

Aging and Long-Term Support Administration

2014 – 2016

Cultural Competence Action Plan



July 2014

VISION

Older adults and people with disabilities living with good health, independence, dignity, and control over decisions that affect their lives

MISSION

To transform lives by promoting choice, independence and safety through innovative services

VALUES

- Collaboration
- Respect
- Accountability
- Compassion
- Honesty and Integrity
- Pursuit of Excellence
- Open Communication
- Diversity and Inclusion
- Commitment to Service



Introduction

About Us

The Department of Social and Health Services Aging and Long-Term Support Administration (AL TSA) offers services that empower older adults and people with disabilities to remain independent and supported in the setting of their choice. This is accomplished through person-centered case management that works with individuals to build a care plan that reflects individual choices and preferences.

AL TSA has four divisions:

- Home and Community Services (HCS) –provides long-term services and support for individuals with disabilities. Services may include meals, personal care, respite, physical adaptations to homes and transportation. Services also include investigation and protection of vulnerable adults as part of the Adult Protective Services program.
- Residential Care Services (RCS) – provides licensing, oversight, contracting, training and enforcement of Adult Family Homes, Assisted Living Facilities, and Nursing Facilities.
- Management Services Division (MSD) – develops and manages the administration’s rates, budgets and daily operations. The offices and services provided are:
 - Facilities & Customer Service
 - Office of Support Services
 - Information Technology
 - Office of Rates Management
 - Office of Forecast & Development Management
- Office of the Deaf and Hard of Hearing (ODHH) – serves the needs of deaf, hard of hearing, deaf-blind, speech disabled and hearing people throughout the State of Washington. Some of the services include:
 - Telecommunication Relay Services
 - Telecommunication Equipment Distribution
 - Communication Access Resources
 - Sign Language Interpreters
 - Assistive Communication Technology
 - Communication Access Real-Time Translation
 - Case Management
 - Information & Referral
 - Outreach



The goals and objectives discussed in the AL TSA Cultural Competence (CC) Action Plan will assist the divisions to provide culturally and linguistically appropriate services. The plan analyzes and measures the administration’s abilities and addresses any deficiencies. The updated action plan will set clear, timely and attainable goals to help AL TSA continually strive to achieve a culturally and linguistically appropriate workforce and service delivery system.

Beginning in 2014, DSHS is conducting an ongoing series of Leadership Excellence Workshops that include participation from Assistant Secretaries to Office Chief-level supervisors statewide. These



leadership workshops include a cultural competence component to inform and assist DSHS Leadership in promoting a diverse workforce educated in cultural sensitivity.

As part of this theme of leadership, AL TSA management will delegate specific staff within the administration to ensure each action step and target date within this plan is tracked to completion as well as address the follow-up or evolution of each goal as the plan is updated.

Goals

Review Cultural Competency Practices and Accountability Measures

Objective: Continue to collect client and staff diversity data to better understand the administration's demographics in order to build a diverse workforce reflective of our client base.

Action Step: Establish a formal review of the Department's staff and client demographics. Data analysis provides some insight into the cultural diversity of individuals we serve and what their language and communication needs are. The analysis will assist with development of new and review of current trainings and policies for cultural competence and help develop strategies to reach AL TSA's Affirmative Action Goals in hiring people with disabilities and staff who are bilingual.

Target: November 30, 2014.

Objective: Use the results of the AL TSA Cultural Competence self-assessment tool and the DSHS Cultural Competence Employee Survey to assist employees in understanding the relevance of Cultural Competence in their respective work environments. Encourage staff in the regional offices to become active in adapting self-assessment tools that reflect their caseload for their own offices.

Action Step: Continue to work with the Office of Diversity and Inclusion and DSHS Research and Data Analysis (RDA) to develop the next DSHS Cultural Competence Employee Survey for all DSHS employees. AL TSA will analyze the results in partnership with other DSHS administrations to determine any opportunities for improvement identified by the employee survey.

Target: Beginning in the spring of 2014 and again at the end of December 2015.

Action Step: Many of the regional offices have staff working on culturally-relevant activities locally. For example, Region 3 HCS has created a 6-question cultural competence survey with the review of RDA. The survey will be given to Region 3 HCS staff in the fall.

Target: November 1, 2014

Indicators of Progress: AL TSA created a self-assessment tool that was used in August of 2013. The results gave insights to what staff thought regarding whether we have culturally and linguistically appropriate services. The results indicated more training needed to happen, especially for new employees needing to learn about DSHS and AL TSA policies for providing effective communication.



Action Step: Supervisors in all three AL TSA divisions will ensure their employees take the DSHS Cultural Competency Training available in the LMS System and that staff are aware of applicable DSHS policies.

Target: Yearly review

Objective: AL TSA will work with the DSHS Office of Diversity and Inclusion and national resources such as the National Center for Cultural Competence for guidance and examples of assessments already created to assist our administration in the development of a self-assessment tool for cultural relevance within all AL TSA programs and services. All program managers will periodically review major existing and new programs, trainings, and services they are responsible for to ensure cultural competence components exist and are current and relevant.

Indicators of Progress: The current Home and Community Services (HCS) CORE training is a required training for all HCS/AAA social workers, case managers, community nurse consultants, and supervisors. There are three CORE units, two of which are conducted online. CORE Unit 2, “Multicultural Competence & Diversity Issues in Service Delivery” is a three-day event conducted as an in-person, classroom training. The curriculum addresses service delivery for populations from the Republics of the former Soviet Union, Asian, Pacific Islander, African American, Native American and Latino/Hispanic people, how to use interpreter services, and issues in Service Delivery for Gay, Lesbian, Bisexual & Transgender People.

Other trainings AL TSA uses are designed to promote respect and awareness leading to a successful work environment. Examples include: “Providing Effective Communication and Understanding Disability Issues” and “Motivational Interviewing and Diversity eLearning”.

Action Step: RCS will inventory their current training modules for cultural relevance to increase worker skills and understanding regarding cultural diversity in their work.

Action Step: NW LGBT Senior Care Providers Network will provide a free in-service for HCS and RCS headquarters program managers discussing Social Orientation Gender Identity (SOGI) and data collection. Because LGBT people face particular health challenges, knowing a person’s sexual orientation and gender identity enables a provider to deliver a more tailored care plan.

Target: July 24, 2014

Action Step: CORE Training was recently revised to include a more in-depth component for understanding racism. In addition, as a result of reviewing client demographics and languages spoken, AL TSA will review the CORE training in the coming year to identify and develop new training to address populations we are serving from Middle Eastern and African nations.

Target: January of 2016



Action Step: ODHH, RCS, HCS and Adult Protective Services (APS) will jointly create a workgroup to develop a self-assessment tool for programs and services to identify what changes need to be made to current programs, services and automated systems such as CARE and TIVA for culturally and linguistically competent processes. The workgroup will use national organizations such as the National Center for Cultural Competence for guidance and examples of assessments already created. The workgroup will also look at recommendations from The Fenway Institute, The Center for American Progress and The National Center for Transgender Excellence regarding LGBT issues.

Target: Development of Assessment Tool - December 31, 2015

Identification of changes to be made – December 31, 2016

Changes to be implemented for the next biennium

Indicators of progress: Most of the CARE document templates have been translated into close to 50 languages. The Department of Enterprise Services interpreter and translation contracts have been place for the last year or are in the process of being sent out for competitive bid.

New contracts for Captioning, CART and Sign Language services have been established.

Action Step: ODHH has developed training for AL TSA employees. Employees can register to take the DSHS AL TSA HCS – Basic Introduction to Deaf Awareness/Culture Training class available online at: <https://lms.dshs.wa.gov>

Target: June 15, 2014

Objective: AL TSA will review current facilities and meeting sites for access for the general public, applicants, clients and staff with physical and sensory disabilities.

Action Step - Facilities managers for AL TSA offices will review current facilities and offices regarding ADA access for individuals with physical and sensory disabilities in reception and visitation areas and availability to bus stops and other transportation availability.

Action Step: The three divisions will hold stakeholder meetings in accessible facilities using the Governor’s Committee on Disability Issues and Employment (GCDE) Accessible Meeting Facilities Checklist found in [Office of Financial Management Policy 50.50.70](#).

Target – September 30, 2015

Goals

Building Community Partnerships

Objective: Each of the divisions of AL TSA will imbed cultural competency in their current stakeholder committees or new committees with representation from different cultural communities in their service areas.



Action Step: AL TSA will communicate with all staff statewide when culturally competent best practices are occurring in the field, at Headquarters or in other administrations.

Action Step: Each contracted Regional Service Center of the Deaf and Hard of Hearing will provide 2 to 4 outreach presentations or exhibits to agencies serving people of different racial and ethnic backgrounds.

Indicators of Progress: ODHH has also formed a new collaborative partnership over the last several months with the DSHS Children’s Administration. The partnership focuses on recruiting deaf and American Sign Language (ASL) proficient prospective foster parents to provide care for deaf children when they must be placed in out-of-home care. Foster parents who currently care for deaf children are few in number and widely disbursed across the state, making access to information, technology and support of caregivers a challenge. To address this need, informational meetings have been held around the state and current foster and adoptive parents have shared personal experiences and answered questions from the audience. Though the population of deaf foster children is small, there is a significant need for safe, loving foster parents who can help meet the unique needs of these children and youth.

Indicators of progress: In an effort to provide quality services to Tribal members who are elders and people with disabilities, the Home and Community Services Division, Area Agencies on Aging and regional Tribal Partners are finalizing Tribal Desk Manuals in each region of the state. This desk manual is designed for use by financial workers, social workers/case managers and Adult Protective Service staff. Each regional manual will include information about the Tribes located in that region and the unique cultural practices specific to each Tribe as well as overarching Tribal, state and federal laws governing financial resources. Region 2 has completed their Tribal Desk Manual. The other two regions are in the process of completing their manuals.

Target: Tribal Desk Manuals for Regions 1 and 3 – December 31, 2014

Action Step: RCS training staff will review the Tribal/HCS/AAA Tribal Desk Manual and work with tribes to adapt versions for RCS surveyors, complaint investigators, and licenser use.

Action Step: Telecommunication Relay Service will create a Washington Relay Native American banner and brochure to be used at exhibits, trade shows and Tribal presentations that benefit Deaf and Hard of Hearing Tribal members.

Action Step: ODHH will provide 6 to 10 Tribal outreach presentations regarding the benefits of WA Relay services for people who are deaf and hard of hearing Tribal members.

Target: December 31, 2015

Action Step: The Northwest LGBT Senior Care Providers’ Network will update the LGBT Cultural Competency Training for caregivers and health care providers to include transgender health issues to be approved by the DSHS Office of Diversity and Inclusion. The expanded training will address immigrant care providers who may be starting from a different perspective in terms of understanding LGBT people that may come from their own belief system, religion or cultural background. HCS has offered to review the curriculum and the trainer for approval for the mandatory Long-Term Care Worker Training. This information will be shared with RCS.



Action Step: HCS, RCS, the Northwest LGBT Senior Care Providers Network and other interested stakeholders will work together to host a statewide LGBT Aging Summit for spring of 2016.

Target: Update on LGBT training May 30, 2015
Planning on LGBT Aging Summit May 2016

Goals **Ensure Language Access**

Objective: Increase language access for all programs and services in each division.

Action Step: The AL TSA program manager for LEP/ADA services will provide revised training to newly employed case management staff regarding how to provide effective communication to all applicants, clients and their families to inform them of current programs and services provided. The training will address the correct use of face-to-face, telephonic and sign language interpreter services and when it is appropriate to translate documents. The training will reflect any changes in the Collective Bargaining Agreement for the interpreter’s union.

Target: The first case management trainings were offered to Home and Community Services and Area Agency on Aging staff as of May of 2014 and will be conducted several times a year on an ongoing basis.

Action Step: The AL TSA program manager for LEP/ADA services will revise current HCS training on how to provide effective communication to be tailored to RCS operations. This training will be offered on the LMS training site.

Target: September 30, 2015

Objective: All divisions of AL TSA will continually identify and provide culturally appropriate public relations materials outlining services to culturally diverse communities, including materials in alternative formats and translated in languages reflected in Washington communities. The divisions will need access to state expertise and resources including the DSHS Office of Diversity and Inclusion, Commission on African American Affairs, Commission on Asian Pacific American Affairs, Commission on Hispanic Affairs to review brochures and publications and identify other nonprofit organizations who serve individuals from different racial and ethnic backgrounds.

Action Steps: ODHH will continue to review ODHH brochures and publications regarding its services to ensure the services are culturally and linguistically appropriate before dissemination to the general public.

Action Step: RCS and APS will review current RCS and APS publications and informational materials to address cultural and linguistic appropriateness.



Target: April 30, 2015

Indicators of Progress: The HCS Training, Communications and Development Unit identified current AL TSA publication materials during the last fiscal year for translations into the eight primary languages. These publications are posted online at: <http://www.alsa.dshs.wa.gov/Library/publications/>. The unit also identified nurse delegation training to be translated in languages where providers were limited-English speaking. These materials were translated in the spring of 2014 and are available to approved nurse delegation curriculum instructors.

Indicators of Progress: ODHH recently completed a 2-year pilot project testing the installation of induction loops in two DSHS Community Services Offices. Induction loops are a cable, either within a piece of equipment or installed around an entire room. The cable creates a magnetic field that is picked up by the coil inside cochlear implants and hearing aids which amplifies sound. Because of the success of the pilot project, ODHH is now promoting the use of induction loops in DSHS Community Services Offices throughout the state. ODHH has also purchased Counter Loops for the regional service centers in Seattle, Tacoma, Bellingham, Vancouver, Pasco and Spokane. These are compact, close-proximity, local loop systems used in one-on-one meetings. ODHH is educating clients and advocates on using this equipment in each office.

Target: Increase the number of DSHS offices with assistive listening systems from 4 to 40 by December of 2015.

