

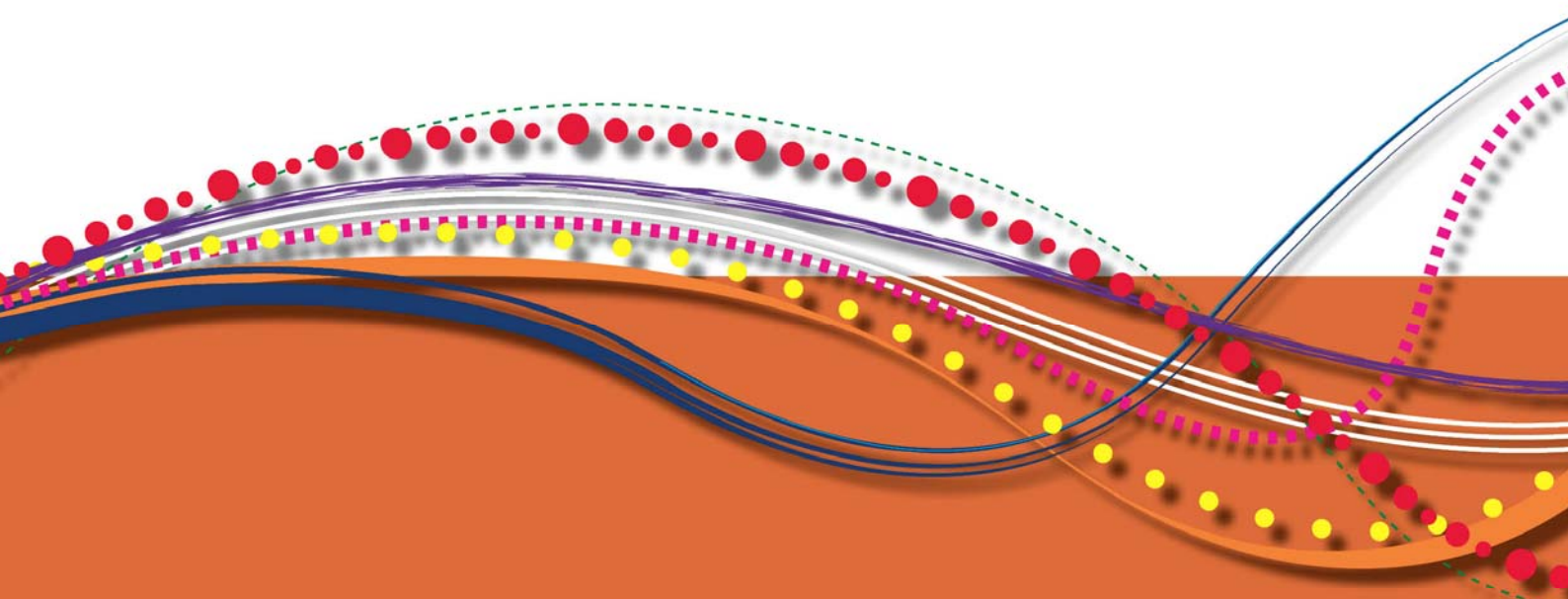
Queensland Health

Cross Cultural Learning and Development Strategy

and

2009-2012

Cross Cultural Capabilities



Executive summary



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Suggested citation:

Queensland Health. *Cross Cultural Learning and Development Strategy 2009-2012 and Cross Cultural Capabilities: Executive summary*. Division of the Chief Health Officer, Queensland Health. Brisbane 2010.

Executive Summary

The *Queensland Health Cross Cultural Learning and Development Strategy 2009-2012* and the *Queensland Health Cross Cultural Capabilities* documents present Queensland Health's approach to building the cultural competency of the workforce.

In 2008-2009, Queensland Health Multicultural Services identified the need for a strategic approach to building the cultural competency of the Queensland Health workforce. The approach undertaken was to define what cultural competency means within a health context and to research how to provide access to training in view of the size of the workforce and competing training pressures.

In developing its approach, the Queensland Health Multicultural Service through the support of People Plan funds reviewed the evidence base for cultural competency in the health workforce (clinical and non-clinical) and defined five areas where Queensland Health staff need to be capable to work effectively with a culturally diverse clientele and workforce. These have been defined as the five Cross Cultural Capabilities. Each capability details the knowledge and skill needed, tailored to both clinical and non-clinical staff. Practical tools are provided for staff to assist them in building their knowledge and skills (eg. cultural assessment tools, information about how to think about cultural biases, and case studies). The Capabilities also define the culturally competent behaviours that should result from this knowledge and skill.

Briefly each capability is defined as:

1. Self-Reflection

A staff member should be able to:

- consider what your own culture is and how you feel about different cultural beliefs and values
- demonstrate a complex understanding of "culture"
- conduct a cultural self-assessment to identify your own culture, and position ;your cultural beliefs again that of the health system
- conduct an assessment of the organisational and professional cultures to which you belong.

2. Cultural Understanding

A staff member should be able to:

- gain a better understanding of culture, and potential cultural differences
- conduct a client cultural assessment to determine and accommodate different needs
- elicit client explanatory models for health and respond appropriately
- understand different consumer behaviours may be influenced by culture
- employ self-reflection to explore differences and similarities across cultures
- employ self-reflection to explore differences and similarities across cultures.

3. Context

A staff member should be able to:

- acknowledge and consider the range of social and economic factors that may impact on consumers (with culture sometimes not being the most important eg. transport, food).
- understand impact of migration and exile on individuals
- consider the interplay of other individual factors such as gender, sexuality, age on identity
- understand that individuals may not identify with their own culture, or that of their parents, and many individuals within Australia consider themselves 'bicultural'
- understand there are differences within cultures.

4. Communication

A staff member should be able to:

- be sensitive and adaptive to varying cultural norms in relation to verbal and non-verbal communication
- communicate effectively across cultures
- be aware of, and overcome, potential barriers to effective cross-cultural communication
- deliver information in culturally appropriate and targeted ways
- avoid making assumptions or judgements about individuals based on their communication style
- assess the need for an interpreter and ability to work effectively with interpreters.

5. Collaboration

A staff member should be able to:

- build trust and relationships with individuals across cultures
- work towards consensus with individuals and families from diverse backgrounds
- involve culturally diverse clients in decision-making processes and collaborative care
- conduct community consultation and engagement
- work across disciplines to provide appropriate care
- facilitate linkages with community organisations and other agencies including development of referral pathways
- be skilled at establishing formal and informal collaborative networks
- value and facilitate the exchange of information across health and other disciplines.

At the same time as the Cross cultural Capabilities were being developed, Queensland Health Multicultural Services consulted with internal and external stakeholders on how staff could be provided with access to the knowledge and skills defined in the Cross Cultural Capabilities. This consultation informed the development of the *Queensland Health Cross Cultural Learning and Development Strategy*.

The scope of the *Queensland Health Cross Cultural Learning and Development Strategy* excludes Aboriginal and Torres Strait Islander training and Mental Health training as Statewide strategies already exist for these specialist areas.

The Strategy for building a culturally competent workforce through education and training in Queensland Health is based on:

- an analysis of the literature which shows that cross cultural training is an effective mechanism to improve patient outcomes and team functioning
- the existing Queensland Health Learning and Development framework and current learning and development opportunities
- stakeholder advice.

The *Queensland Health Cross Cultural Learning and Development Strategy* recognises that clinical staff have difficulty being released for training, particularly cross cultural training which the consultation identified was often prioritised lower than other training. The Strategy therefore comprises five priorities:

- conduct specific cross cultural training (face to face and e-learning)
- integrate cross cultural capabilities into existing relevant non-cross cultural training programs (face to face and e-learning), in collaboration with key stakeholders for those programs
- integrate cross cultural capabilities into departmental outsourced non-cross cultural training programs
- build the cultural competency of the future Queensland Health workforce
- ensure a quality approach to cross cultural training.

The Strategy proposed that a Cultural Diversity module (20 minutes) be a mandatory face to face element of staff orientation. This is in response to the findings that cultural diversity is not included in orientation if it is not mandatory. The key information that will be provided at orientation relates to diversity in both the patient population and the health workforce, the link between cultural competency and patient safety and accessibility of services, and Queensland Health's expectations of staff to develop their cross cultural capabilities, including how to use an interpreter.

The development of the Queensland Health Cross Cultural Capabilities and the Queensland Health Cross Cultural Learning and Development Strategy was directed by a Steering Committee. The sponsor for the project was the Human Resources Branch. The Steering Committee included internal and external stakeholders. The Steering Committee endorsed these documents in June 2009. The Queensland Health Human Resource Executive Committee subsequently endorsed the document in December 2009.

The resultant work is available in five documents:

- Queensland Health Cross Cultural Capabilities – background paper
- Queensland Health Cross Cultural Capabilities – clinical staff
- Queensland Health Cross Cultural Capabilities – non-clinical staff
- Queensland Health Cross Cultural Learning and Development Strategy – background paper
- Queensland Health Cross Cultural Learning and Development Strategy