

An Introduction to
The Culturally Effective Organizations Framework

***The Roadmap to High Quality
Services for All***

**CBCAP Grantee Meeting
May 18, 2022
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**New Hampshire
Equity Collective**

**FRIENDS National Center for CBCAP
A Service of the Children's Bureau**



Objectives

- To explore the Culturally Effective Organizations Framework
- To increase understanding of the elements of being a culturally effective organization
- To articulate action steps to increase organizational cultural effectiveness
- To raise awareness of tools available to support the work.

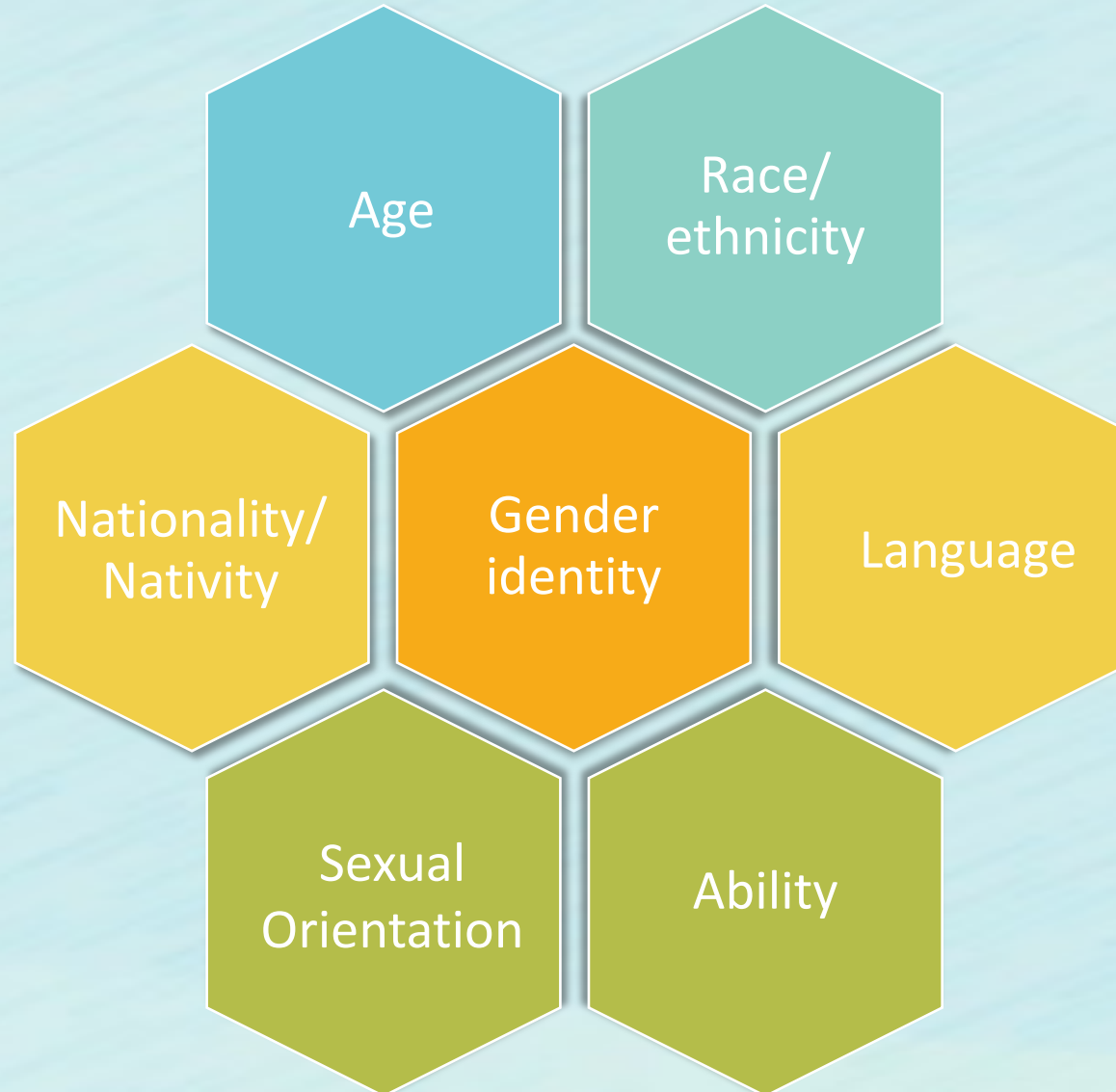




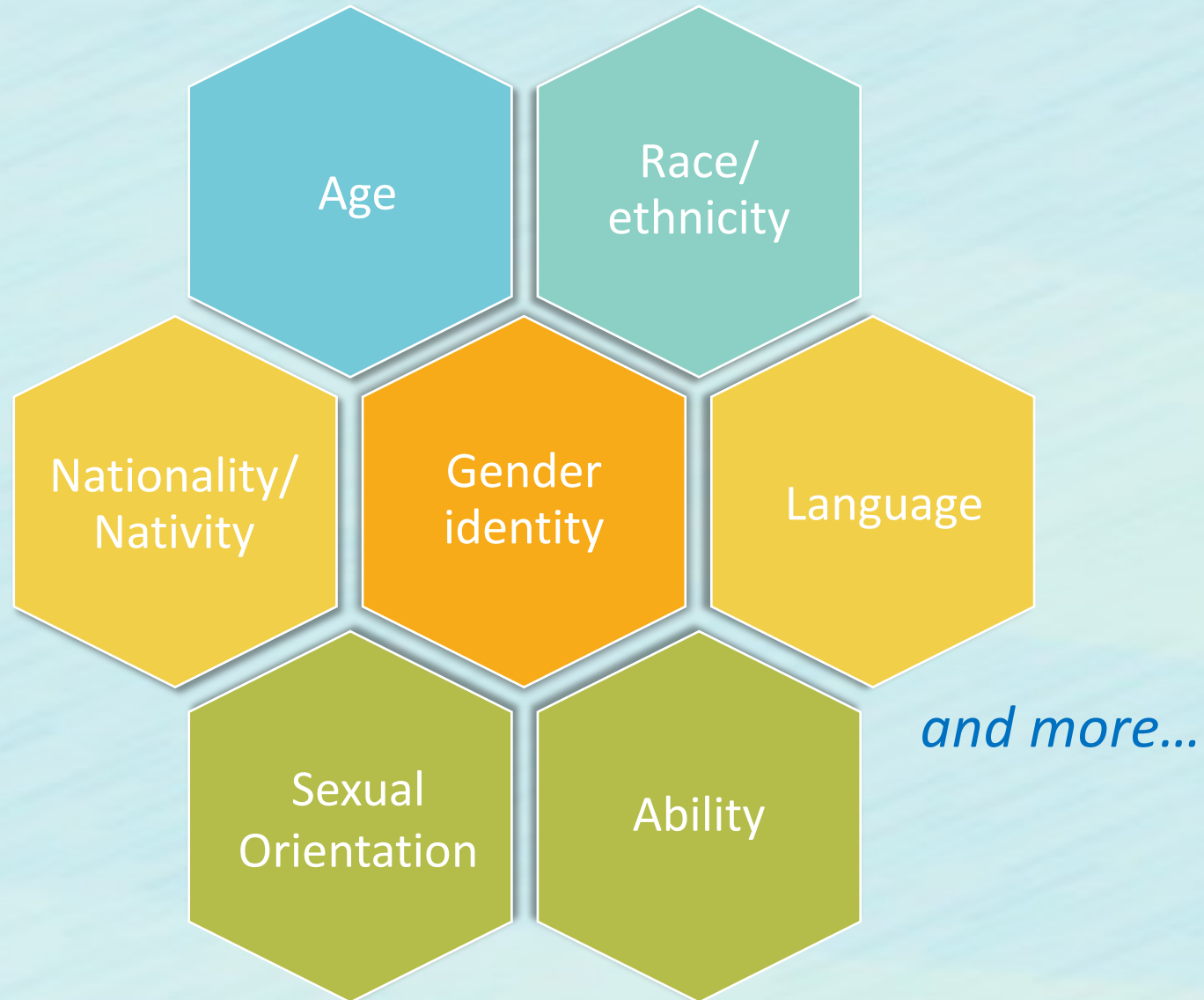
Who are ALL youth and families?



Who are ALL youth and families?



What does it take for organizations to serve ALL youth and families well?





and wellness

Health equity means that everyone has a fair and just opportunity to be as healthy as possible.

Braveman P, Arkin E, Orleans T, Proctor D, and Plough A. *What Is Health Equity? And What Difference Does a Definition Make?*
Princeton, NJ: Robert Wood Johnson Foundation, 2017

<https://www.rwjf.org/en/library/research/2017/05/what-is-health-equity-.html>

<https://www.rwjf.org/en/library/infographics/visualizing-health-equity.html#/download>

Equality



Equity



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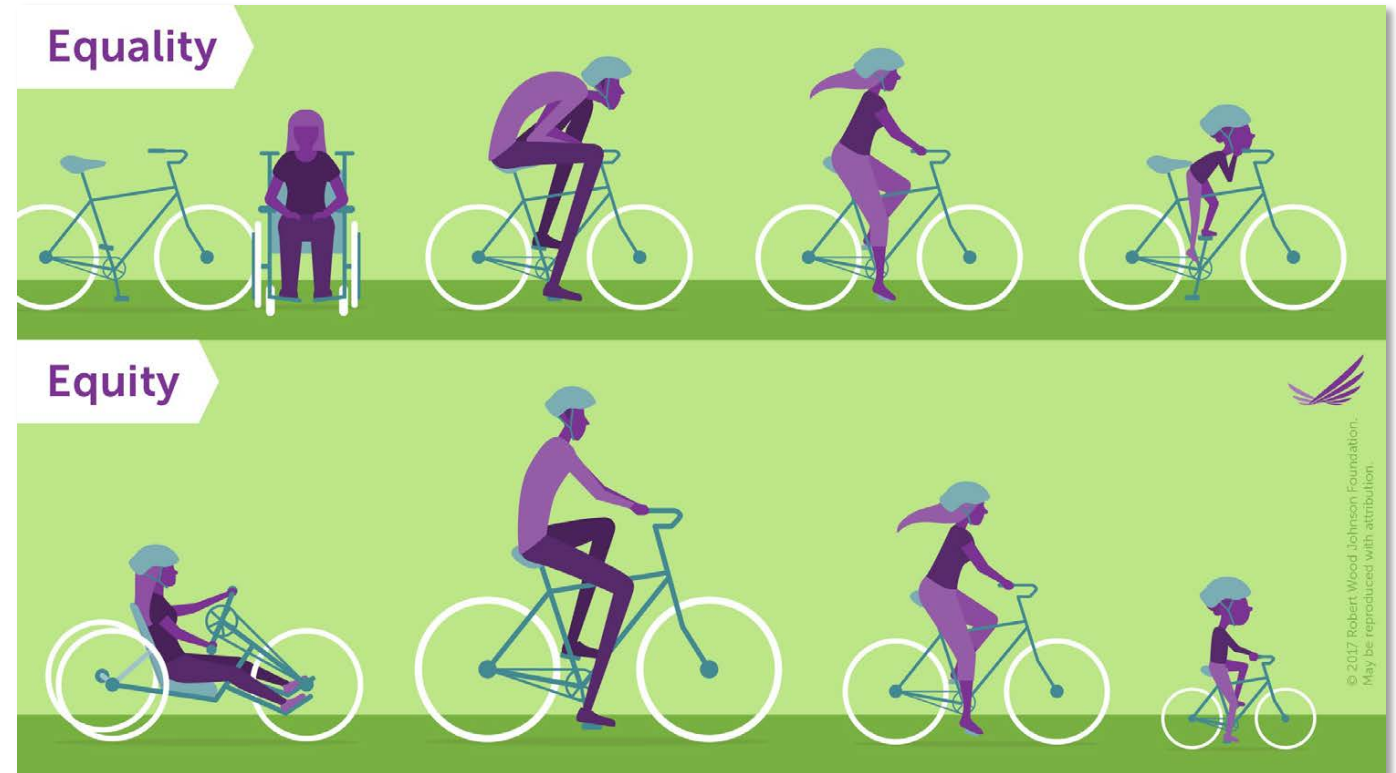
<https://friendsnrc.org/prevention/cultural-effectiveness/>
<https://www.rwjf.org/en/library/infographics/visualizing-health-equity.html#/download>

Equality = Same

Equity = Need

- <https://friendsnrc.org/prevention/cultural-effectiveness/>

- <https://www.rwjf.org/en/library/infographics/visualizing-health-equity.html#/download>



Equity

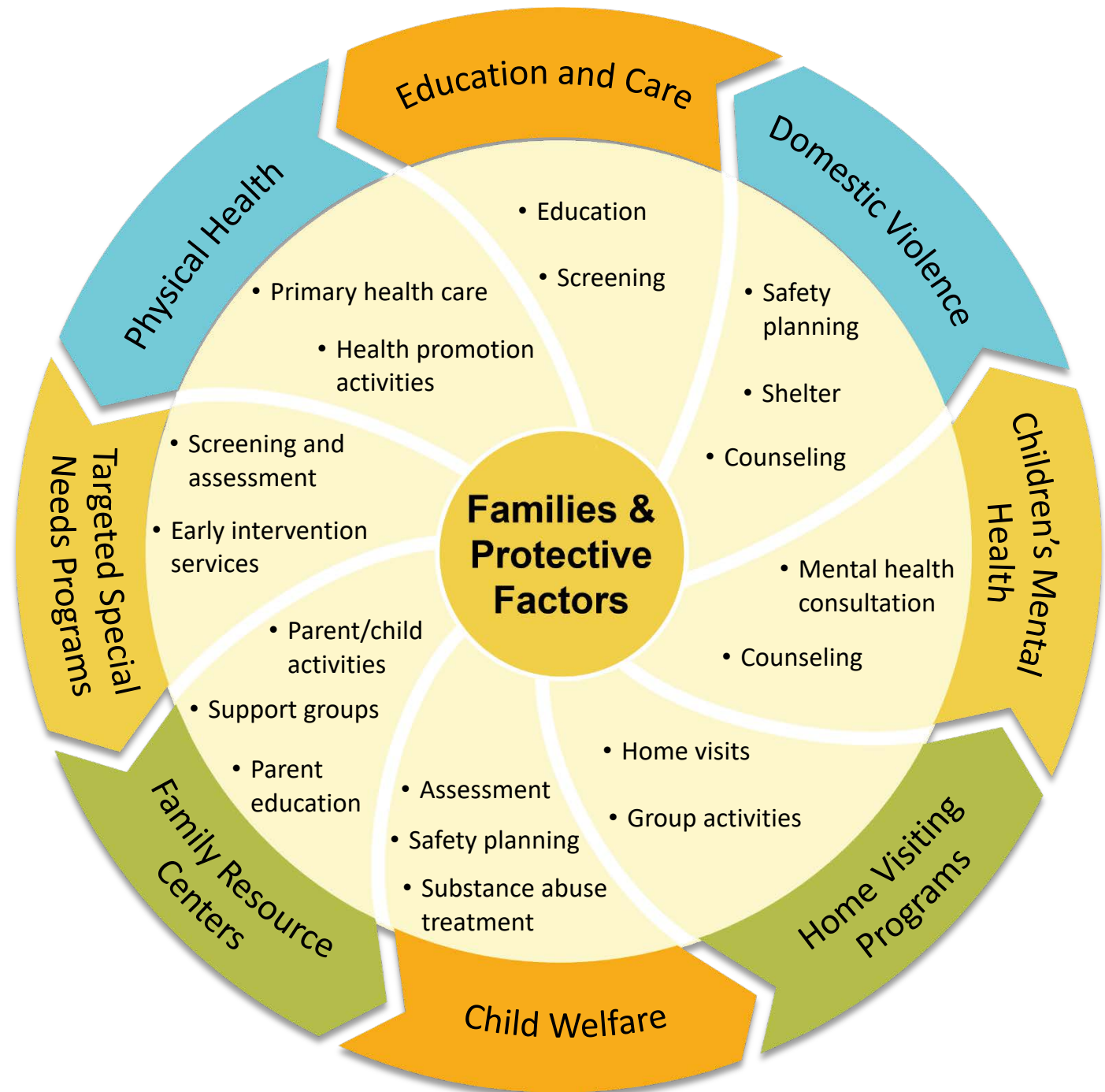
The effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Working to achieve equity acknowledges unequal starting places and the need to correct the imbalance.

(CSSP, 2019)

Equity is the equal opportunity for everyone to thrive.



Ecosystem of Child and Family Serving Organizations and Systems



The Culturally Effective Organizations Framework

The Roadmap to High Quality Services for All



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Culturally Effective Organizations (CEOrgs) Framework



Cultural Responsiveness



Individual

Cultural responsiveness refers to individual-level awareness and skill to interact across differences in a way that reflects knowledge, cultural humility, curiosity, and respect.*

Image from <https://www.cdc.gov/violenceprevention/pdf/CAN-Prevention-Technical-Package.pdf>, accessed 12/6/21

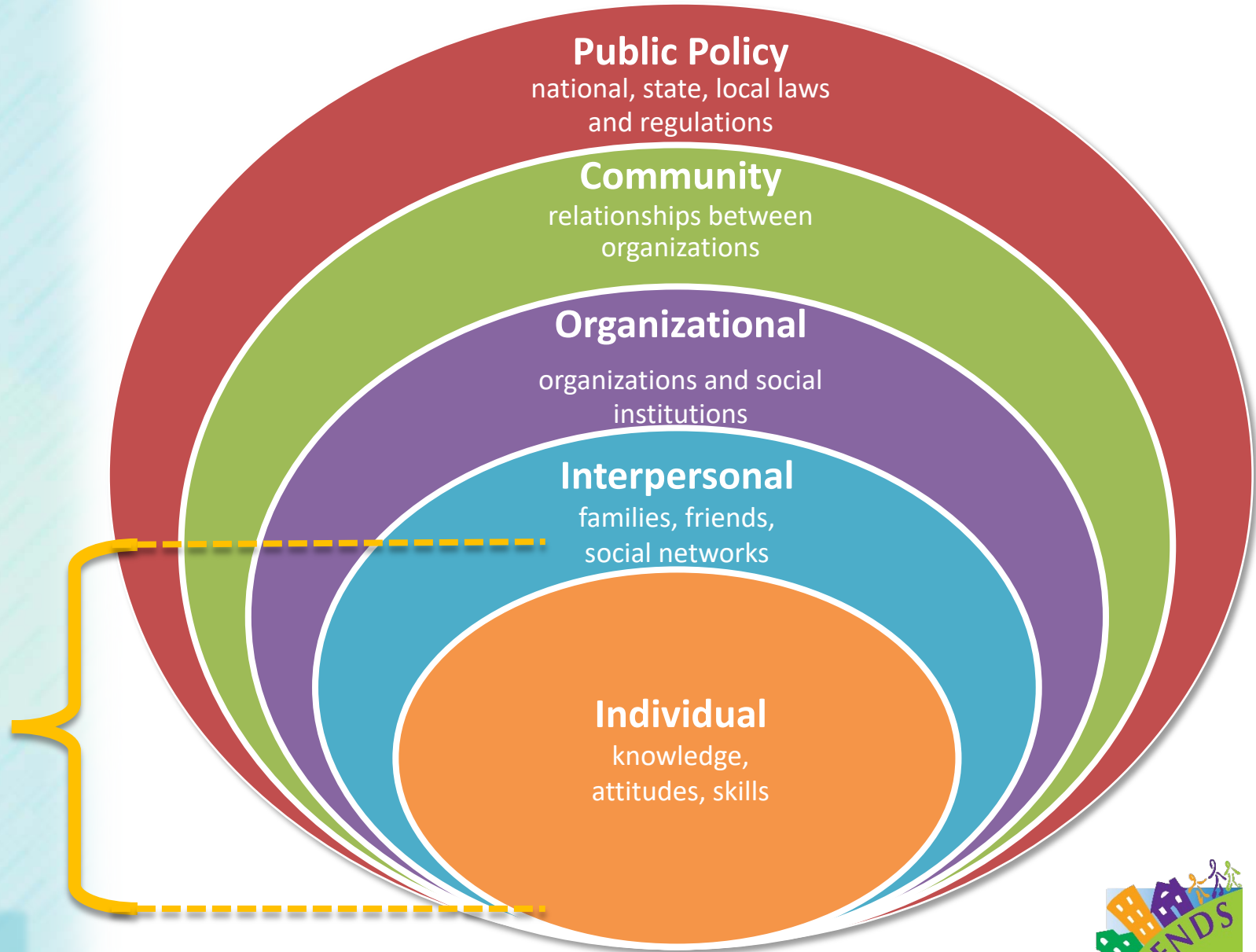
* From <https://friendsnrc.org/prevention/cultural-effectiveness/>



Cultural Responsiveness



Individual

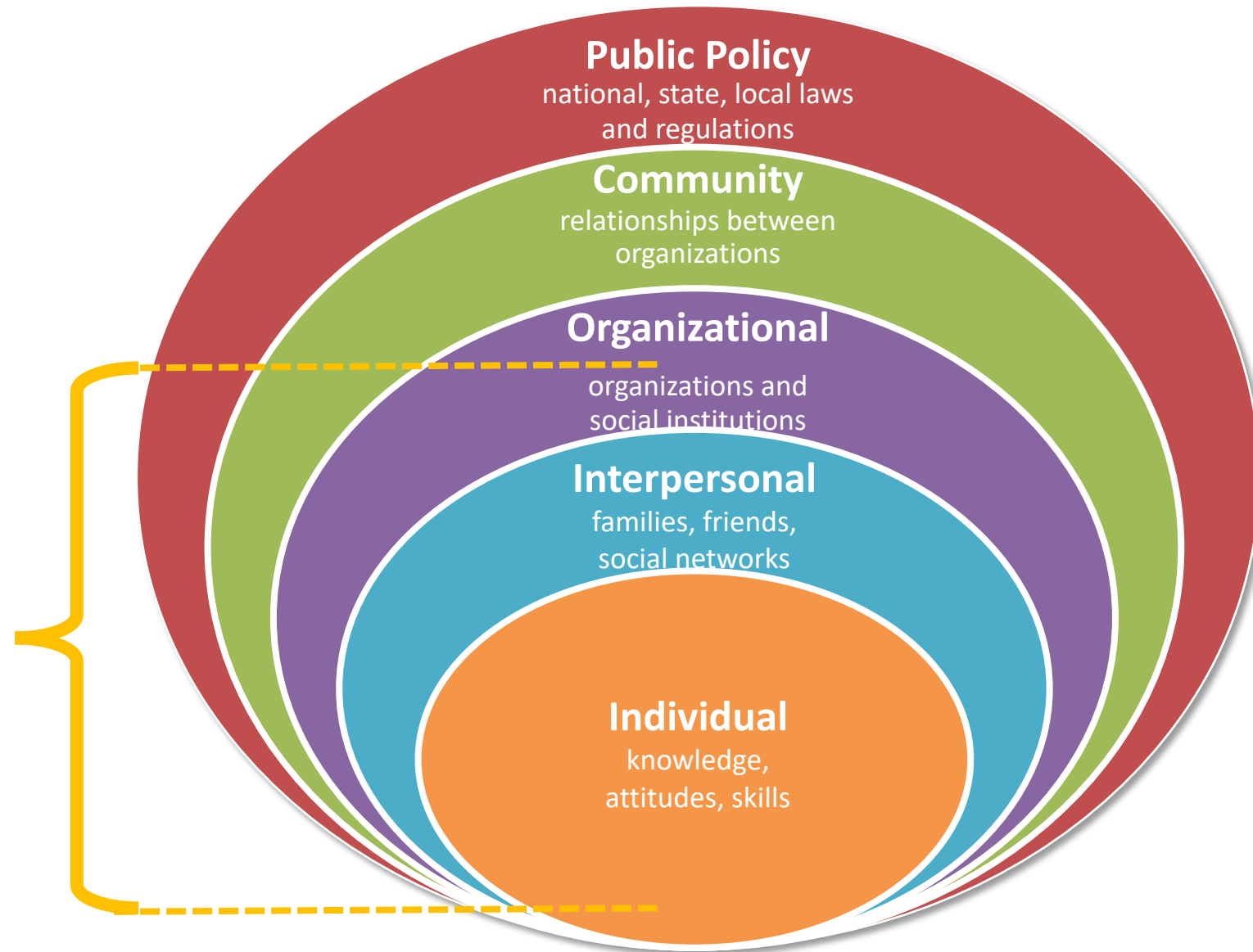


Images from <https://www.cdc.gov/violenceprevention/pdf/CAN-Prevention-Technical-Package.pdf>, accessed 12/6/21 and

https://www.researchgate.net/publication/318840832_Using_the_Socio-Ecological_Model_to_Frame_Agricultural_Safety_and_Health_Interventions accessed 12/13/21



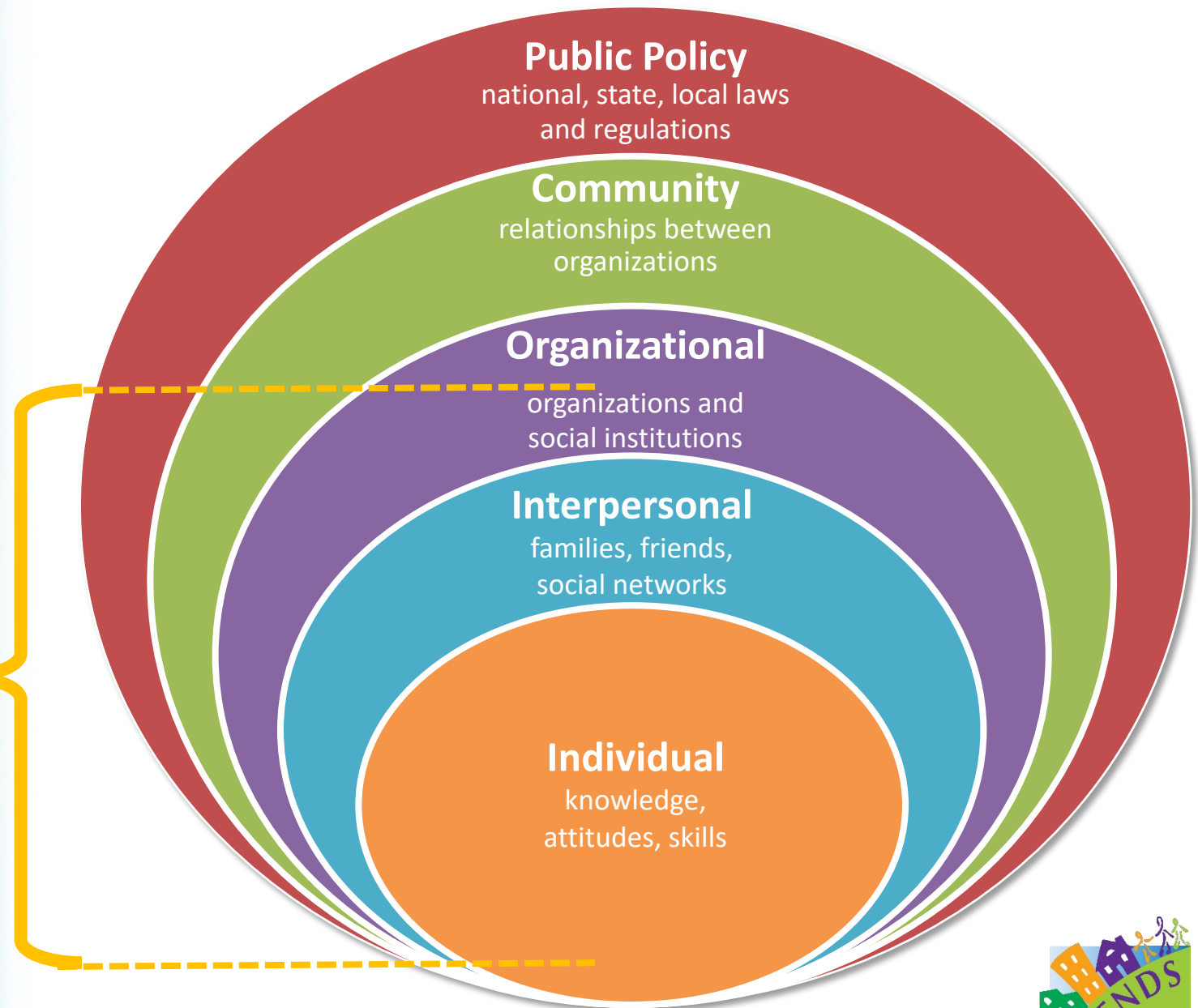
How might this manifest at the Organizational Level?



Organizational Cultural Effectiveness



...much more than mere COLLECTIVE individual staff cultural responsiveness!



Images from <https://www.cdc.gov/violenceprevention/pdf/CAN-Prevention-Technical-Package.pdf>, accessed 12/6/21 and https://www.researchgate.net/publication/318840832_Using_the_Socio-Ecological_Model_to_Frame_Agricultural_Safety_and_Health_Interventions accessed 12/13/21

Individual Cultural Responsiveness



Organizational Cultural Effectiveness



Culturally Effective Organizations (CEOrgs) Framework

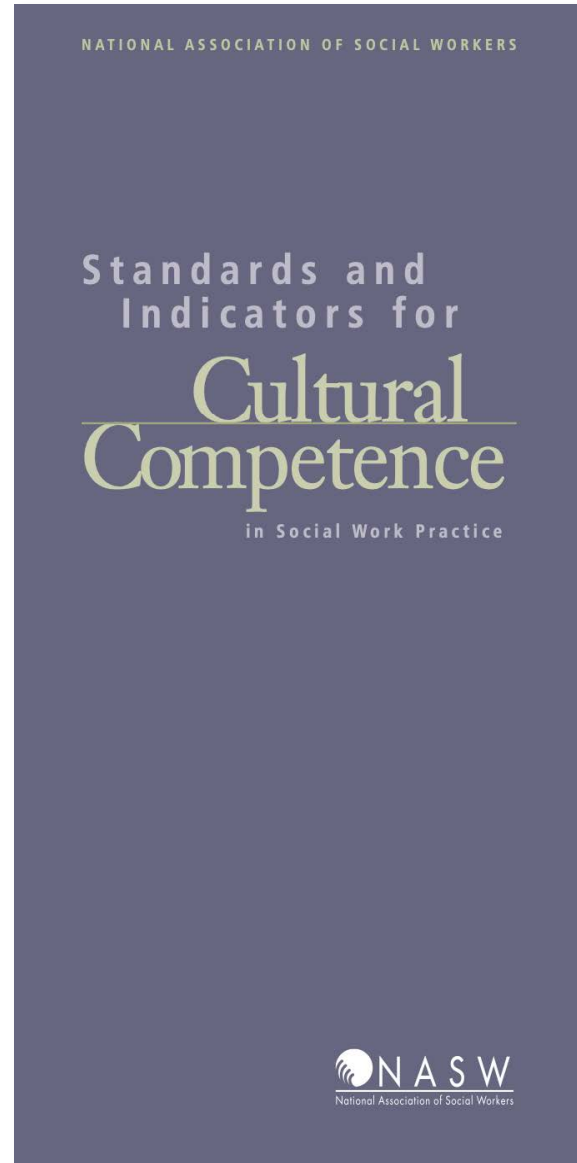


Organizational Cultural Competence

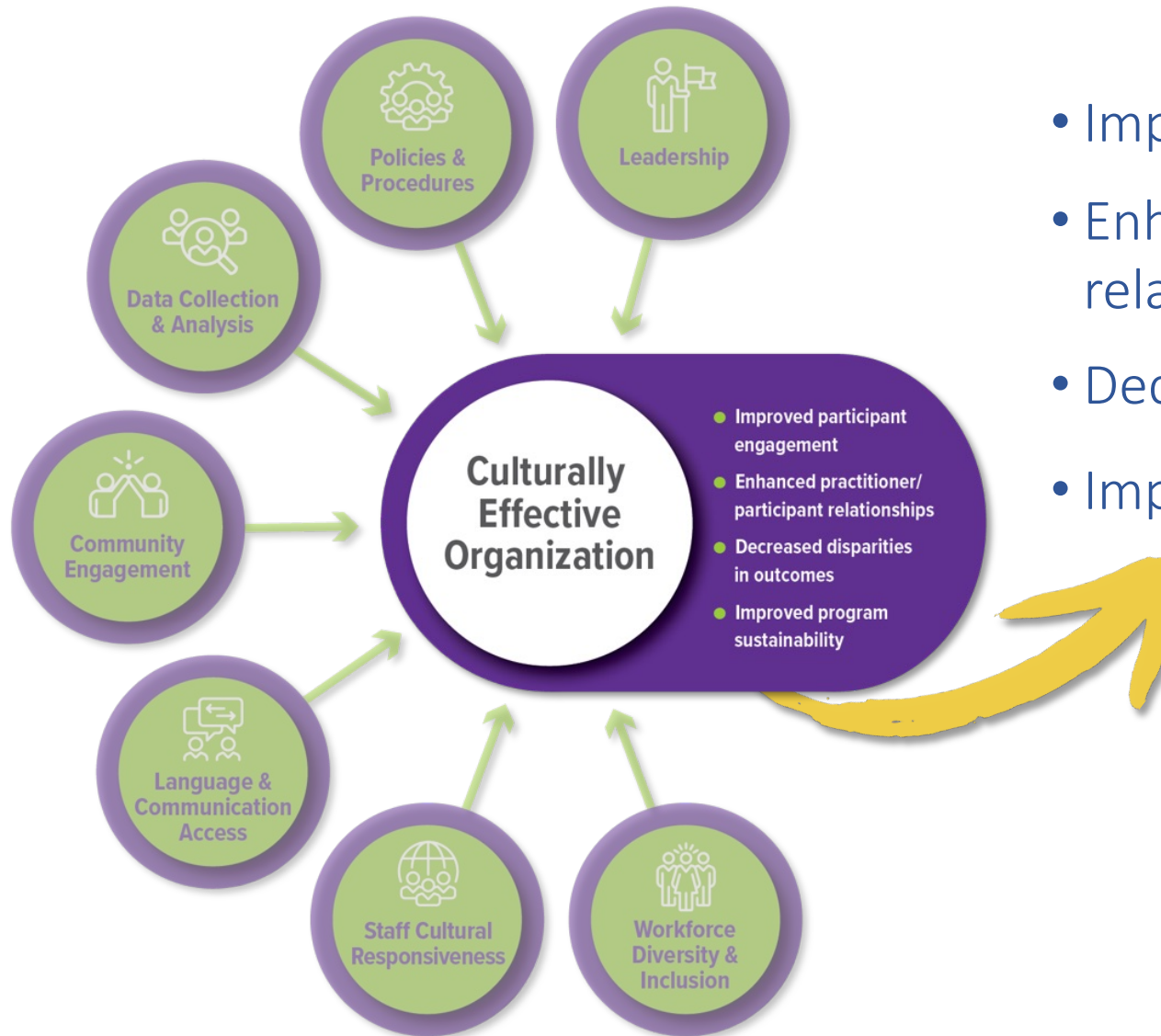
Standards & Best Practices



The CEOrgs Framework aligns well with standards across sectors



Culturally Effective Organizations (CEOrgs) Framework



- Improved participant engagement
- Enhanced practitioner/participant relationships
- Decreased disparities in outcomes
- Improved program sustainability

Activity:

Share what you are already doing!

What do these elements look like in your organizations?



Language and Communication Access



Participants communicate in their preferred language

Availability of Qualified/Competent Interpreters



Translated written materials



Bilingual staff

Multi-media approaches that are multi-lingual



Written materials avoid jargon



Multi-lingual signage



Staff Cultural Responsiveness



Ongoing and regular staff development and training



Encouraging Self-education and reflective practice



Lunch & Learns: orientation to different cultures, backgrounds, religions

Workgroups

Staff has an understanding or awareness of the various cultures of the communities and participants



Services are tailored/individualized



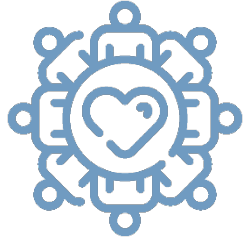
Activity:

Share what you are already doing!

What do these elements look like in your organizations?



Community Engagement



Engaging participants, stakeholders, and other community members



Authentic engagement of people with lived experience

Conducting community outreach



Employing community outreach workers who are trusted members of their communities

Valuing with compensation the contributions of community members who provide their time and expertise



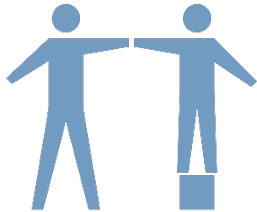
Partnering with community organizations to assess and understand community needs



Workforce Diversity & Inclusion



Staff reflect the community served



Intentional recruitment of diverse staff

Hiring, retaining and promoting/advancing diverse staff



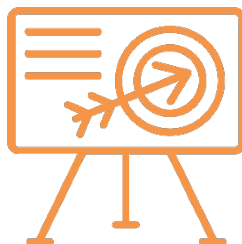
Employee Resource Groups/Affinity Groups

People feel respected and valued



Value lived experience in addition to academic credentials

Targeted workforce development



HR conducts regular D&I measurement and tracking



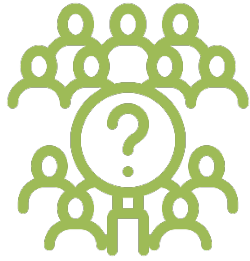
Activity:

Share what you are already doing!

What do these elements look like in your organizations?



Data Collection & Analysis



Collect data on race, ethnicity and language (REaL) and other sociodemographic identifiers

Disaggregate key indicators for access, use and outcomes to identify potential variation and disparities



Use metrics to meet leadership mission – create a cultural effectiveness/DEI data dashboard

Collect data that will inform program services and help enhance them



Use data standards and best practices



Policies & Procedures



Periodic review of policies with an equity frame



Transparency

Explicit Protection of workers'/participants' cultural practices



Policy management boards

Cultural Responsiveness is built-in to job descriptions and staff evaluations



Clear grievance resolution processes for both participants and staff



Leadership

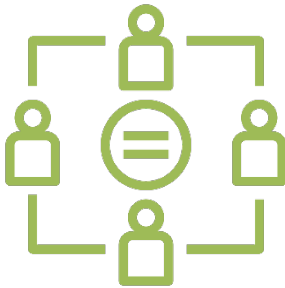


Leadership reflects the diversity of the staff and participants/community



DEI ingrained working approach and philosophy

Cultural Effectiveness/DEI are reflected in the organization's Vision, Mission & Values



Identified position within agencies

All leadership shares ownership of and responsibility for cultural effectiveness/DEI



Accountability – amongst one another and with the community at large



Progress is compiled and reported to the Board of Directors regularly



Culturally Effective Organizations Framework

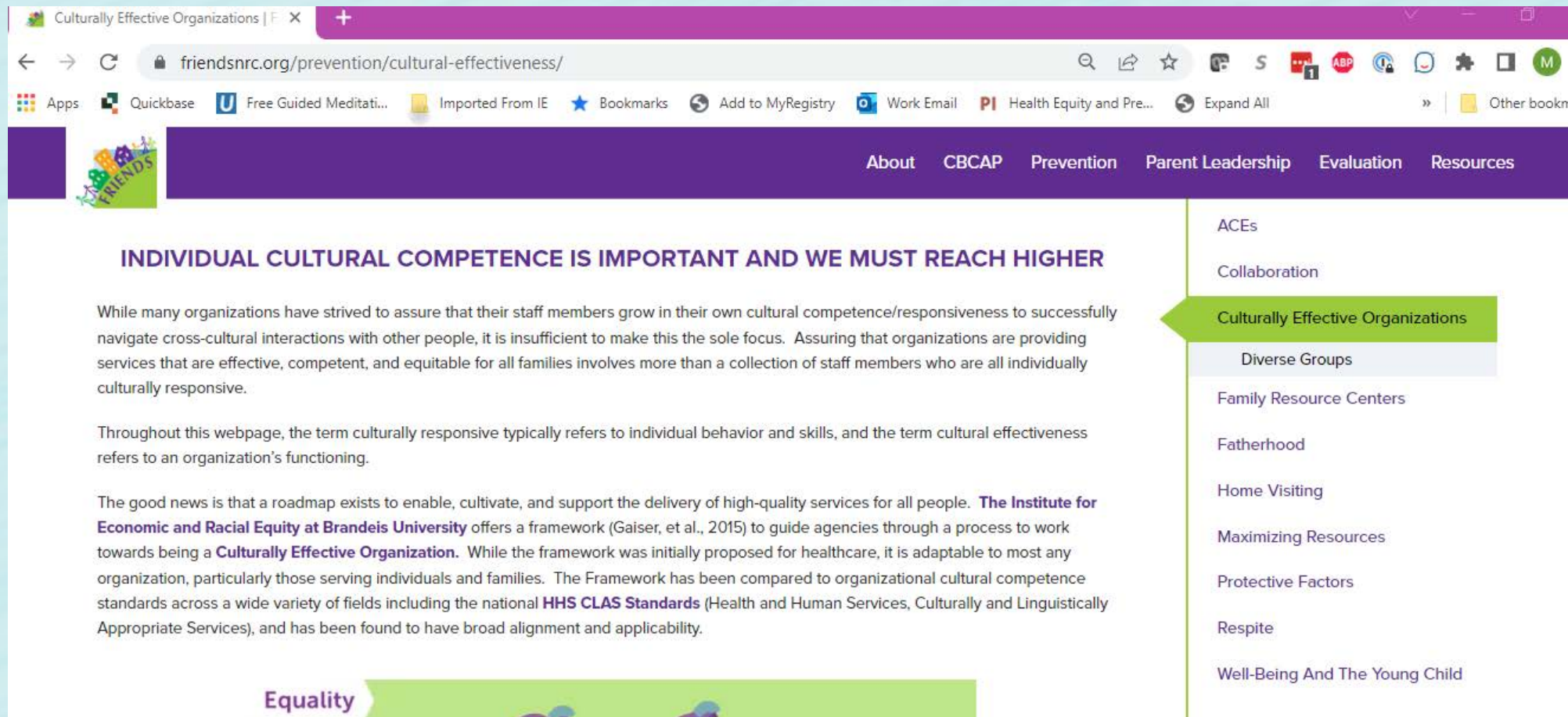
A Roadmap For Organizations To Recognize Diversity, Work Towards Equity, And Strive For Inclusion



Resources available from FRIENDS National Center:

- [Culturally Effective Organizations Framework Toolkit](#)
- Action Planning Worksheet
- Organizational Self-Assessment
- **Training/Technical Assistance** via CBCAP leads

friendsnrc.org/prevention/cultural-effectiveness/



Culturally Effective Organizations | Friends National Center for CBCAP

friendsnrc.org/prevention/cultural-effectiveness/

Apps Quickbase Free Guided Meditati... Imported From IE Bookmarks Add to MyRegistry Work Email Health Equity and Pre... Expand All Other bookm

ABOUT CBCAP PREVENTION PARENT LEADERSHIP EVALUATION RESOURCES

INDIVIDUAL CULTURAL COMPETENCE IS IMPORTANT AND WE MUST REACH HIGHER

While many organizations have strived to assure that their staff members grow in their own cultural competence/responsiveness to successfully navigate cross-cultural interactions with other people, it is insufficient to make this the sole focus. Assuring that organizations are providing services that are effective, competent, and equitable for all families involves more than a collection of staff members who are all individually culturally responsive.

Throughout this webpage, the term culturally responsive typically refers to individual behavior and skills, and the term cultural effectiveness refers to an organization's functioning.

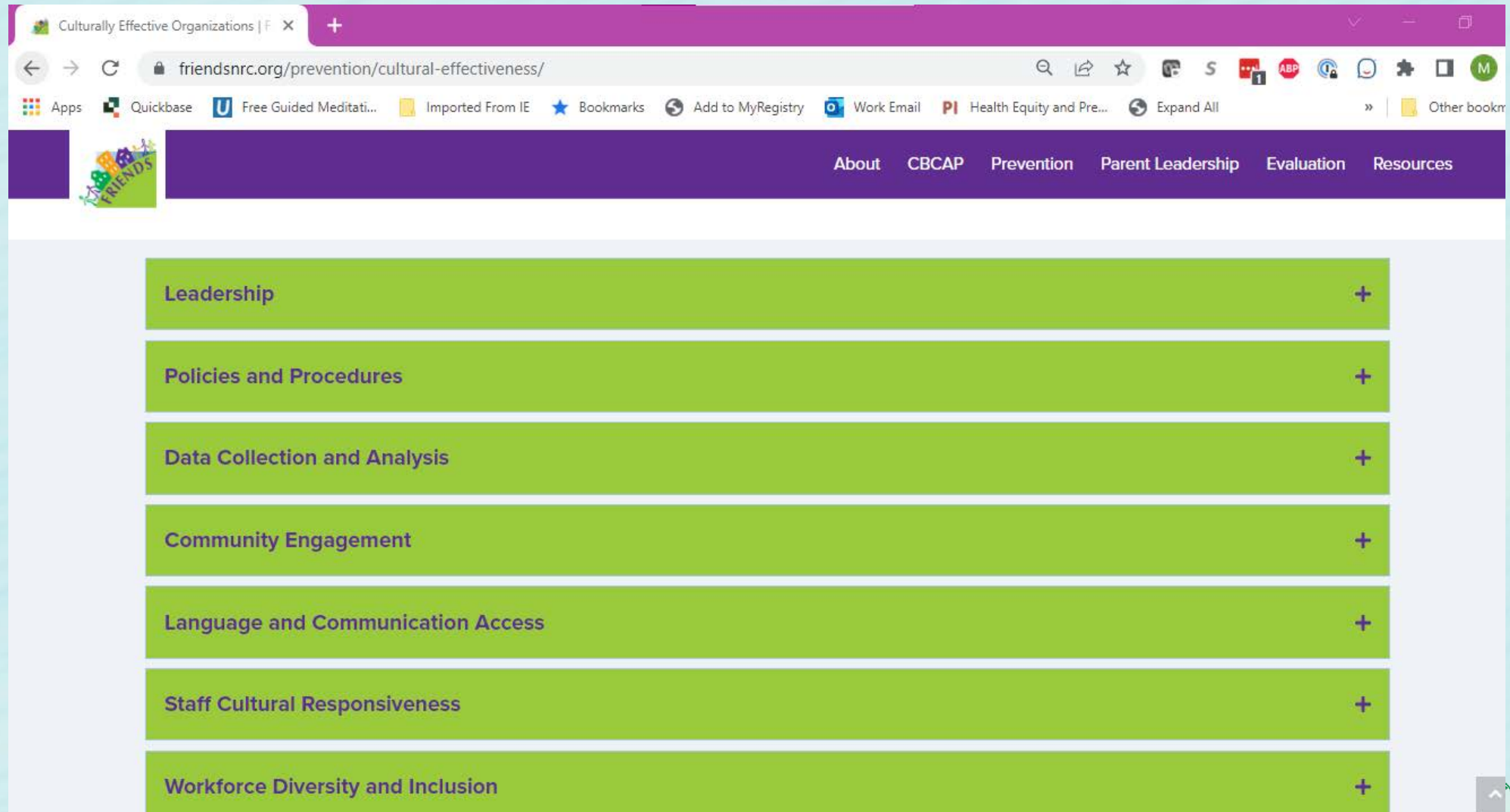
The good news is that a roadmap exists to enable, cultivate, and support the delivery of high-quality services for all people. **The Institute for Economic and Racial Equity at Brandeis University** offers a framework (Gaiser, et al., 2015) to guide agencies through a process to work towards being a **Culturally Effective Organization**. While the framework was initially proposed for healthcare, it is adaptable to most any organization, particularly those serving individuals and families. The Framework has been compared to organizational cultural competence standards across a wide variety of fields including the national **HHS CLAS Standards** (Health and Human Services, Culturally and Linguistically Appropriate Services), and has been found to have broad alignment and applicability.

Equality

- ACEs
- Collaboration
- Culturally Effective Organizations**
- Diverse Groups
- Family Resource Centers
- Fatherhood
- Home Visiting
- Maximizing Resources
- Protective Factors
- Respite
- Well-Being And The Young Child



friendsnrc.org/prevention/cultural-effectiveness/



The screenshot shows a web browser window with the URL friendsnrc.org/prevention/cultural-effectiveness/. The page features a purple navigation bar with the Friends logo on the left and menu items: About, CBCAP, Prevention, Parent Leadership, Evaluation, and Resources. The main content area consists of eight green horizontal bars, each representing a topic with a plus sign on the right side:

- Leadership
- Policies and Procedures
- Data Collection and Analysis
- Community Engagement
- Language and Communication Access
- Staff Cultural Responsiveness
- Workforce Diversity and Inclusion

The Friends logo is also visible in the bottom right corner of the page.

friendsnrc.org/prevention/cultural-effectiveness/

Leadership

Executive and board-level leaders play a pivotal role in guiding and modeling cultural effectiveness. Leadership is responsible for creating strategic planning processes and action steps that result in culturally effective organizational practices, policies, and programming that address the needs and preferences of culturally and linguistically diverse groups. There are also community stakeholders that play a critical role in informing and influencing organizational leadership, including funders, researchers, academics, and public health practitioners.

Leadership Action Steps Include:

- Create goals, objectives, and strategies for executive and mid-level management to achieve culturally effective practices, policies, and programs.
- Create mission statements, training opportunities, and assessment tools that result in culturally effective outcomes.
- Use assessment findings to inform management decision-making policies and communication with staff and the community-at-large about the organization's commitment to diversity and cultural effectiveness.
- Recruit community members to the board and hire staff that are reflective of the community.

RESOURCES & REFERENCES

Fixsen, D., Naoom, S., Blase, K., Friedman, R., Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, National Implementation Research Network. [NIRN-MonographFull-01-2005.pdf](https://www.nirn.org/monographs/NIRN-MonographFull-01-2005.pdf)

Grantmaking with a Racial Equity Lens – Grantcraft Practical Wisdom for Grantmakers: <https://grantcraft.org/wp-content/uploads/sites/2/2018/12/equity.pdf>

Georgetown University National Center on Cultural Competence. (2020). Retrieved from *The Compelling Need for Cultural and Linguistic Competence*:

<https://nces.georgetown.edu/foundations/need.php>





Culturally Effective Organizations Framework ORGANIZATIONAL ASSESSMENT

Element	Plan / Policy States	Implemented / Evidence of Action	Date, Source, Example	Responsible Party	Comments
I. Leadership					
1	The organization offers effective quality services/care which are responsive to the cultural beliefs and practices of the individuals served.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
2	The organization's commitment to cultural effectiveness is an explicit part of the mission statement.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
3	The organization's cultural effectiveness goals are an explicit part of the strategic plan.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
4	Leadership evaluates the culturally effective organization framework elements on an ongoing basis including how the elements are being implemented within the organization.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
5	Results of formal organizational performance assessments toward reaching cultural effectiveness goals are gathered and are reported to the board of directors on an ongoing basis.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
6	The organization annually allocates resources to meeting the cultural and linguistic needs of its clients, and to improving its cultural effectiveness.	<input type="checkbox"/> Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/> Not Sure	<input type="checkbox"/> Not Yet <input type="checkbox"/> Just Starting <input type="checkbox"/> In progress <input type="checkbox"/> Well on Way		
Notes					



Culturally Effective Organizations Framework

A Roadmap For Organizations To Recognize Diversity, Work Towards Equity, And Strive For Inclusion



Family-serving organizations recognize the importance of serving ALL people well.

FRIENDS National Center for Community-based Child Abuse Prevention (CBCAP) seeks to effectively support CBCAP lead agencies and other organizations to promote optimal outcomes for all children and families and this includes ensuring services are culturally appropriate and prioritize equity.

Contact your TTA Coordinator with questions or to explore using the framework

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