INFUSING CULTURAL AND LINGUISTIC COMPETENCE INTO THE RECRUITMENT AND RETENTION OF NURSES

PARTICIPANT GUIDE

SEPTEMBER 2023

Infusing Cultural and Linguistic Competence into the Recruitment and Retention of Nurses
Participant Guide

TABLE OF CONTENTS

GENERAL INFORMATION

AGENDA

1. Welcome
2. Cultural Competence
3. Break
4. CLAS
5. Reflection and Planning Tool
6. Summary

TIME

This course is 3 hours 15 minutes long with a 15-minute break.

SUGGESTED MATERIALS AND SUPPLIES

- Zoom connection
- Smart phone, tablet, or computer with web capabilities
- Paper and pen or word processing software
- Highlighters, markers, colored pencils, if desired
- Online participant guide

TECHNOLOGY CONSIDERATIONS

- All participants will need access to a computer, laptop, tablet, or phone with internet capabilities, a camera, and microphone.
- Zoom
- All participants will need to access a separate web page during the presentation for polls and Q&A
- Use of Participant Guide on Google Docs

SLIDO.COM

In this course, we utilize the platform slido.com to enable participants to actively participate in interactive polls, collaborate on group word clouds, and engage in question and answer sessions. You will receive the course code, which remains consistent throughout the duration of the course.

Course Code: _____

LEARNING OBJECTIVES

LEARNING OBJECTIVES

State the significance of cultural competence in relation to the recruitment and retention of nurses.

Assess the organization's implementation of various strategies to promote cultural competence in recruitment and retention of nurses.

Generate an action plan aimed at enhancing cultural and linguistic competence within the organization.

COURSE GUIDE

Directions: Use this guide to follow along with the facilitator.

Poll 1

slido

Join at
slido.com
#Competent

1. Scan the QR code on the screen or visit slido.com and enter the login word. This will be the same login and site throughout the course.
2. Answer the question on the screen.
3. Click the green "Send" button.

Poll 2

slido

Join at
slido.com
#Competent

1. Scan the QR code on the screen or visit slido.com and enter the login word.This will be the same login and site throughout the course.
2. Answer the question on the screen.
3. Click the green "Send" button.

National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care.

The National CLAS Standards are intended to advance health equity, improve quality, and help eliminate health care disparities by establishing a blueprint for health and health care organizations to:

Principal Standard:

1. Provide effective, equitable, understandable, and respectful quality care and services that are responsive to diverse cultural health beliefs and practices, preferred languages, health literacy, and other communication needs.

Governance, Leadership, and Workforce:

1. Advance and sustain organizational governance and leadership that promotes CLAS and health equity through policy, practices, and allocated resources.
2. Recruit, promote, and support a culturally and linguistically diverse governance, leadership, and workforce that are responsive to the population in the service area.
3. Educate and train governance, leadership, and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis.

Communication and Language Assistance:

1. Offer language assistance to individuals who have limited English proficiency and/or other communication needs, at no cost to them, to facilitate timely access to all health care and services.
2. Inform all individuals of the availability of language assistance services clearly and in their preferred language, verbally and in writing.
3. Ensure the competence of individuals providing language assistance, recognizing that the use of untrained individuals and/or minors as interpreters should be avoided.
4. Provide easy-to-understand print and multimedia materials and signage in the languages commonly used by the populations in the service area.

Engagement, Continuous Improvement, and Accountability:

1. Establish culturally and linguistically appropriate goals, policies, and management accountability, and infuse them throughout the organization's planning and operations.
2. Conduct ongoing assessments of the organization's CLAS-related activities and integrate CLAS-related measures into measurement and continuous quality improvement activities.
3. Collect and maintain accurate and reliable demographic data to monitor and evaluate the impact of CLAS on health equity and outcomes and to inform service delivery.
4. Conduct regular assessments of community health assets and needs and use the results to plan and implement services that respond to the cultural and linguistic diversity of populations in the service area.
5. Partner with the community to design, implement, and evaluate policies, practices, and services to ensure cultural and linguistic appropriateness.

6. Create conflict and grievance resolution processes that are culturally and linguistically appropriate to identify, prevent, and resolve conflicts or complaints.
7. Communicate the organization's progress in implementing and sustaining CLAS to all stakeholders, constituents, and the general public.

Poll 3

slido

Join at
slido.com
#Competent

1. Scan the QR code on the screen or visit slido.com and enter the login word. This will be the same login and site throughout the course.
2. Answer the question on the screen.
3. Click the green "Send" button.

Reflection and Planning Tool

Strategy	Not yet	Some-what	Mostly	Fully	Comments/ Next Steps
Overall Organizational Strategies					
1. Develop and implement organizational policies and procedures that promote staff diversity at all levels of the organization. For example, develop a broad definition of diversity across the organization, have a diversity and inclusion policy, establish an active diversity committee, and provide resources to support all members of your organization. (2, 4)					
2. Monitor staff composition to reflect the diversity of the families and communities being served. (3)					
3. Build a multicultural workforce at all levels of the organization. (3)					
4. Develop policies to hire and retain underrepresented,					

underserved, and marginalized cultural groups in the community. (9)					
5. Map language needs in the community to plan appropriately for the recruitment of bilingual staff. (7)					
6. Support partner organizations in developing human resources policies and procedures that promote diversity and inclusion. (13)					
7. Ensure that compensation is equitable, based on staff qualifications and performance (2)					
8. Promote and maintain cultural and linguistic competence knowledge and skills for all staff through ongoing, frequent professional development activities. (4)					

Recruitment Strategies

9. Implement organizational selection and hiring processes that support equity. (3) For example: • Include community members, families, and other stakeholders in hiring for key positions in the organization • Ask current employees and community organizations for staff referrals • Increase your outreach efforts to make sure that you have a diverse pool of applicants					

• Conduct blind screenings of resumes and applications to minimize implicit bias in the hiring process.				
10. Provide linguistically appropriate services by recruiting multilingual staff who are qualified to perform their work tasks in the indicated language(s). (3, 5–8)				
11. Announce job openings through a variety of media formats and modalities; ensure widest dissemination in the multicultural communities being served. (3)				
12. Develop and implement an application and interview process that includes questions that capture personal and cultural values of potential hires that resonate with the organization. (3)				
13. Develop and implement an onboarding process to integrate new hires into your organizational culture. For example, have employees take a work styles inventory such as Strengths-Finder 2 as part of this process. (4)				
14. Prepare a work area for each new hire, and assign a mentor to make new hires feel welcome on day one. (4)				
15. Implement a structured process for ongoing				

professional development that includes specific knowledge, skills, and abilities to support all staff including managers, supervisors, and home visitors as they engage in a culturally competent way with families. (4)					
16. Partner with institutions of higher education to provide college credits or continuing education units for professional development on cultural and linguistic competence provided through the organization. (4)					
17. Develop and implement a ongoing coaching process that includes frequent check-ins during the first few months of employment. (4)					
18. Include cultural competence as a requirement for job performance by incorporating it into performance evaluations, promotions, and professional development. (2, 3, 9)					
Retention Strategies					
19. Incorporate meaningful discussion about cultural competence such as personal experiences of bias, or differences in values with other staff or families, as part of ongoing reflective supervision. (4)					
20. Institute a policy and process that support openness and respect, so that staff are comfortable					

talking about situations in which they may have experienced insensitive or exclusionary behaviors, tolerance of bias, or marginalization within the organization or by colleagues. (9, 14)					
21. Address workforce diversity challenges by taking immediate remedial action as needed when discriminatory, prejudiced, or biased situations are noted or registered. (9, 14)					
22. Assist home visitors in productively responding to conflict by first diffusing the situation and then addressing the issue in a respectful and supportive way. (9, 14)					
23. Honor and value the work of home visitors, and celebrate their cultural and linguistic diversity. Embed diversity in your organization's environment, events, and resources. For example, host an annual party or other get-together to acknowledge the service of home visitors to their communities. (2, 9)					

Breakout Rooms #1 – 15 minutes

1. As a team, go through each strategy listed in the tool and rate the degree to which your organization has implemented them. Use the rating scale provided: "Not Yet," "Somewhat," "Mostly," or "Fully."
2. Identify the strengths you've already built and the gaps that need attention.

Notes:

_____
_____
_____
_____
_____
_____
_____
_____

Check In #1 – 10 minutes

Share with the large group:

1. Based on your rating, where do you see your organization standing?
2. What strategies are already in place, and which ones need improvement?

Breakout Rooms #2 – 15 minutes

1. Discuss and share an example of a successful initiative or practice your organization has implemented to promote cultural competence in either recruitment or retention.
2. What were the outcomes of this initiative, and how did it contribute to creating a more inclusive and diverse environment?

Notes:

_____
_____
_____
_____
_____
_____
_____
_____

Check In #2 – 10 minutes

Share with the large group:

1. What are some strategies you heard mentioned?
2. What impact did they have?

Strategies

Choose a strategy you will implement:

o Prioritize areas of effort where some aspects are already in place or where planning is currently underway. This approach may allow you to see immediate, short-term progress.
o Tackle one or two big strategies that the team decided were "not yet" or "somewhat" in place.

- o Use this as an opportunity to accomplish a longer-term strategy—perhaps something that you have been wanting to implement for a long time.

Breakout Rooms #3 – 30 minutes

In the breakout rooms create an action plan with your team. Use this template to create an action plan for identifying and planning for the next steps.

Action step	Person responsible	Timeline	Comments Next steps

Check In #3 – 10 minutes

1. What are the top three action steps you would recommend for your organization to enhance cultural competence in recruitment and retention?
2. How do you plan to implement these steps, and what potential challenges might you anticipate?

Q&A – 15 minutes

slido

Join at
slido.com
#Competent

1. Scan the QR code on the screen or visit slido.com and enter the login word. This will be the identical number and site throughout the course.
2. Type in any questions or comments that you have.
3. You may choose to remain anonymous or you may choose to enter your name.
4. Click the green "Send" button.
5. If you'd like to submit additional questions or comments, you may.
6. You can upvote any questions that others have asked if you share the question or comment.

RESOURCES

National Standards for Culturally and Linguistically Appropriate Services (CLAS)
National CLAS Standards (hhs.gov)

Ten Things You Should Do To Promote Cultural Competence (childwelfare.gov) is a tip sheet
on how to promote cultural competence.

Pursuing Organizational Cultural Competence - Improving Cultural Competence - NCBI
Bookshelf (nih.gov), an excerpt from the Substance Abuse and Mental Health Services
Administration's Improving Cultural Competence, focuses on developing cultural competence
at the organizational level.

Introduction to Competency-Based Hiring | ECLKC (hhs.gov) explores how organizations can
best use this technique in the hiring process