



**Cultural**  
**Competency**  
**Plan 2012 - 2018**

# Arcus Community Resources

## Building Cultural Competency

### Overview:

Arcus Community Resources is committed to providing dignified and respectful services throughout BC. The organization is known for delivering the highest quality health care and services and is continually improving their response to the changing needs of their clients, stakeholders and community.

Over the past thirty years Arcus has experienced changes in demographics both in client/family support and human resources. As the organization has expanded Arcus has been obligated to keep up with the trends and world views of the clients, stakeholders and staff. BC is one of the most diverse provinces in Canada with over 170 different nations represented in their communities. The newest census figures show that Chinese languages and Punjabi are the dominant immigrant languages spoken in Metro Vancouver homes. BC also has a higher proportion of Aboriginal and visible minority citizens than the average across Canada.

Statements reflecting cultural competency can be found woven through Arcus' philosophy, client rights statements, training, policies and strategic planning. Arcus is continually responding to the diversity of their clients, family's cultures, ethnicity and gender while celebrating each individual's uniqueness. Multicultural Dialogue was identified as a first stage in the 2012 Arcus Strategic Plan and as an opportunity to celebrate diversity and increase familiarity and dialogue around one another's cultures, traditions and interests. Also identified in the 2012 Action Plan was the goal to celebrate multiculturalism by acknowledging global provenance; celebrate religious holidays and events of non western cultures and have different cultures and ethnicities present at monthly team meetings.

## **Stage One as outlined in the 2012 Strategic Plan:**

To date Arcus Community Resources has met their Stage One Goal.

**Stage One Goal: Increasing knowledge and celebrating each individual's uniqueness by:**

- Requesting client and family information during the preadmission process regarding culture, religion, spiritual beliefs, dietary regulations and language.
- Continually updating the comprehensive list of languages spoken by the staff members.
- Offering interpreters to families during reviews and family communication.
- Compiling demographic information of each client.
- Providing training on culturally competent care to all new hires and existing staff; including culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status and language.
- Developing individualized care plans and outcomes that reflect diversity.
- Seeking to hire staff that culturally represents the person served and allow gender specific care and care giving.
- Providing multicultural programming, event planning and celebrations.
- Respectful acknowledgment and accommodation of dietary needs, prayer times and dress for staff and clients.
- Including the goal of providing multicultural events throughout the year in both of the Community Access Outcome Frameworks.
- Inclusion statements of diversity in policies such as the Bullying and Harassment Policy, the Selection Policy, and the employee handbook.

## **Current Trends:**

Arcus is currently experiencing an increase of interest by Aboriginal families requiring service. Understanding the culture, emotional, historical and spiritual aspect of Aboriginal People's experience and beliefs about health and healthcare is of utmost importance in providing culturally competent care.

Qualitative data indicates that Arcus is hiring and employing more people who have recently immigrated and whose first language is not English. This increase of diversity in the workplace presents Arcus with language and comprehension challenges especially in the areas of training and development.

Arcus is also expanding in the area of supporting individuals with autism. The staff that are supporting these clients are typically young people looking to gain experience in the field and advance their education and therefore are more transitory, whereas the residential care workers are typically more long term, older and working at times past the age of retirement. Arcus is in the position of balancing a workforce that has a wide variety of age groups working together, plus individuals whose English is a second language.

## **Cultural Competency Action Plan:**

Arcus acknowledges that to become truly culturally competent requires commitment and the ability to honor and respect the beliefs, interpersonal styles, attitudes and behaviors both of clients and the multicultural staff who are providing services. In doing so, it incorporates these values at the levels of policy, administration and practice. (Roberts 1990).

At this time Arcus is implementing the second stage and formalizing the process of striving towards cultural competency. The strategy is a result of significant research regarding best practices in developing a CC plan and consultation telephone meetings with Rebecca Shields, CEO of Canadian Mental Health in York, Ontario. It is her recommendation that one of the first steps for Arcus is to perform a companywide cultural competency audit in order to establish a baseline and provide Arcus with a score card and detailed information regarding future direction. Arcus recognizes that cultural competency is continually evolving and requires ongoing evaluation and assessment. It is by continually learning and remaining curious with open hearts and minds, that Arcus will be an organization leader in Culturally Competence.



# ARCUS COMMUNITY RESOURCES

## CULTURAL COMPETENCY PLAN 2015-2018

OUTCOME (Strategic Objective)	INDICATORS (Initiative)	SOURCE OF INFORMATION (Expected Outcome)	PERSON RESPONSIBLE	TARGET	(Detailed Measure)
<b>Empower Leadership</b>	Training Cultural Competency Aboriginal Inclusion	Training for Leadership Team (Administration, Nurses, Program Coordinators, Team Leaders)	Cultural Competency Coordinator	2016	100% of the Leadership Staff trained by an outside facilitator <b>(Appendix A)</b>
	Development of a CC Commitment Statement	With the input of the Leadership Team adopt a Cultural Competency Plan Commitment Statement as part of the Vision Companion Statements	Leadership Team	2016	Completed Cultural Competency Commitment Statement
<b>Establish an Organizational Cultural Competency Baseline</b>	Form a Cultural Competency Assessment Committee	Cultural Competency Assessment Committee including Leadership staff and front line staff	Cultural Competency Coordinator	2016	A formed Cultural Competency Committee
	Completion of an assessment by consumers, staff and stakeholders	Develop an online assessment checklist/tool using survey tools <b>(Appendix B, C)</b> , survey monkey and implementing using existing Arcus survey tools i.e. Family, stakeholders, client, staff, work safe, etc.	Cultural Competency Committee	2016	80% completion rate of surveys distributed to clients, staff and stakeholders
	Formulate recommendations based on the audit	Cultural Competency Committee will collect and analyze both quantitative and qualitative data	Cultural Competency Committee	2017	A completed recommendation report and presentation to Leadership Team
<b>Build Staffs Knowledge and Capacity</b>	Provide Cultural Competency Training for all new hires and long term staff	Provide CC training during new hire classes, during staff meetings and in-services <b>(Appendix D)</b>	Cultural Competency Coordinator and Team Leaders	2016	50% of the worksites will have a training session 50% in 2017
	Completion of the Indigenous Cultural Training Program <b>(Appendix E)</b>	Identified, key leadership team members and staff will enroll in the training program	Leadership Team	2016 -2018	Successful completion of the program by the identified key participants
<b>Improve Internal Human Resources Processes</b>	Review of current training model	Update the training model to meet the needs of a diverse workforce whose first language may not be English	Training Coordinator and Human Resources	2017	Updated training package
<b>Improve internal Policies and Procedure</b>	Review existing and new policies and procedures through a Cultural Competency Lens	Policies and procedures that include Cultural Competency	Leadership Team	2016 - 2018	By 2018 100% of the policies and procedures will include CC
<b>Updating a reviewing Cultural Competency Plan</b>	Review of existing initiatives	Update existing initiatives i.e. list of languages spoken, reflection of CC in worksite frameworks, care plans, compilation of demographics, planning of multicultural events, celebrations and education etc. IE. <b>(Appendix F)</b>	Leadership Team, Team Leaders and front line staff	Yearly	Cultural Competency visible in 100% of planning and decision making

## References:

- "CULTURAL COMPETENCY A Self-Assessment Guide for Human Services Organizations." *Cultural Competency Institute of Calgary*. N.p., n.d. Web. 24 Oct. 2015. [http://www.calgary.ca/csps/cultural\\_competency\\_self\\_assesment\\_guide.pdf](http://www.calgary.ca/csps/cultural_competency_self_assesment_guide.pdf).
- "Culturally Competent Care for Aboriginal Women." (*National Aboriginal Health Organization, Journal de la santé autochtone, Decembre 2009*). N.p., n.d. Web. 24 Oct. 2015. <<http://www.naho.ca/journal/>>.
- "Core ICC Health Training." *Indigenous Cultural Competency Training Program - Provincial Cultural Competency Training Program*. N.p., n.d. Web. 28 Oct. 2015. <<http://www.culturalcompetency.ca/training/core-icc-health>>.
- "Monique Gray Smith." *Little Drum Consulting*. N.p., n.d. Web. 2 Nov. 2015. <<http://www.littledrum.com/>>.
- "National Center for Cultural Competence." National Center for Cultural Competence. Georgetown University, n.d. Web. 22 Oct. 2015. <<http://nccc.georgetown.edu/>>.
- ".../punjabi-and-chinese-top-immigrant-languages-in-vancouver." *cbc.ca/news*. N.p., n.d. Web. 16 Oct. 2015. <<http://www.cbc.ca>>.
- "Reflecting Our Communities – Building a Diverse BC Public Service 2012." *BC Public Services*. N.p., n.d. Web. 15 Oct. 2015. <[http://www2.gov.bc.ca/local/myhr/documents/diversity\\_strategy.pdf](http://www2.gov.bc.ca/local/myhr/documents/diversity_strategy.pdf)>.
- "Section 7 Building Culturally Competent Organizations." *Community Health and Development at the University of Kansas*. N.p., n.d. Web. 15 Oct. 2015. <<http://ctb.ku.edu/.../culture/cultural-competence/culturally-competent-organizations>>.
- "Self-Assessment for Cultural Competence." *American speech-language-hearing association*. N.p., n.d. Web. 24 Oct. 2015. <<http://www.asha.org/practice/multicultural/self/>>.
- Shields, Rebecca, and Glem Dias. "Providing Great Care in Great Communities." 2013. TS. Rebecca Shields - Chief Executive Officer at Canadian Mental Health Association, York Regional Branch