

# **Recovery Technology Cultural Competency Plan**

**2018**

## **Mission Statement:**

The Mission of Recovery Technology is making a positive difference in the quality of lives for the people we support.

## **Vision Statement:**

Recovery Technology is committed to helping people achieve their passions.

## **Core Values:**

- Treat People the way we would want our loved ones to be treated
- Practice the skills we advocate
- Above all else do no harm
- Always take the high road
- Accountability
- Compassion
- Credibility
- Honesty

## **Definition of Diversity:**

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, language, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

## **Definition of Cultural Competence:**

Cultural Competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientation and other diversity factors in a manner that recognizes, affirms and values the worth of individuals, families and communities and protects and preserves the dignity of each. Operationally defined, cultural competence is

the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes.

### **Introduction:**

At the direction of the CEO, this Cultural Competency Plan was created to encourage diversity and expand employees, contractors and client's understanding of others. The Recovery Technology Leadership Team has approved the guidelines included in this plan and supports its full implementation. All core sections of the plan have been assigned to members of the Leadership Team to ensure implementation.

### **Purpose:**

The purpose of this plan is to establish cultural competence standards, values and policies for Recovery Technology, employees, contractors and clients. It is intended that this will serve as a planning document to assist all Recovery Technology Departments to develop and implement strategies to address the guidelines included with the goal of enhancing treatment outcomes for all clients.

### **Overview of Plan Structure:**

This is a comprehensive document that includes Recovery Technology's Cultural Competency Standards, guidelines and work plans. The development of this document was based on current work in the field of cultural competence (see bibliography). This document should be updated as projects, activities and accomplishments are reached.

Following is a list of standards and strategies established for implementation in this plan. The expectation is that Recovery Technology will implement these strategies as a minimum requirement. The guidelines are a systematic approach beyond the strategies.

### **Diversity Strategies**

1. Enhance diversity through recruitment and selection.
2. Retain workforce diversity by instituting welcoming environment practices and by providing support systems and opportunities for professional growth and career advancement.
3. Reduce employment barriers for people with disabilities.
4. Provide more culturally competent services.
5. Create an infrastructure for performance accountability.

## **Standards:**

1. Recovery Technology ensures that clients receive effective, understandable and respectful services that are provided in a manner compatible with their cultural beliefs and practices, preferred language and/or alternate format, physical or cognitive ability, gender and sexual orientation.
2. Recovery Technology implements strategies to recruit, retain and promote a diverse staff at all levels of the organization and leadership that is representative of the population being served and the demographic characteristic of our service area.
3. Recovery Technology ensures that staff at all levels and across all disciplines receive ongoing education and training in culturally, linguistically and gender appropriate service delivery, policy and planning, and comply with practice and standards for workers.
4. Recovery Technology provides competent interpreter services at no cost to clients with limited English proficiency at all points of contact, in a timely manner during all hours of operation. Language standards also apply to individuals with speech or hearing disabilities.
5. Recovery Technology provides to clients in their preferred language or alternate format both verbal offers and written notices informing them of their right to receive language assistance services.
6. Recovery Technology assures the competency of language assistance provided to limited English proficient clients by interpreters. In the event that a client wishes to use family and/or friends to provide interpretation services, Recovery Technology will honor that request. These standards also apply to people with speech or hearing disabilities.
7. Recovery Technology makes available easily understood client-related materials and posts signage in the languages of the commonly encountered group and/or groups represented in the service area.
8. Recovery Technology develops, implements and promotes written plans and policies that consider issues of diversity and seeks to develop a welcoming atmosphere.
9. Recovery Technology conducts an annual organizational self-assessment of cultural competency related activities and endeavors to integrate cultural and linguistic competence-related and gender-specific measures into internal audits, performance improvement programs, client satisfaction assessments, and outcome-based evaluations.
10. Recovery Technology conducts an annual organization self-assessment for disability-related barrier identification and removal. This includes developing an accessibility action plan to remedy identified barriers to employment and/or access to client services.

11. Recovery Technology ensures that data on the individual client's racial, ethnicity, gender and primary language or alternate format are collected in client records, confidentially maintained, integrated into the data information systems and periodically updated.
12. Recovery Technology maintains current demographic, cultural and service delivery profiles of the Jackson community as well as a needs assessment to accurately plan for and implement services that respond to the cultural, linguistic and gender characteristics of the service area.
13. Recovery Technology endeavors to develop participatory, collaborative partnerships with the community and use a variety of formal and informal mechanisms to facilitate community and client involvement in designing and implementing the Recovery Technology service delivery system and cultural competency standards.
14. Recovery Technology ensures that conflict and grievance resolution processes are culturally, linguistically and gender sensitive/appropriate and capable of identifying groups/organization.
15. Recovery Technology regularly makes available to the public information about progress and successful innovations in implementing the Cultural Competency Standards and to provide staff and the public notice about the availability of this information.

## **Recovery Technology Plan Core Sections**

The Recovery Technology Cultural Competence Plan identifies eight core sections that must be addressed to move cultural competence forward. These are:

1. Planning
2. Evaluation
3. Services to Clients
4. Retention, Recruitment and promotion
5. Education and training for Recovery Technology staff
6. Collaborative partnerships and informing the public
7. Data collection and operation
8. ADA compliance

### **Planning:**

Recovery Technology develops, implements and promotes a written plan and policies that consider issues of diversity and seeks to develop a welcoming atmosphere. This creates an infrastructure for performance accountability.

**Guidelines:** Recovery Technology conducts an annual organizational self-assessment of Cultural Competence related activities which integrates cultural and linguistic competence-

related measures into internal audits, performance improvement programs, client satisfaction assessments and outcome-based evaluations.

1. Recovery Technology's Cultural Competency Plan is supported at the highest level of Organizational Leadership
2. Every Recovery Technology leader is responsible and accountable for the implementation and monitoring of the Recovery Technology Cultural Competency Plan.
3. Every department within Recovery Technology has input into the plan as well as clients and community stakeholders.
4. The plan includes a process for integrating and including the principles of cultural competency in all aspects of organization planning, including any future planning.
5. The plan identifies service modalities and models that are appropriate and acceptable to the cultural communities served.
6. The plan assures cultural competence at each level of service within the organization.
7. The Cultural Diversity Policy includes methods for ensuring culturally diverse staffing (including gender, ethnicity and language).
8. Culturally competent performance is an integral part of the Recovery Technology employee performance evaluation system and includes development of accountability for culturally competent performance as well as sanctions for culturally destructive practices (e.g., discrimination).
9. Recovery Technology trains all staff at least annually on Cultural Competency, Limited English Proficiency and any other relevant topics.
10. The Quality Management plan includes ongoing monitoring of indicators to assure equal access, comparability of services and outcomes across all services provided.

### **Evaluation:**

Recovery Technology conducts an annual organizational self-assessment of cultural competency related activities and endeavors to integrate cultural and linguistic competence-related and gender-specific measures into internal audits, performance improvement programs, client satisfaction assessments and outcome-based evaluations.

### **Guidelines:**

1. The Quality Improvement Team periodically reviews data from performance indicators relating to diverse cultural populations.
2. Maintain a process for and keeps a record of all grievances and formal complaints, differentiated by cultural groups of the complainant and the specific department/staff.

3. Procedures are in place to ensure that if irregularities or deficiencies related to culturally competent services are found, corrective actions are undertaken to identify and address root causes/processes.
4. Develop criteria for and be able to account for differing service needs of diverse populations, e.g. community needs assessment.
5. Complete client satisfaction survey and report of the target population. Client satisfaction surveys are available in various formats to facilitate the participation of clients from all cultural groups, including people who leave the organization before receiving all the services they want or need.
6. Track the use of intrusive, specialized or restrictive interventions by cultural group and specific department/staff.
7. Identify and track high-use clients who use a significant number of resources; review and adapt programs and/or services to more effectively address their needs.
8. Maintain documentation of services along the continuum of care.
9. Evaluate staff trainings to ensure they increase staff cultural competence.
10. Include performance indicators related to cultural competency in annual staff evaluations.

### **Services to Clients:**

Recovery Technology ensures that clients receive effective, understandable and respectful services that are provided in a manner compatible with their cultural beliefs and practices, preferred language and/or alternate format, physical or cognitive ability, gender and sexual orientation.

Recovery Technology offers and provides competent language assistance services including interpreter services, at no cost to the consumer with limited English proficiency at all points of contact, in a timely manner during all hours of operations. Language standards also apply to individuals with speech or hearing disabilities.

Recovery Technology provides to clients in their preferred language or alternate format both verbal offers and written notices informing them of their right to receive language assistance services.

Recovery Technology assures the competency of language assistance provided to limited English proficient clients by interpreters. In the event that a client wishes to use family and/or friends to provide interpretation services, Recovery Technology will honor that request. These standards also apply to people with speech or hearing disabilities.

Recovery Technology makes available easily understood client-related materials and posts signage in the languages of the commonly encountered groups in our service area.

Recovery Technology ensures that conflict and grievance resolution processes are culturally, linguistically and gender sensitive/appropriate and capable of identifying, preventing and resolving conflicts or complaints by clients or community groups/organizations.

### **Guidelines:**

1. Conduct needs assessments that comprise of respondents from a wide range of cultural groups on a regular basis. Adapt and change program services based on identified needs.
2. Use current demographic cultural profile of the community as well as a community needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the Jackson community.
3. Ensure that staff and contractors are able to demonstrate knowledge of the socioeconomic issues of various cultural groups in the Jackson area.
4. Develop specific procedures to ensure comparability of access and receipts of services across cultural groups.
5. Develop participatory, collaborative partnerships with cultural communities and providers that serve specific cultural groups. Use a variety of formal and informal mechanisms to facilitate community and client involvement in designing and implementing culturally competent services. Develop and maintain relationships with community organizations and groups.
6. Ensure that fee structure does not create a barrier for accessing services.
7. Develop or revise existing intake and assessment procedures to ensure that they meet the needs of the wide range of cultures as needed. Assessments currently include a multidimensional focus including individual, family and community strengths.
8. Ensure services for clients are compatible with the cultural framework and community environment of clients and family members. Clients and families participate in the creation and ongoing development of their plan for services. When appropriate, involve identified family leaders and decision makers.
9. Provide to clients in their preferred language both verbal offers and written notices informing them of their right to receive language assistance services.
10. Provide language assistance services such as interpreter services, and/or TTY services at no cost to the client at all points of contact in a timely manner during all hours of operation. Assure the competence of language assistance provided to clients by interpreters.

11. Cultural differences shall be considered and accommodated when possible (e.g., the need or desire to bring family members to the facility, play areas for small children, etc.).
12. Staff shall have knowledge, experience, and training and demonstrated competence in cultural aspects of individuals being served.
13. Ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing and resolving cross-cultural conflicts or complaints.
14. Make available easily understood materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.
15. Services are located and actively marketed in areas readily accessible to a wide range of cultural groups in the community.
16. Hours of the services, telephone contact and other accessibility issues shall be appropriate for the population being served.
17. Mass media programming (radio, television, etc.) shall be culturally and linguistically sensitive.
18. All outreach and program services are relevant and respectful of cultural factors and backgrounds.

### **Recruitment, Retention and Promotion:**

Recovery Technology implements strategies to recruit, retain and promote a diverse staff at all levels of the organization and leadership that is representative of the population being served and the demographic characteristics of the Jackson area.

### **Guidelines:**

1. Recovery Technology will make efforts to hire, retain and promote qualified employees from diverse cultural/racial backgrounds.
2. Recovery Technology will develop procedures addressing strategies for recruitment of a diverse workforce.
3. Recovery Technology's policies address the need to maintain a qualified workforce that reflects the diversity of the community and population served.
4. Recovery Technology provides orientation, training, mentoring and other supports for new employees to ensure understanding and acceptance of program values, principles and practices governing cultural and linguistic competence.
5. Recovery Technology's training plan guides the development of a culturally competent workforce, based on the employee's training needs and in light of services needed to service clients and their families.

6. Recovery technology provides training and professional development activities for all staff to ensure understanding and acceptance of program values, principles, and practices governing cultural and linguistic competence.
7. Recovery Technology will incorporate areas of cultural awareness, knowledge and skills into position descriptions and performance evaluations for all staff.

### **Education and Training for Recovery Technology staff/contractors:**

Recovery Technology ensures that staff at all levels and across all disciplines receive ongoing education and training in culturally, linguistically and gender appropriate service delivery, policy and planning and comply with practice and standards for workers.

#### **Guidelines:**

Staff training and development in the areas of cultural competence are implemented at all levels and across disciplines for leadership and governing body, as well as for management, support staff and contractors. The cultural competence training is incorporated into the ongoing organization staff training plan. Curriculum and/or training topics include but are not limited to:

1. Factors which define cultural differences among and between cultural populations, including differences related to history, traditions, customs, values, belief systems, national origin, acculturation and migration patterns, reasons for immigration, dialect and language fluency, race, ethnicity, gender, gender identity, sexual orientation, age, disability, physical appearance, religion, spirituality, class/socioeconomic status, education, art, music, food and politics.
2. Unique stressors, for example, war, trauma, violence, socioeconomic status, political unrest, aspects of cultural survival and maintenance, racism, and discrimination.
3. The effects of acculturation on individuals.
4. How class, ethnicity, social status and other distinguishing factors influence behavior, attitudes, values and belief systems.
5. Dynamics of language use, including conceptual frameworks of monolingual and bilingual individuals, nuances of verbal and nonverbal language, speech patterns and communication styles and literacy level.
6. Issues of stigma specific to various groups and subgroups.
7. Other culturally based behaviors and/or circumstances including help-seeking behaviors, varying effects of commonly used medications on individuals and role and manifestation of spiritual or traditional beliefs.
8. Assessment tools, their limitations and how to tailor their use to better serve various cultural groups.

9. Practical strategies for adapting service delivery to various cultural groups.
10. Strategies for recruiting and retaining a culturally diverse staff.

### **Collaborative Partnerships and Informing the Public:**

Recovery Technology endeavors to develop participatory, collaborative partnerships with the community and uses a variety of formal and informal mechanisms to facilitate community and client involvement in designing and implementing the Recovery Technology service delivery system and cultural competency standards. Recovery Technology regularly makes available to the public information about their progress and successful innovations in implementing the Cultural Competency Standards and to provide staff and the public notice in the Jackson community about the availability of this information.

### **Guidelines:**

1. Recovery Technology has a policy and procedure to promote the active involvement of clients and their families in the continuum of care.
2. Recovery Technology will have a procedure to ensure that the public and partners are informed of the progress and successful innovations in implementing the Cultural Competency Standards.
3. There is clear, open and accessible communication between Recovery Technology and its partners, making it an ongoing priority to listen to each need and develop a common language.
4. Recovery Technology and its partners will work 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 faith based organizations and spiritual leaders).
5. Recovery Technology will collaborate and consult with community based organizations, providers and leaders for the purposes of partnering on outreach, building provider networks, providing service referrals and enhancing public relations with the community being served.
6. Recovery Technology will actively consult with and involve clients and community representatives in a broad range of service design and delivery activities including ongoing evaluation.
7. Implement a process for and keep a record of all grievances and formal complaints, differentiated by cultural groups of the complainant and the specific staff/contractor.
8. Procedures are in place to ensure that if irregularities or deficiencies related to culturally competent services are found, corrective actions are undertaken to identify and address root causes/processes.

9. Complete client satisfaction survey and report of the target population. Client satisfaction surveys are available in various formats to facilitate the participating of clients from all cultural groups, including people who have left the organization before receiving all the services they wanted/needed.
10. Track the use of intrusive, specialized or restrictive interventions by cultural group and specific staff/contractor.
11. Identify and track high use clients who use a significant number of resources and review and adapt programs and/or services to more effectively address their needs.
12. Maintain documentation of services along the continuum of care.
13. Evaluate staff trainings to ensure they are increasing staff cultural competence.
14. Include performance indicators related to cultural competency in annual staff evaluations.

### **Data Collection and Operation:**

Recovery Technology ensures that data on the individual client's racial, ethnicity, gender and primary language or alternate format are collected in client records, confidentially maintained, integrated into the data information systems and periodically updated. Recovery Technology maintains current demographic, cultural and service delivery profiles of the communities being served as well as a needs assessment to accurately plan for and implement services that respond to the cultural, linguistic and gender characteristics of the Jackson area.

### **Guidelines:**

1. Develop and maintain data or a database which track use and outcomes for all clients across all levels of care, ensuring comparability of services (aggregated by programs) access and outcomes.
2. Ensure data systems are compatible.
  - a. At the client's option, gather data on individual race, ethnicity, socioeconomic status, language or alternate format, linguistic proficiency, age, gender, sexual orientation, disability and geographic community.
  - b. Integrate and use data in the organization's management structure.
  - c. As systems expand, track and code all and multiple subgroups within cultural groups and those of mixed race/ethnicity.
3. Institute effective control systems to ensure the security of data capture, transmission and handling. Prevent loss of information and the resulting loss in quality due to system failures or human errors.
4. Use available technology to improve the efficiency and quality of data collection and capture processes.

5. Develop systems that are compatible and at the individual staff's option
  - a. Collect data on staff demographics, including race, ethnicity, gender and spoken and written language capacity.
  - b. Collect data on gender identity, sexual orientation, age and disability.
  - c. Integrate and use data in the organization's management information systems and update periodically.

### **Compliance:**

Recovery Technology conducts an annual organizational self-assessment for disability-related barrier identification and removal. This includes developing an Accessibility action plan to remedy identified barriers to employment and/or access to client services.

### **Guidelines:**

1. Recovery Technology commits to a written self-assessment, planning process and development of a written Accessibility Plan which is updated annually.
2. The CEO will designate personnel to take responsibility for implementation of the Accessibility Plan.
3. All clients, regardless of ability, have full communication access while using Recovery Technology services; visual and printed materials and information are available in accessible and alternate formats.
4. Everyone, regardless of mobility limitations, is able to independently enter, use and exit Recovery Technology. Everyone can travel freely through doorways and on pathways that are free of obstructions.
5. The process of accessing Recovery Technology services is accessible for people with functional limitations.
6. All of Recovery Technology public materials contain a statement that reflects our commitment to providing reasonable accommodations for all of our programs, services and events.
7. All public events sponsored by Recovery Technology such as public meetings, fundraising events, workshops are held in an accessible location.
8. Recovery Technology has access to basic assistive technology equipment that is available and maintained in good working order (e.g., computer mouse, keyboard alternatives and low tech aids such as a key guard or wrist supports).

## Bibliography

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U.S. Department of Health and Human Services. (2011) Cultural Competence Works