


**Cultural Competency and Diversity Plan (CCDP)  
Living Document 2020 - 2024**



**NIGHTINGALE NURSING REG. LTD.**



**Prepared by Sally Harding; President & CEO**

	<b>NIGHTINGALE Nursing Registry Ltd.</b>		<b>POLICIES &amp; PROCEDURES</b>	
	Issued: March 2016	New	Related Policy: YES	
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## Commitment to the Cultural Diversity and Integration

Nightingale Nursing Registry LTD. (Nightingale) is committed to the continuous utilization of our Strategic Integrated Planning Process for the purpose of organizational responsiveness to the changing needs and expectations of the people we serve, and our stakeholders, in conjunction with the changing business needs of our organization. and the needs of the personnel performing the services.

By following this process, we ensure that our leadership maintains a viable planning structure, focused on our mission, core values, and vision, that guides Nightingale's business practices and daily decision making. The path to greater understanding of cultural differences involves:

- **Mutual Respect**
- **Inclusiveness**
- **Sensitivity**
- **Open-Mindedness**

Having an established a strong Cultural Competency and Diversity Plan and embodying its culture across the organization is an essential foundation to ensure that our employees feel part of a team and are best equipped to perform their duties, office and front-line employees alike. It is very important that employees develop cultural awareness and receive specific cultural sensitivity training upon hire, and enhanced training / or review every 3 years at minimum, that is congruent to the diversity of our service delivery areas. Education in Cultural Diversity is also importantly extended to our persons served and other stakeholders as workforces evolve to be more diverse (i.e. new immigrants, refugees, foreign workers, indigenous peoples). It is strongly believed that *education on cultural diversity, leads to understanding, which encourages tolerance and acceptance* of our human differences. Cultural Diversity can take the form of age, gender, sexual orientation, spiritual beliefs, socioeconomic status, language, ethnic background, and trauma. Each of these are addressed in our Cultural diversity plan and in employee training.

The framework for our Cultural Competency and Diversity Plan & Training is based on CARF's ASPIRE to Excellence® model and uses the CARF standards as a guide to ensure an ongoing process of continuous quality improvement.

- A Assess the Environment
- S Set Strategy
- P Persons Served and Other Stakeholders – obtain input
- I Implement the Plan
- R Review Results
- E Effect Change

In this regard, our Cultural Competency and Diversity Plan is a fluid, ongoing living document. Updates and changes happen frequently as the plan evolves to address new and emerging circumstance looking forward on a rolling 5- year period.

## **What is Cultural Competency?**

An organization's ability to recognize, respect, and listen to value added perspectives. It is also an organization's responsiveness to address the unique needs, worth, thoughts, communications, actions, customs, beliefs and values that reflect an individual's (client and employee alike) background, upbringing, racial and ethnic origins, religion or spiritual beliefs, age, gender, sexual orientation, economic circumstances, living conditions or lack thereof, language including accents, and past or current trauma from domestic history, political decisions, or from foreign worn-torn countries.

Cultural competence is the ability to collaborate effectively with individuals from different cultures, and such competence improves health care experiences and outcomes for all, but especially culturally diverse patients. An awareness of, respect for, and attention to the diversity of the people with whom one interacts (persons served, personnel, and other stakeholders) must be reflected in our individual attitudes, organizational structures, policies and service delivery models.

## **Why is Cultural Competency so Important?**

Today's model of healthcare has persistent challenges with cultural competency, and racial, gender, and ethnic disparities. Health is determined by many factors outside the traditional healthcare setting. These social determinants of health (SDH) include, but are not limited to, education, housing quality, and access to healthy foods. It has been proposed that racial and ethnic minorities have unfavorable SDH that contributes to their lack of access to healthcare.

For example, African American, Hispanic, and Asian women have been shown to be less likely to proceed with breast reconstructive surgery post-mastectomy compared to Caucasian women. At the healthcare level, there is under-representation of cultural, gender, and ethnic diversity during training and occupying leadership positions. To serve the needs of a diverse population, it is imperative that the healthcare system take measures to improve cultural competence, as well as racial and ethnic diversity.

Measures to improve cultural competence and ethnic diversity will help alleviate healthcare disparities and improve health care outcomes in these patient populations. Efforts must begin early in the pipeline to attract qualified minorities, and culturally diverse individuals to Nightingale as a preferred employer, respectful of human differences. This is not to say that advocating for diversity for its own sake at the cost of merit or qualification, but rather, these efforts must evolve not only to attract, but also to retain and promote highly motivated and skilled employees.

Besides the obvious reason of providing person-centered individualized care to the best of our ability, by 2050, it is estimated that 50% of the population will consist of minority, and unfortunately, today's model of healthcare has been noted to have persistent racial and ethnic discrepancies. Diverse populations require personalized approaches to meet their specific health care needs. Minorities have been shown to have decreased access to preventive care and treatment for chronic conditions which results in increased emergency room visits, graver health

outcomes, and increased likelihood of developing cardiovascular disease, diabetes, cancer and mental illness. The health care sector in Ontario is aimed at caring for individuals ‘in place’ which means at home and avoiding unnecessary emergency room visits. The modernization and sustainability of the health care sector in Ontario depends on Home Care, that is accessible to everyone, of every cultural background.

## Next Steps & Goals

Steps to accomplish wide-spread cultural competency throughout Nightingale take many forms and can include reviewing resumes for open positions from an anonymous standpoint by removing names from resumes where possible, touching on our culture of diversity at the interview stage (prompting questions if the concept is not known) and placing the culture diversity plan and policies within the training program, sharing this cultural diversity plan /policy as ongoing training, and having guest educators. Of course, the leadership is required to demonstrate cultural acceptance and tolerance, and to take action in the form of mentoring, and educating individuals who are observed to not to be practicing cultural diversity.

As Nightingale continues to meet the needs and expectations of increasingly diverse and varied populations, a better understanding of cultural differences and their relationship to the hallmarks of quality service – **respect, inclusiveness, sensitivity and open-mindedness** – become essential. Serving diverse populations, after all, is not a “one size fits all” process. Diversity includes all differences, not just those that indicate racial or ethnic distinctions.

### Objectives of Cultural Competency & Diversity Plan (CCDP) :

- To ensure Nightingale’s new and existing employees will have a greater awareness/knowledge, and thus ability to successfully respond to the cultural diversity of our clients, fellow employees, and stakeholders.
- Cultural Diversity can take the form of age, gender, sexual orientation, spiritual beliefs, religious practices and holidays, special dietary practices or food choices, preferences & sensitivities, clothing, attitudes towards impairments, language, other barriers to communication, desire to have family part of their health care, family status, socioeconomic status, ethnic background, and personal trauma, environmental trauma (such as war), past discrimination, are some specific examples but there are many more
- The enhanced knowledge, skills and behaviors from the implementation of this CCDP will enable Nightingale employees to work more effectively across cultural divides by understanding, appreciating, respecting and accepting both *differences and similarities* in beliefs, values and practices within and between cultures within the context of delivering health care
- To treat individuals receiving services, employees and all other stakeholders with the dignity and mutual respect they both desire and deserve
- Routinely exceeding the service expectations of all of our clients, employees and stakeholders alike, on an individual basis with cultural diversity in mind
- To recruit and retain highly skilled and talented employees based on qualifications without bias to cultural differences (positive or negative)

- To provide a positive and dynamic work environment that is committed to maximizing the potential of all employees as individuals
- To be able to provide or direct persons served, employees and stakeholders to the resourced needed to enhance awareness; Cultural Competency and Diversity outward promotion; other training sources and opportunities
- Listening to persons receiving services and understanding the aspirations that they have for their lives, using this information as the foundation for service design and delivery; truly individualized care plans

**Goal #1:** Continual research and gathering of the most recent information, feedback, & ideas regarding enhancing cultural competency and diversity training, as this information relates specifically to Nightingale’s persons served, stakeholders, employees and is congruent with the geographical area served;

Target Date: Updated plan every 5 years; reviewed enhanced content annually

Person(s) Responsible: Members of the Executive Team

**Goal #2:** Enhanced Cultural Competency and Diversity Plan employee training (& associated competency-based training post-test) annually – or as required to be able to include new information gathered during the research & feedback process. (Goal #1)

Target Date: Annually on Surge; preferably prior to World Day for Cultural Diversity (May 21 on the Global International Calendar)

Person(s) Responsible: Human Resources

**Goal #3:** Enhanced Cultural Competency and Diversity client & family resources

Target Date: As needed in individual circumstances- but widely available for distribution to staff and clients; Fall 2022

Person(s) Responsible: Human Resources

**Goal #4:** Offer additional Cultural Diversity specific training to Managers, and in time to front-line employees. Manager of Home Support Services and President completed Indigenous Cultural Safety – created and hosted by the Provincial Health Services Authority of BC December 2019. We are exploring cost effective means, tools and programs to roll out to all managers and office personnel.

Person(s) Responsible: Human Resources

**Goal #5:** Update or replace our own Cultural Competency & Diversity “Personal Assessment and Awareness Tool” and Update or replace the Competency-based quiz attached to the online employee training Surge Learning.

Target Date: Fall of 2023

Person Responsible: Human Resources

## **Nightingale’s Mission, Vision, Principles**

### **Nightingale Mission:**

Nightingale is a team of...

C     **Caring**  
A     **Adaptable**  
R     **Reliable**  
E     **Educated**

... Professionals helping clients stay independently at home with dignity.

### **Nightingale Vision:**

Growing to serve more clients with the highest quality of client care, and valuing our care team every day. “Our Caring You’ll Remember”.

### **Nightingale Value Statements:**

Nightingale provides high quality care and values the importance. Service delivery which embodies safety, skills development, mutual communication, innovation, integrity and accountability are paramount.

These core values support our belief in the **Clients Right to quality, confidential and participative health care.**

### **Nightingale Guiding Principles:**

#### **Person and Family Centred Care**

We believe in individual Care Planning approaches that are person and family centered, support the individual client’s right to choose and participation in their own health care, and are respectful of each person’s dignity, cultural diversity and aspirations.

#### **Partnering Relationships**

We believe in developing the necessary relationships within the health care and community services sectors that support collaboration, best practices and information sharing necessary to achieve each Individual Care Plan.

#### **Being a Caring Organization**

We believe in creating an organization that cares for and listens to its clients, partners, employees and the community in the ongoing development and delivery of its services and the allocation of its resources.

#### **Integrity and Commitment**

We believe that our integrity is built upon our commitment to actively pursue our Mission and Vision and to practice our Values and Principles each day, in every aspect of our operations.

#### **Achieving Excellence**

We believe in creating an organizational culture that values and empowers employees and encourages innovation and creativity in all actions and relationships, while encouraging life long learning.

**Being Accountable**

We believe in being accountable for our actions and use of resources through practicing ongoing quantitative measurement, monitoring and evaluation that supports continuous quality improvement.

**SUMMARY****COMMITMENT TO CONTINUOUS QUALITY IMPROVEMENT**

Nightingale recognizes that not everyone can be educated and trained in Everything about All Cultures but we are committed to ensuring that any lack of education on cultural competency, that it does not negatively affect our service delivery. This is why a commitment to Continuous Quality Improvement, and having the flexibility to address changing and fluid needs of employees and persons service is essential.

We feel that it is imperative that our leadership and front-line employees develop a understanding of the major values and beliefs generally, and of the people they are specifically service. Attendance at cultural competency and diversity training will continue to be mandatory, documented and included in personnel files and/or training records.

Furthermore, the implementation and ongoing practice of this CCDP is be reviewed annually by a member of the executive team. Significant outcomes of all five identified goals is analysed. Nightingales CCDP is and ever-evolving living document spanning a rolling 5-year period. The CCDP is intended to be a permanent part of our service delivery model.