

# Organizational Effectiveness and Cultural Competency

PA Forum for Primary Health Care

February 21, 2008

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# Cultural Competence

Cultural Competence: In an organizational context, cultural competency means managing diversity in ways that create a climate in which the potential advantages of diversity for organizational or group performance are maximized, while the potentials disadvantages are minimized.

Source: National Standards for Culturally and Linguistically (CLAS) appropriate services in healthcare. U.S. Department of Health and Human Services. Office of Minority Health

# Cultural Competence

- Cultural competence is both personal and organizational
- Cultural competence is programmatic
- Essential to service to diverse clients
- Access barriers lessen effective service
- Linguistic competence matters
- Law and accreditation standards requirements

# Multicultural Organizational Development (MCOD)

- MCOD is long-term, complex organizational change process
- MCOD requires fundamental organizational transformation
- MCOD and cultural competence are complementary and are not mutually exclusive
- MCOD focus on organization culture and systems

Source: [www.compasspoint.org](http://www.compasspoint.org) Multicultural Organizational Development: A Resource for Health Equity by Laurin Y. Mayeno, MPH, July 2007

# Goals of MCOB

- Incorporate into organization's mission, vision, value and strategic plan
- Inclusive and accountable decision-making processes
- Data collection on different social/economic, ethnic, racial and linguistic groups identifies disparities in service delivery and evaluates outcomes
- Establish guidelines for multicultural communications across organization
- Multicultural criteria is used for all human resource considerations

# Key Values of MCOB

- **Inclusivity** – Include multiple differences so that everyone belongs to and has ownership in the process
- **Equity** – Recognize the practice of bias, social division and discrimination exists
- **Strength and Opportunity** – Emphasis and value knowledge and perspectives of all groups involved

# Strategies for MCO

- Understand Cultures and Interest
- Model Desired Behavior
- Foster Cultural Change
- Establish Vision and sustain and ongoing process
- Celebrate benchmarks
- Recognize impact to community-beyond healthcare service delivery

# Benefits of MCO

- Framework for working in all agencies serving diverse communities
- Increased organizational effectiveness
- Assist to eliminate inequities and disparities in healthcare
- Workplace is more equitable environment for staff, clients/patients and communities

# Resources

- Diversity Central - [www.diversitycentral.com](http://www.diversitycentral.com)
- Diversity Rx - [www.diversityrx.com](http://www.diversityrx.com)
- Cross Cultural Care Health Program - [www.xculture.org](http://www.xculture.org)
- Transcultural Nursing Society – [www.tcns.org](http://www.tcns.org)
- National Multicultural Institute – [www.nmci.org](http://www.nmci.org)

# Thank You

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