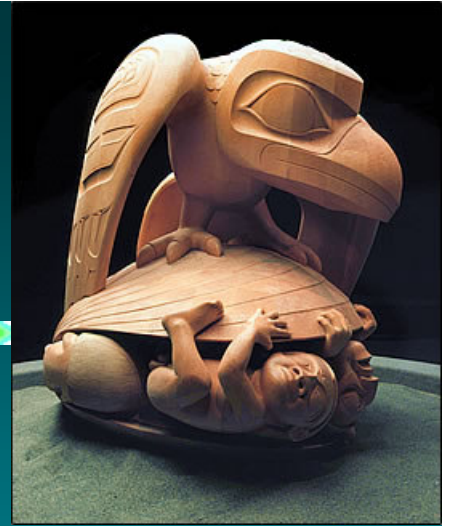
Former Canadian Prime Minister
Jean Chrétien



Unveiling of Ilanaa
April 23, 2005



Varied Ways of Seeing Culture



Carving - Bill Reid

- ▶ *Culture* as worldview
- ▶ *Culture* as values, norms & artifacts
- ▶ *Culture* as society & civilization
- ▶ *Culture* as patterns of products & activities
- ▶ *Culture* as symbols & art forms
- ▶ *Culture* as a unifying & stabilizing force

Characteristics of Culture



Virtually all human cultures & sub-cultures embody the following characteristics:

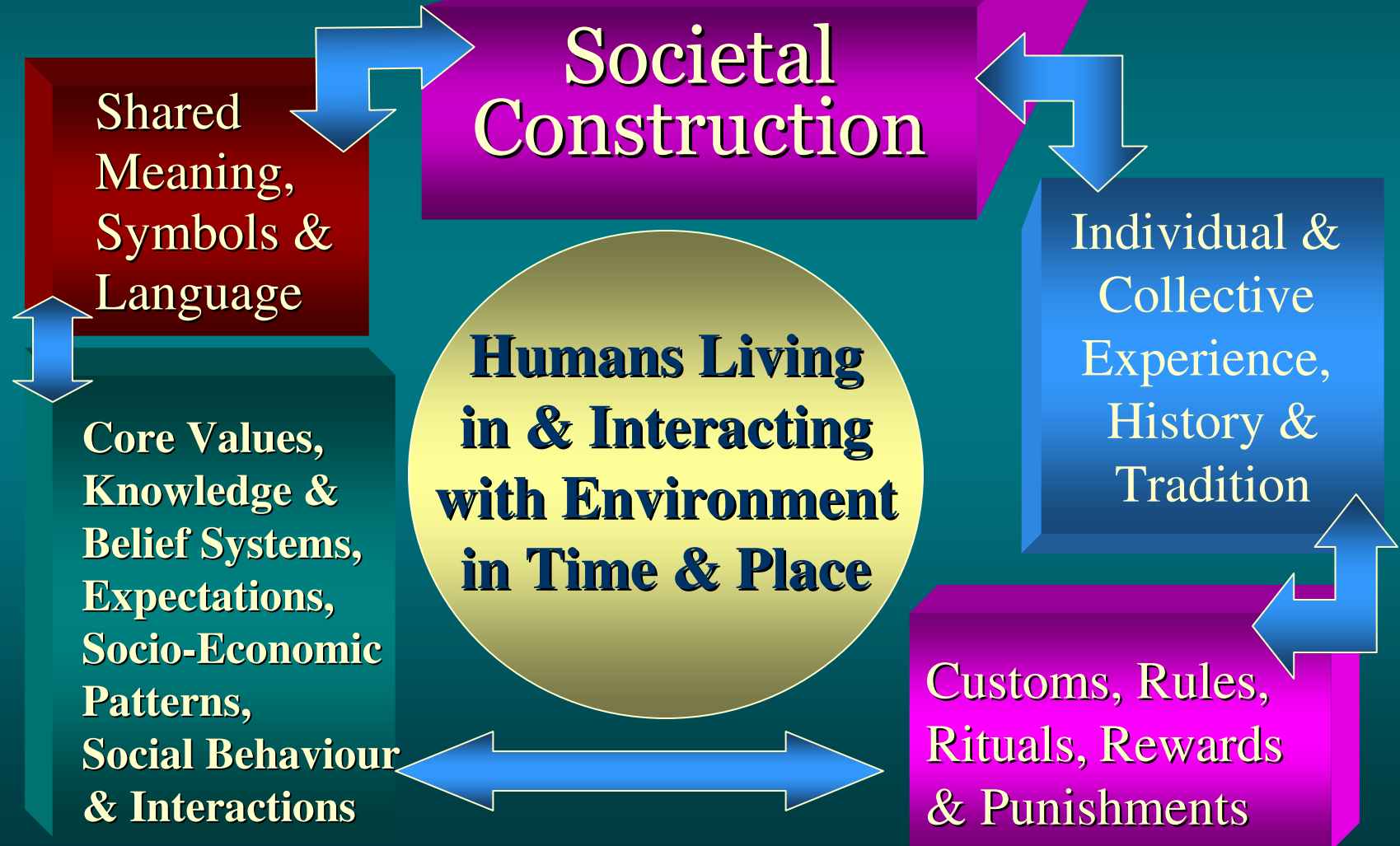
- ▶ Human culture becomes common or shared when individuals agree on the way that they identify, understand & respond to reality.
- ▶ Culture is often identified through its dynamic creation of symbols such as language, dress, music, arts, beliefs & behaviors.

Characteristics of Culture



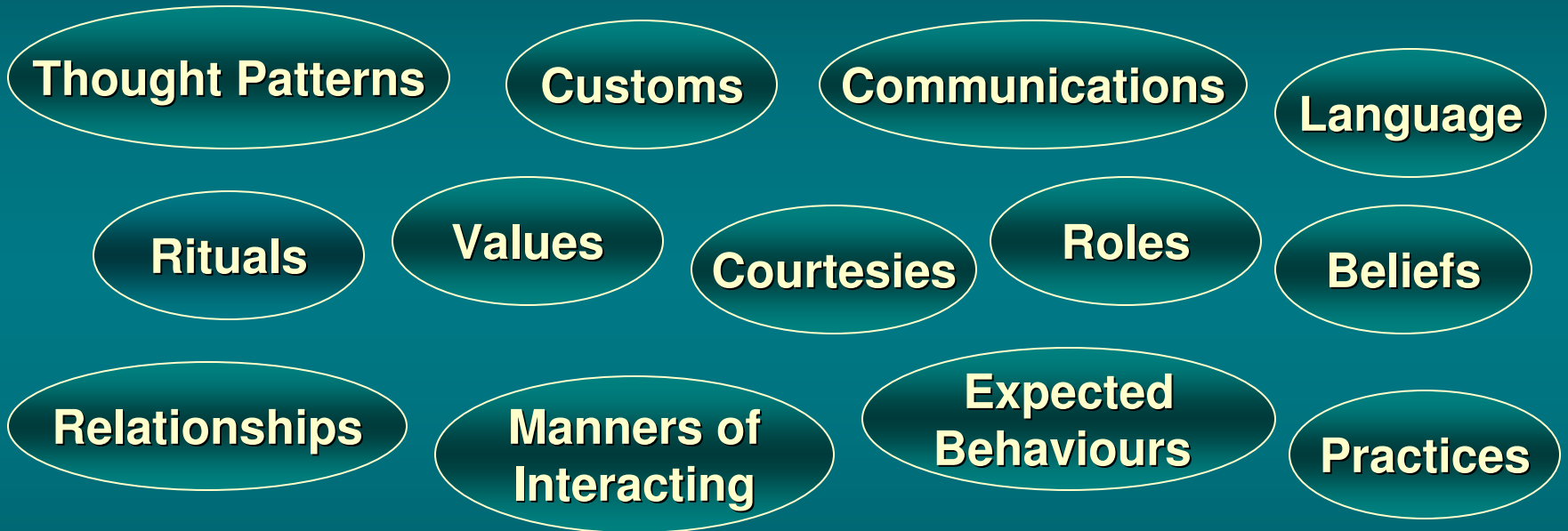
- ▶ Culture is learned & passed down through the generations, & adapts in response to changes that are occurring in the world, & events & interactions taking place in the individual's personal experiences & environment.
- ▶ It is integrated with, spans & impacts all dimensions of individual, familial, & community life.

The Human Culture System



Adapted from: O. Kanitsaki, *The influence of culture on aged care delivery*

Culture - An Integrated Pattern of Human Life & Behavior Which Includes:



**... of an ethnic, religious, social, or political group, & the ability to transmit the above to succeeding generations.
It is dynamically adaptive in nature.**

Adapted From: The National Center for Cultural Competence, 2006

Cultural Factors Affecting Diversity Among Individuals & Groups

Internal Factors

-
- ▶ Cultural/Racial/Ethnic Identity
 - ▶ Tribal Affiliation/Clan
 - ▶ Nationality
 - ▶ Acculturation/Assimilation
 - ▶ Socioeconomic Status/Class
 - ▶ Education
 - ▶ Language
 - ▶ Literacy
 - ▶ Family Constellation
 - ▶ Social History
 - ▶ Perception of Time
 - ▶ Health Beliefs & Practices
 - ▶ Health Literacy
 - ▶ Perception of Disability
 - ▶ Perception of Mental Health
 - ▶ Age & Life Cycle Issues
 - ▶ Gender & Sexuality
 - ▶ Sexual Orientation & Identity
 - ▶ Religion & Spiritual Views
 - ▶ Spatial & Regional Patterns
 - ▶ Political Orientation/Affiliation

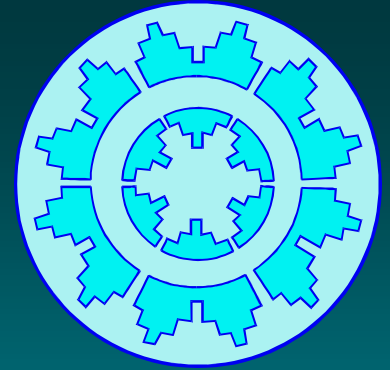
Cultural Factors Affecting Diversity Among Individuals & Groups

External Factors

- ▶ Institutional Biases
- ▶ Racism & Discrimination
- ▶ Community Economics
- ▶ Intergroup Relations
- ▶ Group & Community
- ▶ Resiliency

- ▶ Natural Networks of Support
- ▶ Community History
- ▶ Political Climate
- ▶ Workforce Diversity
- ▶ Community Demographics

The Hidden Part of Culture



“Actually, the most important part of culture ... is that which is hidden & internal but which governs the behavior encounter.”

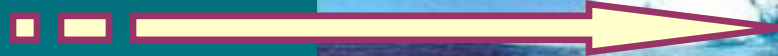
Edward T. Hall

The Iceberg Analogy of Culture

Behaviour



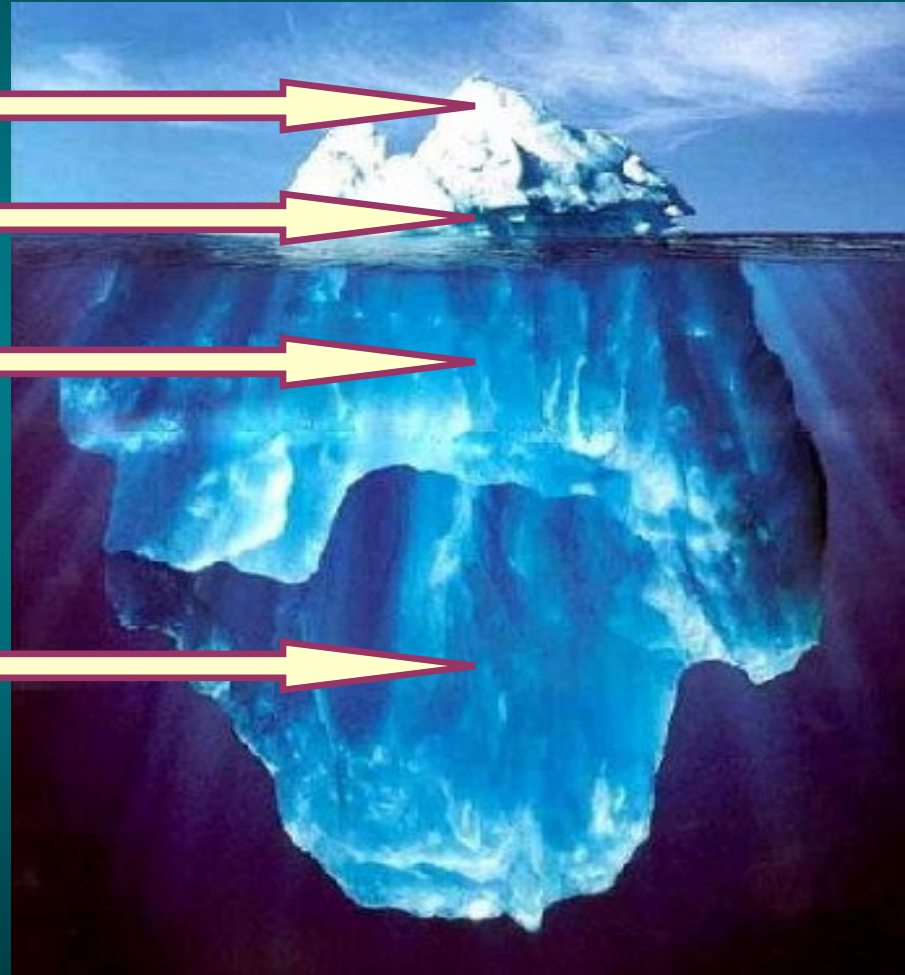
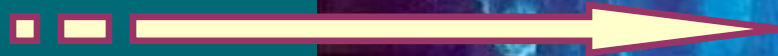
Words



Ideas

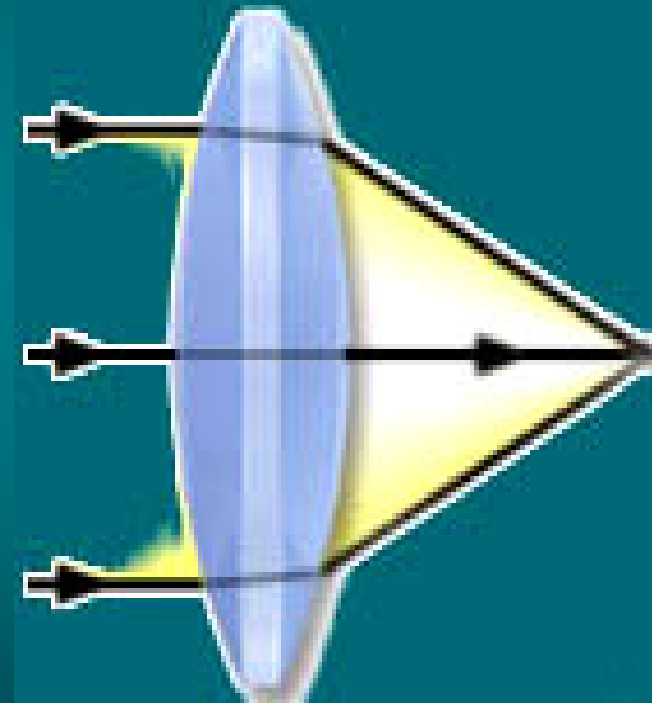


*Values &
Beliefs*



Culture & Worldview

Our culture is the lens through which we focus on & perceive the worlds within us, & around us.



Power, Privilege Race & Equity



- The concepts of power, privilege, race & equity are interlinked. These all converge when a dominant culture group makes & enforces decisions over an ethnic minority, marginalizing that minority group & institutionalizing racism.
- Power & privilege influence the degree of access to resources, which may not be equitably allocated to all.
- Some racism is conscious & some unconscious. Either form can effect a person's ability to obtain health services, thereby impacting health status.



Cultural Competency in Primary Health Care

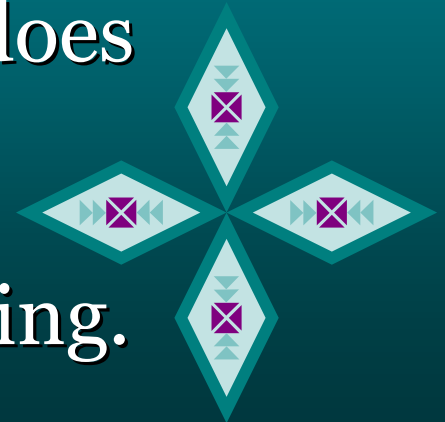
What Cultural Competence Is

- Cultural competence is an internalized process with an emphasis on adapting one's knowledge, attitudes, behaviors, & skills to people of another culture.
- It requires a fundamental transition in the way people think about, understand & interact with themselves & the world around them, including persons from other cultures.



What Cultural Competence Isn't

- Cultural Competence is not simply a technical skill that one can master, or a problem solving method to develop, or a communication technique to refine.
- Knowing about & relying upon one's knowledge about particular aspects of another specific cultural group does not represent cultural competence. Taken by itself, this can lead to biased stereotyping.



Why Cultural Competence Training?

- Orientation & training in cultural competence is essential in order to help ensure that health care for Aboriginal peoples in Canada is delivered with positive understanding, respect & effectiveness.
- Training in this area requires some specific orientation to the history, culture, beliefs & socio-economic conditions of Aboriginal peoples.



“If I am asked to learn about cultural competence, then they must be implying that I am incompetent.”

(Manager) “If I am authentic about this, it will stir up a hornet’s nest in this office. Then there will be repercussions. I am not willing to take that risk.”

**Aboriginal cultures are a thing of the past.
Why bother?**

“I am a person of color. I know what it means to be culturally competent. I don’t need any special training.”

“I’ve read some reports about Aboriginal peoples, changed some of my thoughts & now feel competent.”

“I may discover I have more biases than I care to admit.”

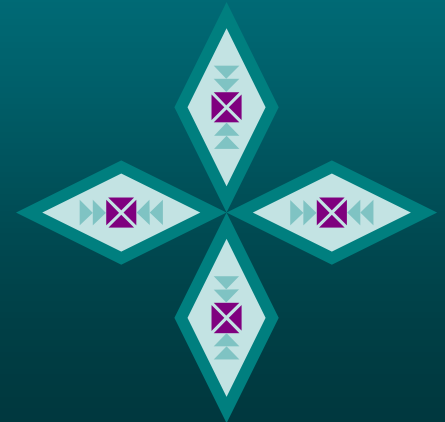
“If we really get into this my colleagues will discover that I don’t know as much as I think I know.”

Why Cultural Competence is Important

The failure to consider culture contributes to inadequate & ineffective health care.

This includes:

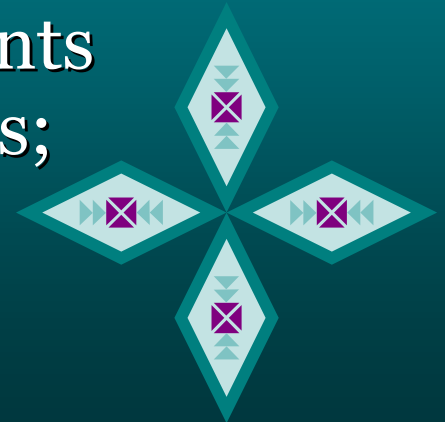
- Underutilization of services;
- Treatment inequities;
- Increased burdens from morbidity & mortality; &
- Poorer health outcomes.



Why Cultural Competence is Important

Cultural competence in health care:

- Builds trust thereby reducing fear & tension in Aboriginal clients;
- Makes more effective use of time spent with clients;
- Increases disclosure of client information;
- Improves communication with clients & helps with negotiating differences;
- Increases client satisfaction;

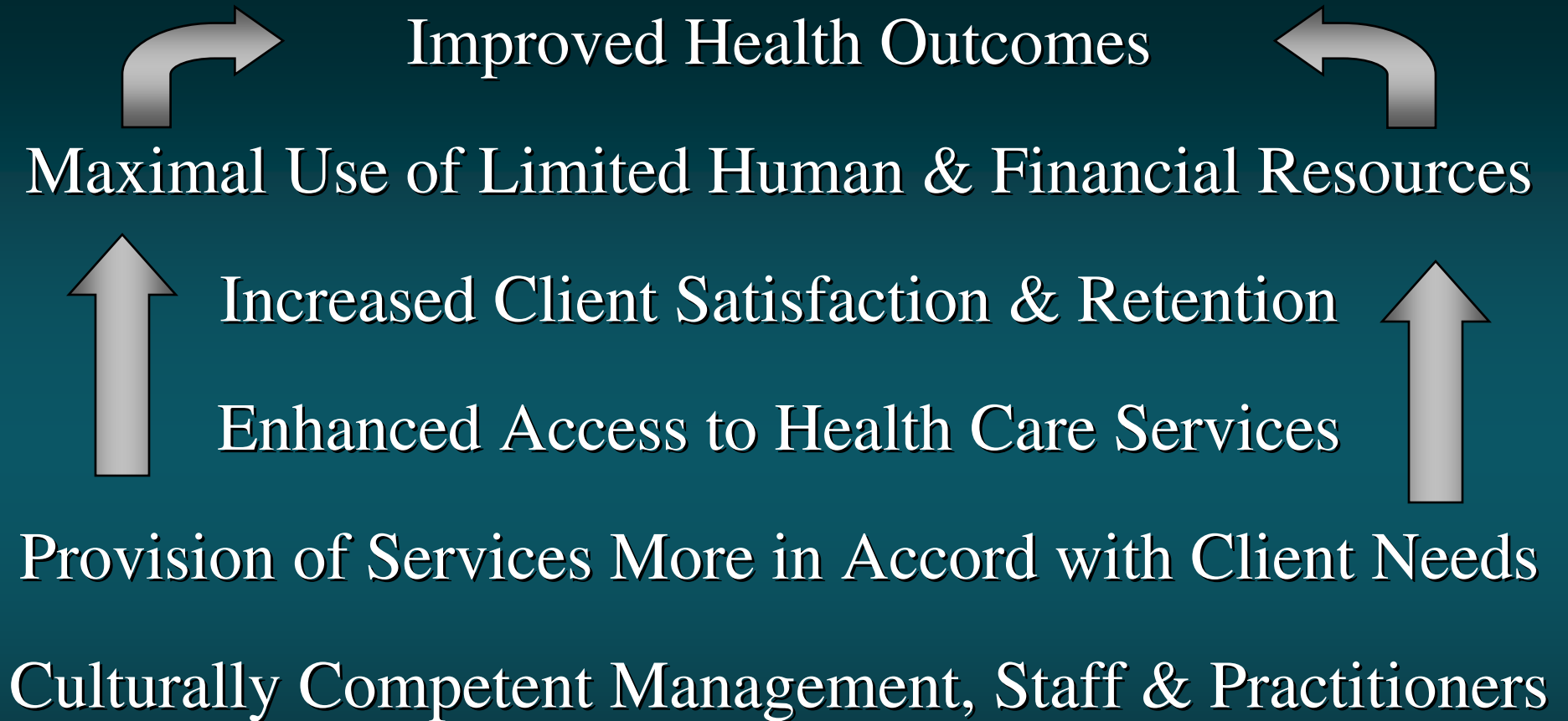


Why Cultural Competence is Important

- Helps providers grasp demographic & social changes occurring among Aboriginal peoples;
- Increases understanding of the underlying factors of diseases now common to Canada's Aboriginal peoples;
- Addresses actual & perceived barriers faced in accessing primary health care;
- Increases client compliance with treatment protocols; &
- Ultimately enhances clinical health status outcomes.



Benefits of Cultural Competence & Proficiency in Health Care



*Adapted from: American Assoc. of Health
Plans, Minority Mgt. Program, 1997*

Thoughts to Ponder About Cultural Competence

“To be culturally competent doesn’t mean you are an authority in the values & beliefs of every culture. What it means is that you hold a deep respect for cultural differences & are eager to learn, & willing to accept, that there are many ways of viewing the world.”

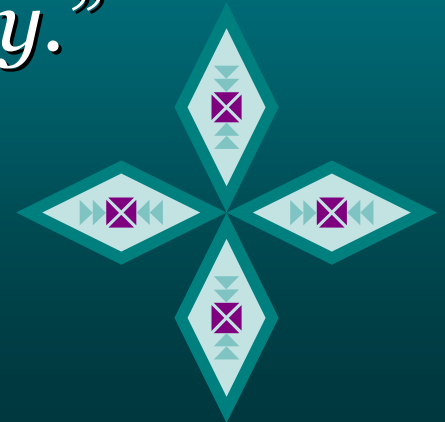
Okokon O. Udo



Thoughts to Ponder About Cultural Competence

“Cultural insensitivity leads to interventions that deny the integrity & value of clients. As a result, clients underutilize health services, providers believe that clients are non-compliant, & both end up frustrated or angry.”

Ann Fadiman



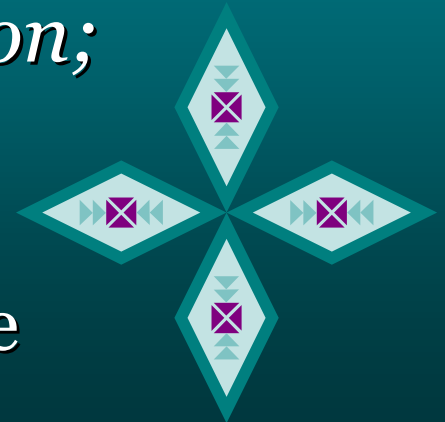
Thoughts to Ponder About Cultural Competence

“Who we are determines how we see others... It is not what is around us but rather what is within us that determines what we see”

John Maxwell

“Cultural competency is: A process not an event; A journey, not a destination; Dynamic, not static; & Involves the paradox of knowing.”

Josepha Campinha-Bacote



The Goal of Cultural Competence

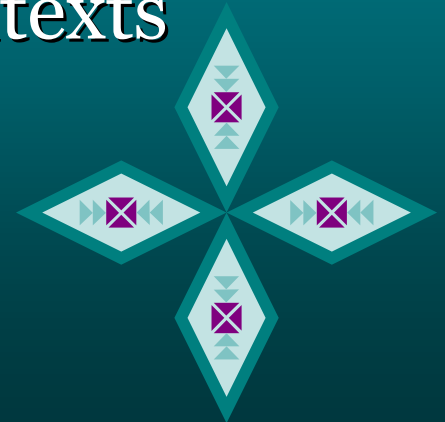
- The goal of cultural competence represents appropriate *“behaviors, attitudes & policies that come together in a system, agency, or among professionals that enables the system or professionals to work effectively in cross-cultural situations”*
- Like culture itself, cultural competence is a dynamic, shared, learned & integrated process.



Elements of Cultural Competence

- Value Diversity
- Conduct Cultural Self-Assessment
- Manage the Dynamics of Difference
- Acquire & Institutionalize Cultural Knowledge
- Adapt to Diversity & Cultural Contexts of People Being Served

Transform: Policies, Structures, Values, & Services



Culturally Competent Providers

Provider

- i. Cultural Awareness
- ii. Communications Competence
- iii. Cultural Appropriateness
- iv. Cultural Sensitivity

Client

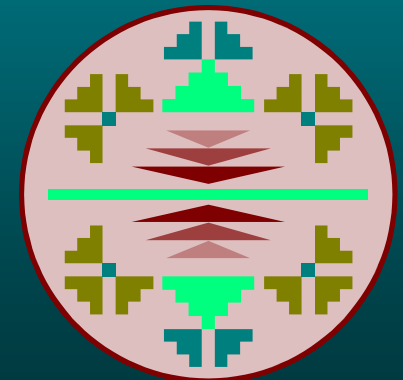
- Client Feels Respected
- Understands Verbal & Nonverbal Health Info.
- Treatment Approach Reflects Client Beliefs
- Message Appreciates Client Values

The Continuum



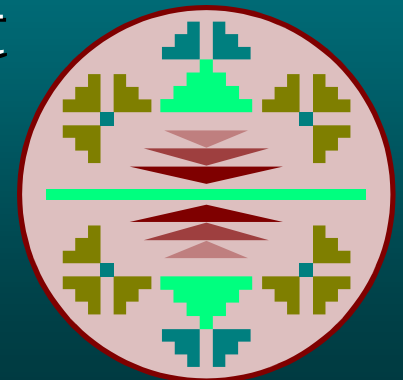
I - Cultural Destructiveness

This most negative end of the continuum, is represented by attitudes, policies & practices that are destructive to Aboriginal cultures & individuals. Forcibly removing Aboriginal children from their families & communities & placing them in residential schools, & outlawing traditional medicine are historic examples of planned & systemic cultural destructiveness.



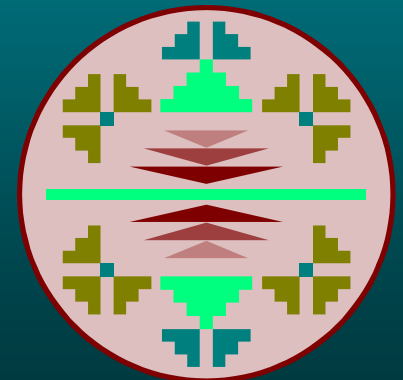
II – *Cultural Incapacity*

This occurs when system or service agency does not intentionally attempt to destroy Aboriginal culture, but it lacks the capacity to really help Aboriginal peoples &/or communities. The agency or system believes it is in a morally & intellectually superior position, convinced that its own culture & way of “doing” things is clearly the best.



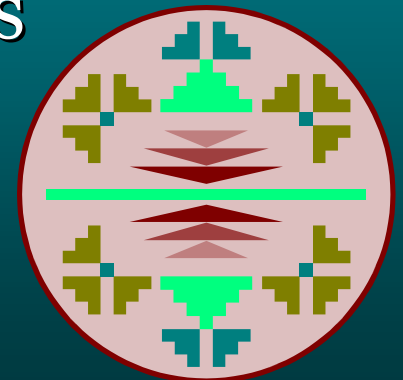
III - *Cultural Blindness*

This is the belief that culture actually makes no difference & that all cultures are essentially the same. A system or service agency that is culturally blind believes that the “helpful” approaches used by the dominant culture are universally acceptable. Assimilation of Aboriginal people is actively encouraged as a worthwhile practical & political goal.



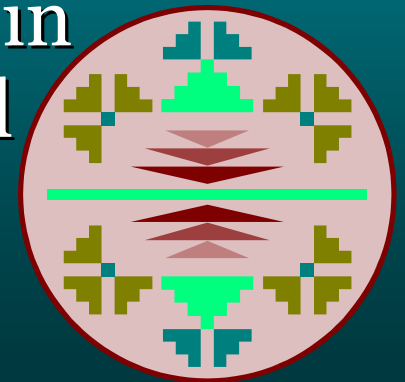
IV – Cultural Pre-Competence

At this point a system or service agency realizes its weaknesses & tries to improve. It seeks to reach out to Aboriginal clients & hire Aboriginal staff, provides some limited employee cultural sensitivity training & sincerely wants to deliver good quality services. However, the agency feels fully satisfied with its efforts & if unsuccessful, it is not committed to trying again.



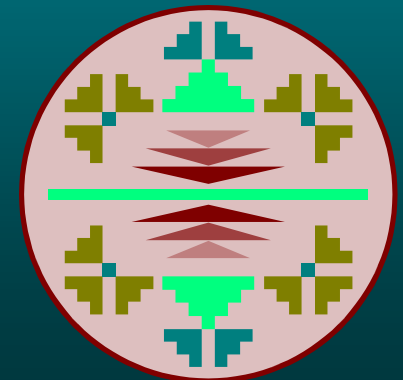
V - Cultural Competence

The system or agency accepts & respects differences & conducts continuous self-assessment of staff & policies regarding Aboriginal cultures. It trains staff in effectively managing social & cultural differences, while expanding its cultural knowledge base. It seeks committed Aboriginal staff & supports all staff in working effectively in cross-cultural situations. It consistently consults with the Aboriginal community.



VI – *Cultural Proficiency*

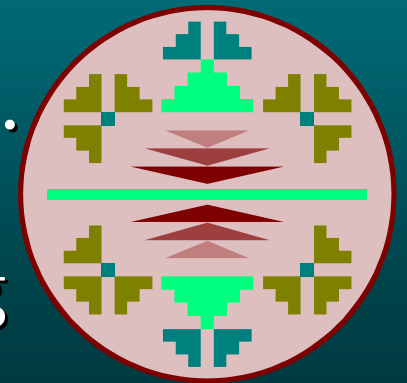
Aboriginal cultures are held in high esteem. Culturally competent practices are enhanced by research & support of viable traditional healing approaches, & by disseminating the results. Staff hold expertise in culturally competent practice. It works cooperatively with Aboriginal communities, & traditional healers. It increasingly builds its cultural knowledge, uses self-assessment procedures & understands cultural dynamics. Policies are flexible, & culturally impartial.



Culturally Competent PHC System

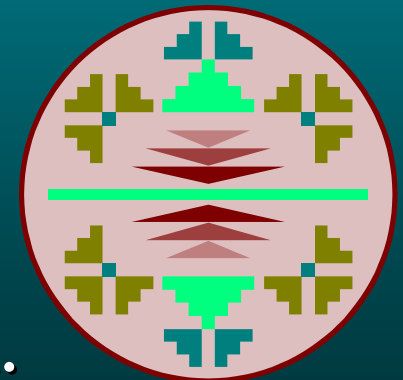
A culturally competent health care system will be committed to doing the following:

- Providing health care to clients with distinctive values, beliefs & behaviors, including the tailoring of delivery to better meet clients' social, cultural & linguistic needs.
- Requiring an understanding of the communities being served, as well as the cultural influenced health beliefs & behaviors.
- Devising strategies to identify & address cultural barriers to accessing primary health care.



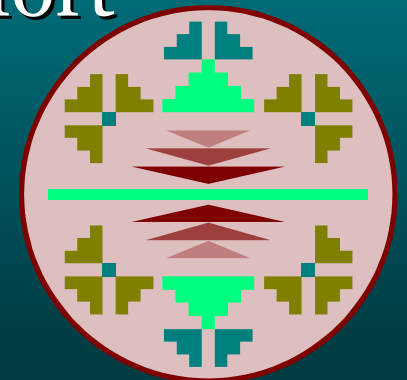
Equitable Access

- Access is the ability to enter, make use of, communicate with, & exit from primary health care services. Equitable access recognizes that factors such as socio-economic barriers, geographic locations, communication styles, language(s) of service; signage, physical design & service-delivery style all influence whether a person has reasonable access to health services.
- When people are treated *equally* their barriers & differences are ignored. However, when people are treated *equitably* their barriers are recognized & differences are respected.



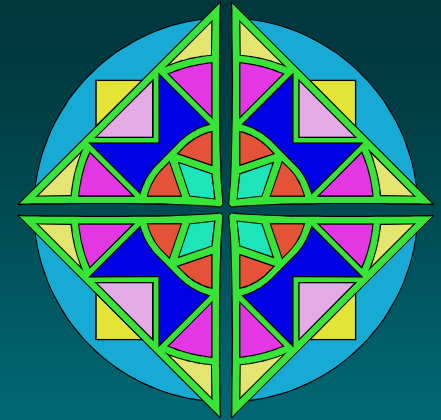
Communications

- The more accurate & complete the information we have about others, including their cultural values, beliefs the more likely we will be able to interact with them in a spirit of understanding & respect.
- The more familiar we become, the more comfortable we become. With comfort & time, will come mutual trust resulting in better & mutually more effective communications.



Cultural
Competency &
Aboriginal
Peoples

Knowledge & Skills for Serving Aboriginal Clients



- The cultural competency learning process includes learning how to recognize one's own cultural beliefs, values & practices, & to acquire an intelligent sensitivity to the differences between these norms & those of Aboriginal clients.
- This knowledge will include acquiring accurate & balanced information about existing barriers to health care, & Aboriginal perceptions of these barriers.
- It will also explore Aboriginal wellness & illness concepts.

Consultation: Aboriginal Community Leaders (Findings)



- Residential school system legacy resulting in the loss of culture, languages, traditions, & history
- Jurisdictional barriers which prevent access to health care (e.g. post-operative supporting home-care may be inaccessible)
- Geographical isolation & transportation challenges
- Historical bi-cultural misunderstandings, tensions & social isolation

Consultation: Aboriginal Community Leaders (Findings)



- Dominant societal stereotyping & biases
- Interactions with primary health care providers who appear to be insensitive & / or disrespectful
- Misconceptions around treatment protocols & compliance issues
- Little understanding among health care providers about Aboriginal culture, beliefs & values, e.g. traditional approaches to wellness & healing

Consultation: Aboriginal Community Leaders (Findings)



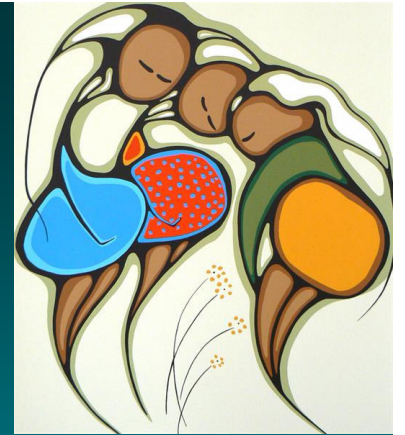
- Difficulties in the recruitment & retention of community based or on-reserve physicians
- Poor working relationships with off-reserve health professionals
- Special health concerns which include: poor nutrition patterns, diabetes, high blood pressure, heart disease, addictions, stress & depression.

Cultural Competence & Aboriginal Peoples



- It is important to recognize that cultural variations & diversity exist among & between Canada's Aboriginal peoples
- Relationships between Aboriginal peoples & Health Care Providers should be based on mutual understanding & respect
- Health Professionals should recognize that the Health Care System presents many gaps & barriers for Aboriginal individuals & communities

Cultural Competence & Aboriginal Peoples



- Health Professionals should work proactively with Aboriginal individuals & communities to address these gaps & barriers
- Health Professionals should work consultatively & cooperatively with Aboriginal individuals & communities in providing culturally appropriate health care
- Aboriginal peoples should receive treatment in their own languages insofar as possible

Cultural Competence & Aboriginal Peoples



- Care Programs & Institutions servicing large numbers of Aboriginal peoples need Cultural Interpreters & Aboriginal Health Advocates on staff
- Aboriginal Peoples should have complete access to Informed Consent regarding recommended or prospective medical treatments

Cultural Competence & Aboriginal Peoples



- Health Service Providers should be aware of the importance of family & community roles & responsibilities when serving Aboriginal individuals
- Health Professionals should respect traditional medicines & work with Aboriginal healers to find ways to integrate Traditional & Western Medicine

Cultural Competence & Aboriginal Peoples



- Health Professionals should take advantage of workshops & other educational resources to become more knowledgeable about & sensitive to Aboriginal peoples
- Health Professionals should get to know on a first-hand basis the Aboriginal communities & people being served

Modern Culture of Western Medicine



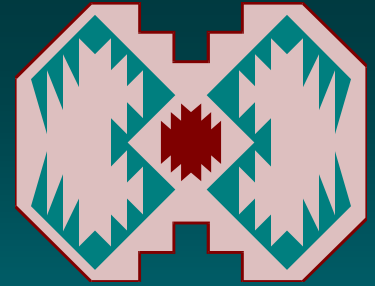
- Make it Better Speedily
- Dominate & Manipulate Nature
- Take Control & Intervene with Strong Measures
- If it Can't be Healed – Then Cut it Out
- Plan Ahead to Stay on Top of Things
- Recent is Best - Old Ways are Obsolete & Mostly Useless
- Standardize Treatment – One Approach for Everyone
- Individual is Focus of Health Care Decisions

Traditional Healing Perspective of *Aboriginal Peoples*



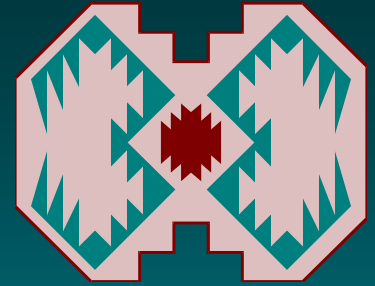
- Nature's Wheels Turn Slowly (Patience)
- Seek Balance & Harmony with Nature
- Wait & See What Unfolds
- Move with Cautious Deliberation
- Take a Gentle Approach if Possible
- Take Life as it Comes
- The Old Ways Should be Honored & Respected
- Recognize & Respect a Diversity of Treatments
- Family is Focus of Health Care Decisions

Essential Communication & Care-Giving Principles for Aboriginal Peoples



- **Respect the Individual:** Individual experience & beliefs should be considered just as valid & important as tradition or cultural norms.
- **Practise Conscious Communication:** Try to listen well & note responses
- **Use Interpreters:** Use an interpreter if there is any doubt as to fluency & understanding in English or French.
- **Involve the Family:** Often Aboriginal families will wish to be present during decision-making.

Essential Communication & Care-Giving Principles for Aboriginal Peoples



- **Recognize alternative approaches to Bearing Bad News:** Some Aboriginal peoples believe that speaking of a future illness or negative consequence will help bring it to pass.
- **Practise Noninterference:** A patient's decisions should be based on a comprehensive reporting of options and be respected except for reasons of misunderstanding.
- **Allow for Traditional Medicine:** Aboriginal clients may desire the involvement of Aboriginal elders or healers, in their treatment.

Attitudes - Key in Aboriginal Health Care



- **Humility** (Realizing the client's thinking is as important as your own)
- **Empathy** (Putting yourself in their situation)
- **Curiosity** (Honestly wanting to know the client & his/her needs)
- **Respect** (Treating the Aboriginal client as you would want to be treated were your positions reversed)

Attitudes - Key in Aboriginal Health Care



- **Sensitivity & Compassion** (Having an understanding & caring spirit)
- **Authenticity** (Being genuine & not merely acting out a role)
- **Openness** (Being adaptive & flexible in the encounter)
- **Availability** (Ensuring the Aboriginal client knows you're accessible, if needed.)

The Encounter



“You & I - We meet as strangers, each carrying a mystery within us. I cannot say who you are. I may never know you completely. But I trust that you are a person in your own right, possessed of a beauty & value that are the earth's richest treasures. So I make this promise to you; I will impose no identities upon you, but will invite you to become yourself without shame or fear. I will hold open a space for you in the world, & allow your right to fill it with... purpose.”

Author Unknown

Overcoming Barriers Posed by Health Care Provider's & Clinical Settings to Aboriginal Clients & Communities

Ethnic & Interracial Biases

MD & RN Allopathic Bias

Socio-Economic & Cultural Dominance / Dissimilarities

Foreignness of Medical Thinking & Language

Cultural Competency Interventions:

- Cross-Cultural Training
- Cultural Self-Assessment
- Aboriginal Community & Culture Exposure
- Bridging Language Gaps & Health Illiteracy
- Ensuring Informed & Participatory Decision-Making

Health Care Provider & Client Relationship:

- Good Communication
- Working Partnership
- Mutual Respect
- Growing Trust



Attaining Personal Cultural Competency

Key Steps to Personal Cultural Competence



- Examine & question your own values, behaviours, beliefs & assumptions & strive to be non-judgmental
- Try to understand what others think & feel, seeking to be open minded, while celebrating & honoring differences.
- Recognize racism & the beliefs, practices & institutions that breed racism.

Key Steps to Personal Cultural Competence



- ▷ Engage in activities that help you to reframe your thinking, allowing you to hear & appreciate other world views & perspectives.
- ▷ Familiarize yourself with core culture of the people you serve, including: physical conditions, concepts of time, space & physical contact, communication approaches, social expectations, socioeconomic structures, & gender roles.

Key Steps to Personal Cultural Competence



- ▷ Engage clients in sharing their reality. Unique experiences & histories of individuals will result in differences in their behaviors, values & needs.
- ▷ Learn how Aboriginal cultures define, name & understand diseases & their treatment. Engage your individual clients to share with you how they view & describe their ailments.

Key Steps to Personal Cultural Competence



- ▷ Develop a relationship of trust with clients & co-workers by interacting with openness, sensitivity & willingness to hear different perceptions.
- ▷ Create a welcoming environment that respects & reflects the values & concerns of the people & communities that you serve.

Attaining
Organizational
Cultural
Competency

Barriers to Organizational Cultural Competence



- ▷ Lack of understanding of the value & importance of making the needed changes
- ▷ Lack of human, material or financial resources to make it happen
- ▷ Lack of a genuine leadership commitment to actualizing the goal
- ▷ Lack of readily available training tools, resources & opportunities
- ▷ Internal staff disinterest, or possible resistance

Benefits of Organizational Cultural Competence



- ▷ Promotes greater inclusiveness & equity at all levels & in all activities
- ▷ Improves dialogue with & participation of Aboriginal clients
- ▷ Increases levels of mutual respect & understanding in internal as well as external interactions & relationships
- ▷ Generates & sustains a spirit of mutual trust & cooperation between the service agency & the Aboriginal client population

Benefits of Organizational Cultural Competence



- ▷ Increases civility & success in problem-solving through the use of newly discovered perspectives, ideas, & strategies
- ▷ Decreases unwanted surprises & conflicts that can impede & undermine fulfillment of service objectives
- ▷ Helps to lessen the fear of making mistakes, & reduces unnecessary conflicts

Organizational Cultural Competence



To actualize cultural competence a health service agency or organization needs a defined set of working values & goals which will ensure the development of **Structures; Policies; Attitudes; Practices; & Services** designed for enabling service providers to work effectively on a cross-cultural basis.

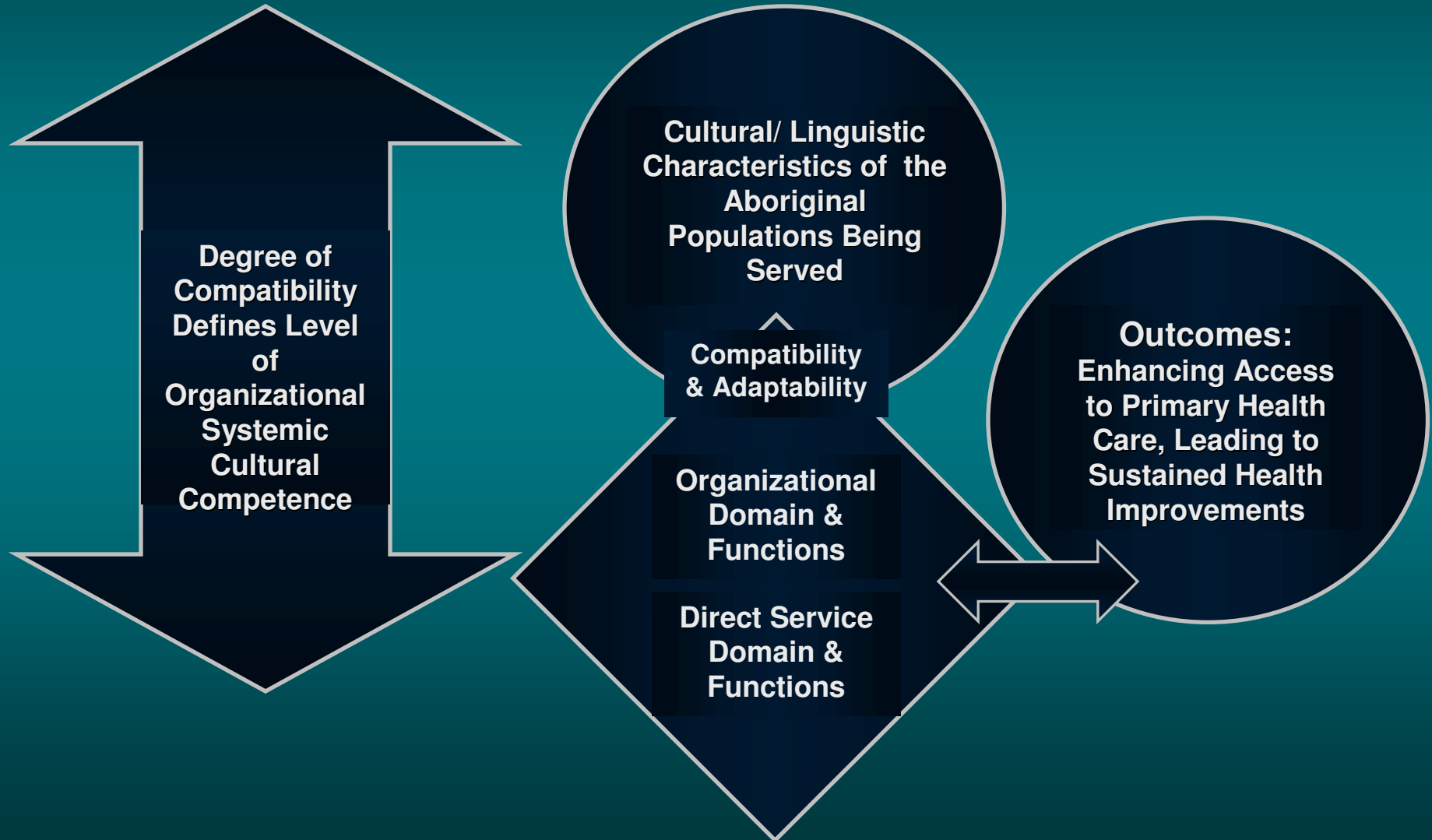
Elements of Organizational Cultural Competence



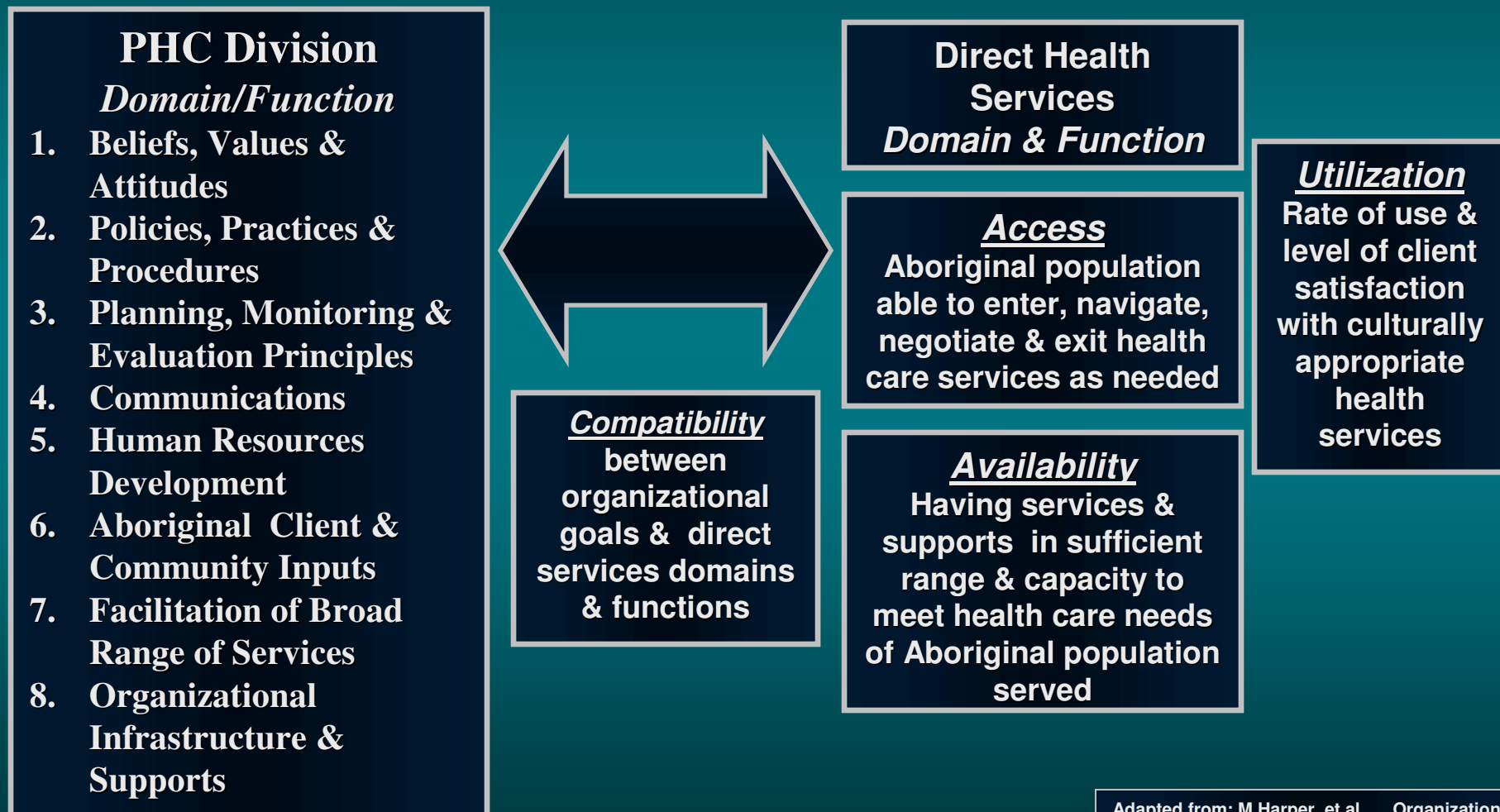
- ▷ Value diversity
- ▷ Conduct periodic cultural competency self-assessments
- ▷ Acquire & institutionalize Aboriginal cultural knowledge
- ▷ Adapt to the diversity & cultural contexts of Aboriginal peoples being served
- ▷ Adapt & modify **Structures, Policies, Attitudes, Practices, & Services**



Organizational Cultural Competence



Organizational Infrastructure & Direct Service Functions



Adapted from: M Harper, et al. ... Organizational Cultural Competence: A Review of Assessment Protocols, Research & Training, Univ. of South Florida, Dec/2006, p. 27

Organizational Cultural Competence Components

Domains & Focus Areas

Organizational Values

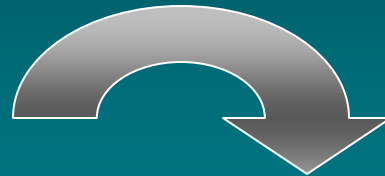
Governance

**Planning Monitoring &
Evaluation**

**Staff Training &
Development**

**Organizational
Infrastructure**

Services & Interventions



Structures

Processes

Outputs



Indicators



Outcomes

- ▶ **Organizational**
- ▶ **Clients &**
- ▶ **Communities**



Cultural & Linguistic Renewal Efforts

Historically public policy & scholastic systems in Canada sought to systematically destroy Aboriginal cultures & languages. However, in recent decades some serious efforts have been made to restore weakened cultures & endangered languages.



[illegible]

Source: FAS/FAE, Health Canada, June 2002

SOAR



- ▷ Self-Initiated Learning about Aboriginal Cultures, Peoples & Communities
- ▷ Ownership of & Commitment to Implementing *Cultural Competency Change Processes*
- ▷ Articulation of Clear Goals & Expectations
- ▷ Responsible Leadership & Accountability over Time

Closing Words



“All men were made by the same Great Spirit Chief. They are all brothers. The Earth is the mother of all people, & all people should have equal rights upon it... Let me be a free man, free to travel, free to stop, free to work, free to trade... where I choose my own teachers, free to follow the religion of my fathers, free to think & talk & act for myself.”

Chief Joseph (Heinmot Tooyalaket) 1840-1904

Art Credits

Daphne Odjig



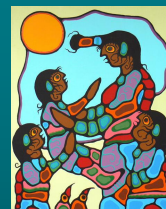
James Martin



Roy Thomas



Norval Morriseau



Compliments of: *Bear Claw Gallery*, Edmonton

Joan Laroca

Painting for sale at:



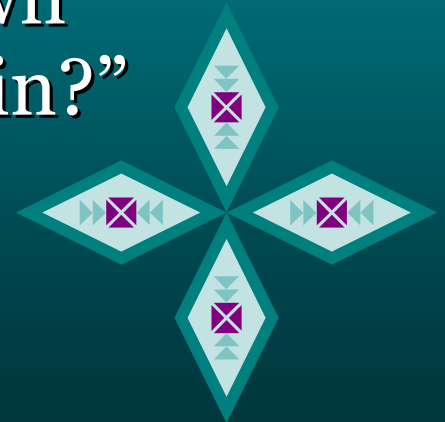
<http://www.sacredspacesart.com/Images/pages/wheel.htm> 505.699.2295

End

**Supplemental Slides
For Possible
Use with Management**

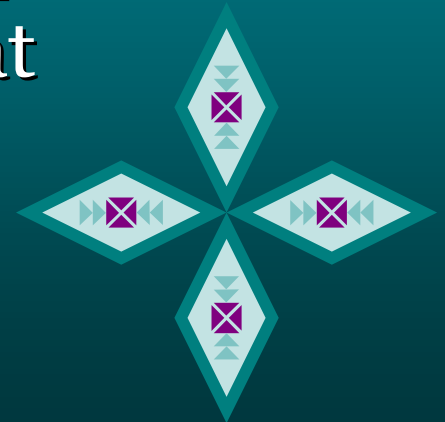
Action Steps - Implementing Cultural Competence

1. Develop support for change throughout the organization. Begin to redefine change as being positive. Encourage staff to question the status quo, offer input & raise issues.
2. Answer the questions: Who wants change & who doesn't? Is this a top-down mandate? How deep is the "buy in?" Will there be a need to set up a representative planning committee?



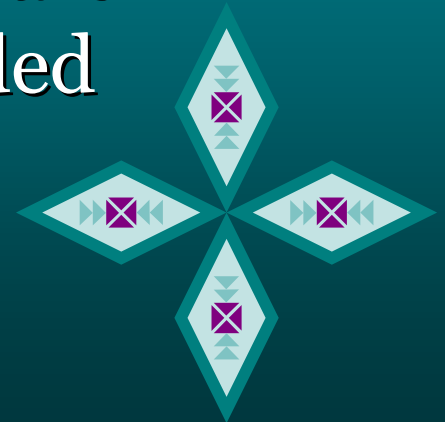
Action Steps - Implementing Cultural Competence

3. Identify the groups (internal & external) to be involved. Who needs to participate in the planning, implementation & reinforcement of the changes to take place?
4. Identify barriers to cultural competence at work in the organization. What is currently not working, what will slow you down or stop you?



Action Steps - Implementing Cultural Competence

5. Assess the organization's attitudes toward & levels of cultural competence. What knowledge, skills & resources can be built upon? Where are the gaps?
6. Identify the resources that are needed. What training tools & resources are required to bring about the needed changes? Where can these resources be found?



Action Steps - Implementing Cultural Competence

7. Develop specific goals, implementation steps & deadlines for achieving them. Establish realistic time frames for accomplishing critical change.
8. Commit to an ongoing evaluation of progress & be willing to respond to further identified needs for change. What will success look like? How do you know that you are on the right track? Understand the long-term nature of the process.



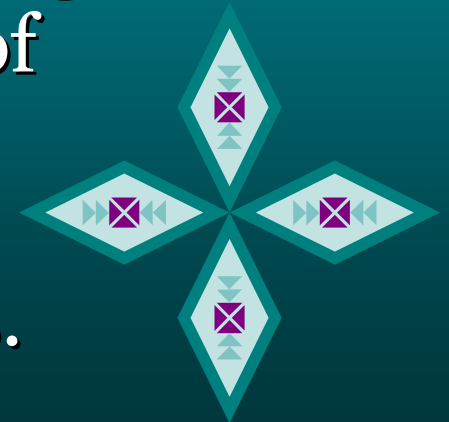
Further Constructive Measures & Interventions

- Seek to increase the number of Aboriginal persons who are conversant with their own culture in the Division.
- Identify best practices in Cultural Competence by learning from other organizations & individuals.
- Develop a comprehensive training plan for specific groups of employees, in order to improve competencies required for effective cross-cultural service activities.



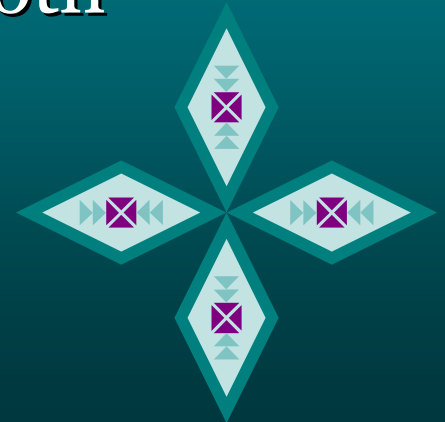
Further Constructive Measures & Interventions

- Identify & re-write any policies, practices, & procedures that limit the full involvement of Aboriginal clients in making informed health decisions.
- Stage educational events & forums to explore the diverse cultures of Aboriginal group's including an examination of their histories, socio-economic & political issues, & environmental factors affecting their communities.



Further Constructive Measures & Interventions

- Explore opportunities for growth that cultural differences engender in the work place.
- Plan the change process as progressive and incremental (not random). By setting an agenda for change, you can help both staff & Aboriginal clients anticipate & prepare for possible outcomes.



Further Constructive Measures & Interventions

- Anticipate the reality that some staff will not be comfortable with both the organizational change & personal introspection necessary to enhance the cultural competence of programs & services.

