

Leading Change Through Collaborative-Partnership:

Implementation of a Statewide Cultural-Competence Initiative in the United States

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Assistant Clinical Professor, Drexel University PA, USA

Robert Wood Johnson Executive Nurse Fellow Alumnus, 2012-2015

Sarah Hexem, JD, NNCC Policy Director

PA Action Coalition Executive Director, USA

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Slippery Rock University of Pennsylvania, USA

Study Funded by the Robert Wood Johnson Foundation

Supported by the PA-Action Coalition, Nursing Diversity Council

PA Action Coalition, Nursing Diversity Council Member



Presented at STTI 28th International
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Dublin, Ireland July 28th 2017

Project Team

*** Today's Presenter

Rita K. Adeniran, RN, DrNP, CMAC, NEA-BC FAAN***

Assistant Clinical Professor, Drexel University. Co-Chair PA Action NDC
President/CEO Innovative and Inclusive Global Solutions

Dawndra Jones DNP, RN, NEA-BC

Chief Nursing Officer, VP of Patient Care Services at UPMC
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Sarah Hexem, JD,***

NNCC Policy Director, PA Action Coalition Executive Director***



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Robert Wood Johnson Foundation (RWJF) Executive Nurse Fellows (ENF) Program

- Three-year, advanced leadership initiative
- 20 Executive Fellows selected annually
- Dr. Rita K. Adeniran's leadership project (2012 cohort): Cultural Competence and Education Awareness Surveys
- Advised by the PA Action Coalition Nursing Diversity Council



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“Campaign for Action” Vision

Everyone in America can live a healthier life, supported by a system in which nurses are essential partners in providing care and promoting health.

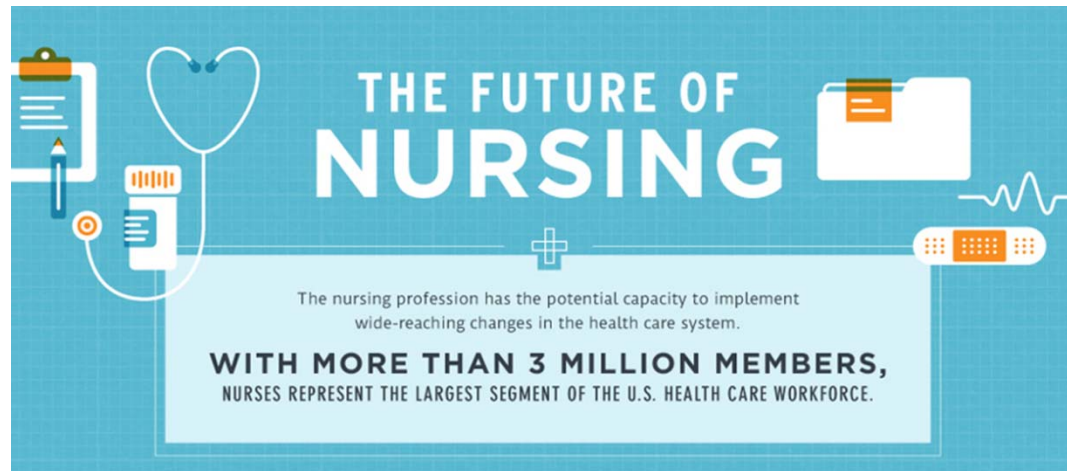


Robert Wood Johnson Foundation



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PA Action Coalition Initiatives



Diversity



Practice



Education



Leadership






Residency



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Nurse Diversity Council (NDC) Charge






-  The Pennsylvania Action Coalition (PA-AC) Nursing Diversity Council (NDC) is dedicated to enhancing nurses' knowledge, skills, and attitudes regarding diversity, promotion of inclusion in the workforce, and provision of culturally competent care to all clients, families, and communities.
-  The NDC works to foster relationships among individuals and communities with the goal of promoting culturally competent nursing care to Pennsylvania's diverse residents & beyond.
-  The NDC uses “Gracious Space” Philosophy to guide their work.



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The NDC Philosophy: Gracious Space

Gracious Space is operationalized by:

-  Giving opinions without fear of criticism.
-  Having deep respect for difference in spite of disagreements or conflicts.
-  Holding off judging each other based on difference perspectives or cultural beliefs.
-  Stepping back and reflecting on assumptions, especially in situations of conflict.
-  Slowing down and listening.

Hughes (2004).



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Leading Change: The Power of Vision and Collaborative-Partnership

Rita K. Adeniran, DrNP, RN, NEA-BC, FAAN

Assistant Clinical Professor

Drexel University

College of Nursing and Health Professions

Robert Wood Johnson Executive Nurse Fellow Alumnus, 2012-2015

Co-Chair PA- Action Coalition, Nursing Diversity Council

Sarah Hexem, JD

NNCC Policy Director

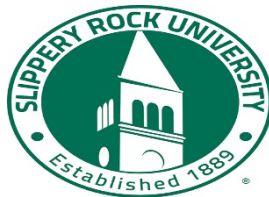
PA Action Coalition Executive Director



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Objectives

- Discuss qualities of visionary leaders that are essential to improving optimal health and health outcomes for vulnerable populations
- Describe leadership strategies and tactics used to successfully build capacity for conducting and implementing a cultural competency program for registered nurses across the state of Pennsylvania



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Visionary Leaders

- Vision- preferred future
- - Organized learning
- - Confident humility
- - Innovation and pioneering
- - Relationship building and collaboration
- - Polarity management
- - Boundary spanning



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Collaboration and Collaborative Partnership

- Shared Mission and vision
- Balanced motivation
- Contextual intelligence
- Transparent
- Authentic
- Active listeners
- Humble
- Open and Frequent communication
- Sufficient and shared resources



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Strategies and Tactics

- Self-awareness
- Inspiring others, setting direction, aligning resources and gaining commitment
- Coalition and capacity building
- Leveraging partnerships, stakeholders talents, and expertise
- Problem solving
- Making decisions, managing work and polarities
- Focusing on the goal to enhance quality and optimal healthcare outcomes for vulnerable populations through cultural competence



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Inclusion Elevates All... Elaine Hall

Lets' embrace diversity in its broadest form! Honestly discussing our differences help us to discover our similarities...



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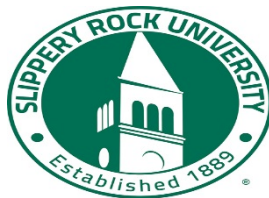
State of the Evidence- Making Sense of the Data: Culturally Competent Nursing Practices in Pennsylvania

Rita K. Adeniran, DrNP, RN, NEA-BC, FAAN
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Andy Bhattacharya
Consultant: Health Analytics

Study Funded by the Robert Wood Johnson Foundation
Supported by the PA-Action Coalition, Nursing Diversity Council
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Objectives

- Discuss the rationale and strategy used to successfully conduct a statewide survey of Pennsylvania registered nurses
- Explain the quantitative findings of the Pennsylvania Cultural Competence Education and Awareness Survey (CCEAS) of Registered Nurses



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Terms

-  **Culture:** The learned patterns of beliefs and behaviors of an individual or any groups of people
-  **Diversity:** Any dimension that differentiates individuals, groups, and organizations
-  **Equity:** Refers to equality with respect to opportunity, requires giving each person what is needed to achieve optimal outcomes
-  **Cultural Competence:** The ability of a clinician to meet the unique healthcare needs of culturally diverse populations!



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Cultural Competence Education & Awareness Survey

Why CCEAS?

- 🌍 Evolving global/healthcare/academic environments
- 🌍 Demographical changes
- 🌍 Patient safety and quality
- 🌍 Evidence of disparities, inequalities and inequities
- 🌍 Ethical/Economics/Moral/Global
- 🌍 Legal, regulatory & accreditation requirements



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The Cultural Competence Education & Awareness Survey (CCEAS)

The top *three* purposes are to identify:

- The desire, interest, and preparedness of PA RNs to provide culturally competent care.
- The sources and availability of education, training, and other information that support PA RNs to provide culturally competent care.
- The extent to which culturally competent care is currently being provided by PA RNs.



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Significance

Cultural competency practices vary considerably across:

- Healthcare organizations
- Within and across provider groups

Factors contributing to variations include, but are not limited to:

- Provider's knowledge, skills and attitudes, and/or the degree of provider's personal desire
- Availability and limitations of organizational resources
- Provider's appreciation of the impact of CC in optimizing health outcome

(Alizadeh & Chavan, 2016; Gill, Kuwahara, & Wilce, 2016; Taylor, 2005).



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Method

- Campinha- Bacote's process of cultural competence and the NQF Cultural competence Comprehensive Framework provided the basis for the study (Campinha-Bacote, 2002; National Quality Forum, 2009).
- Design: Exploratory cross-sectional descriptive survey with open ended questions
- Registered Nurses (RNs) in the state of PA participated via an online survey.
- 41item instrument was used for data collection over a 5-month period via snowball technique
- Quantitative data was analyzed using IBM SPSS Statistics, v22.



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Findings

- 🌍 The final sample consisted of 1,209 participants.
- 🌍 Demographic findings closely mirror PA's RN demographics.
- 🌍 Over 70% of the participants were staff nurses working in acute care settings.
- 🌍 73% have received some form of education about cultural competency within previous five years of the study.
- 🌍 Majority of study participants expressed a desire for continued professional development.



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Survey Participants (n=1209)

Characteristics	N (%)
Gender	
Female	1,106 (93)
Male	89 (7)
Race	
White	1,022 (87)
Black/African American	95 (8)
Asian	40 (3)
Some other race	23 (2)
Ethnicity	
Non-Latino/Non-Hispanic	944 (86)
Latino/Hispanic	21 (2)
Other	134 (12)
Sexual Orientation	
Heterosexual	1,125 (96)
Lesbian/Gay/Bi-Sexual/ Transgendered/Questioning (LGBTQ)	45 (4)

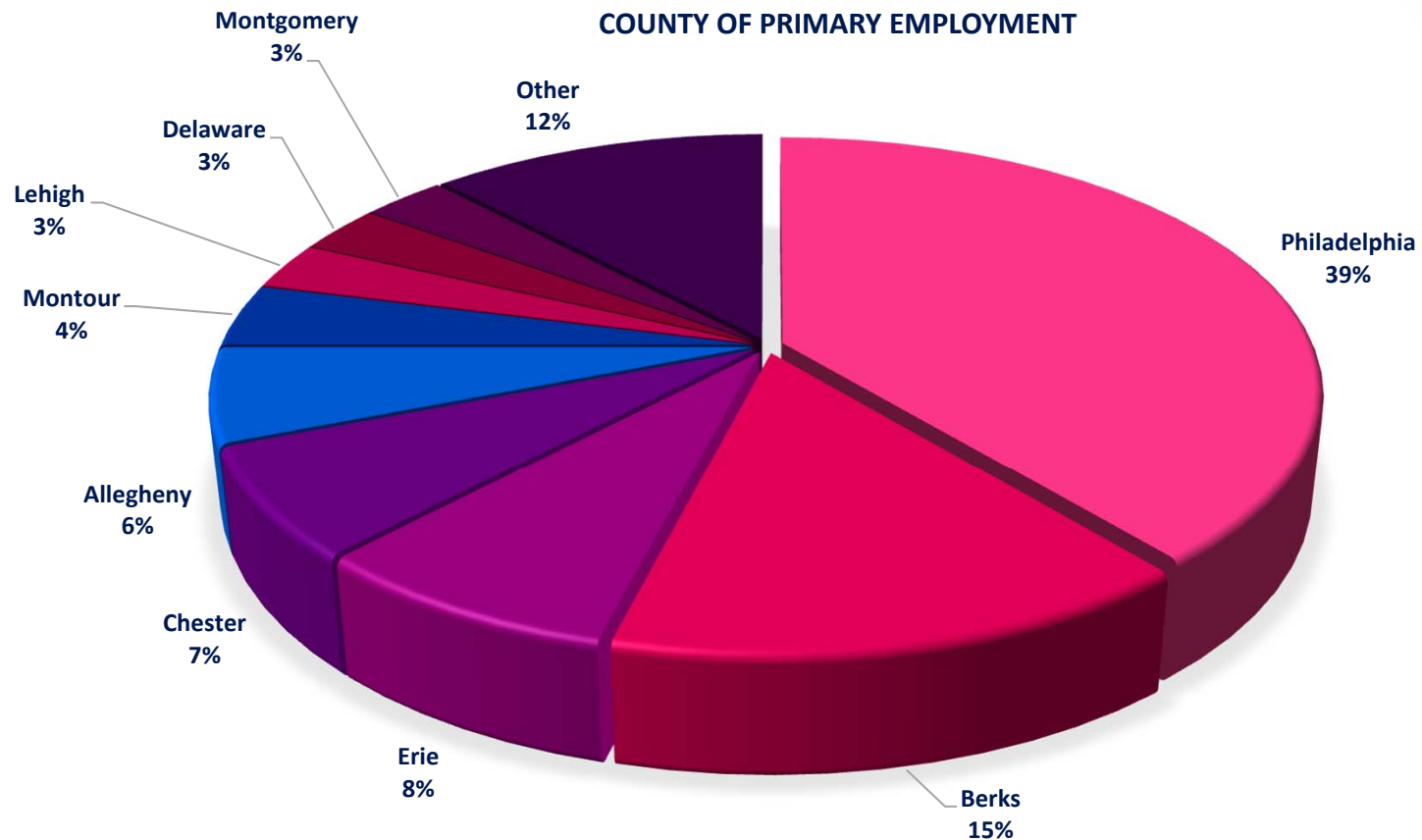


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Survey Participants Cont'd

Highest level of education	N (%)
Baccalaureate degree	530 (43)
Master's degree	395 (32)
Associate degree	95 (8)
Doctoral degree	99 (8)
Diploma	82 (6)
Other	39 (3)
Qualification at licensure as RN	
Baccalaureate degree in nursing	583 (47)
Diploma in nursing	315 (26)
Associate degree in nursing	270 (22)
Generic Master's degree in nursing	37 (3)
Other	30 (2)
Employment	
Acute care hospitals	858 (69)
Nursing education institutions	133 (11)
Other clinical settings (e.g. long term & community health center)	112 (9)
Other	132 (11)
Nurse role	
Staff nurse/direct care	603 (49)
Administration/management RNs	240 (19)
Nurse educators	173 (14)
Certified RN specialists	80 (6)
Other	143 (12)

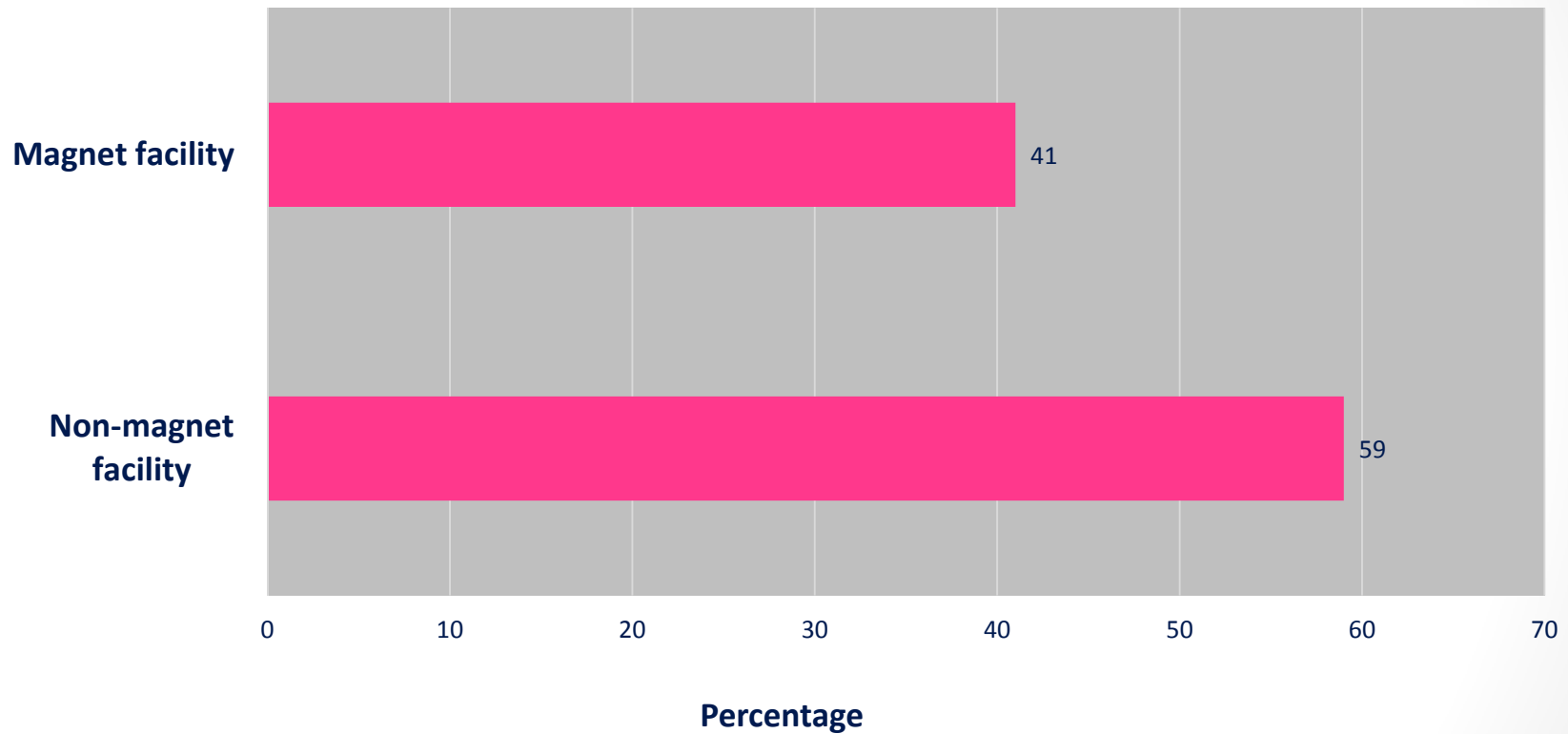
County of Employment



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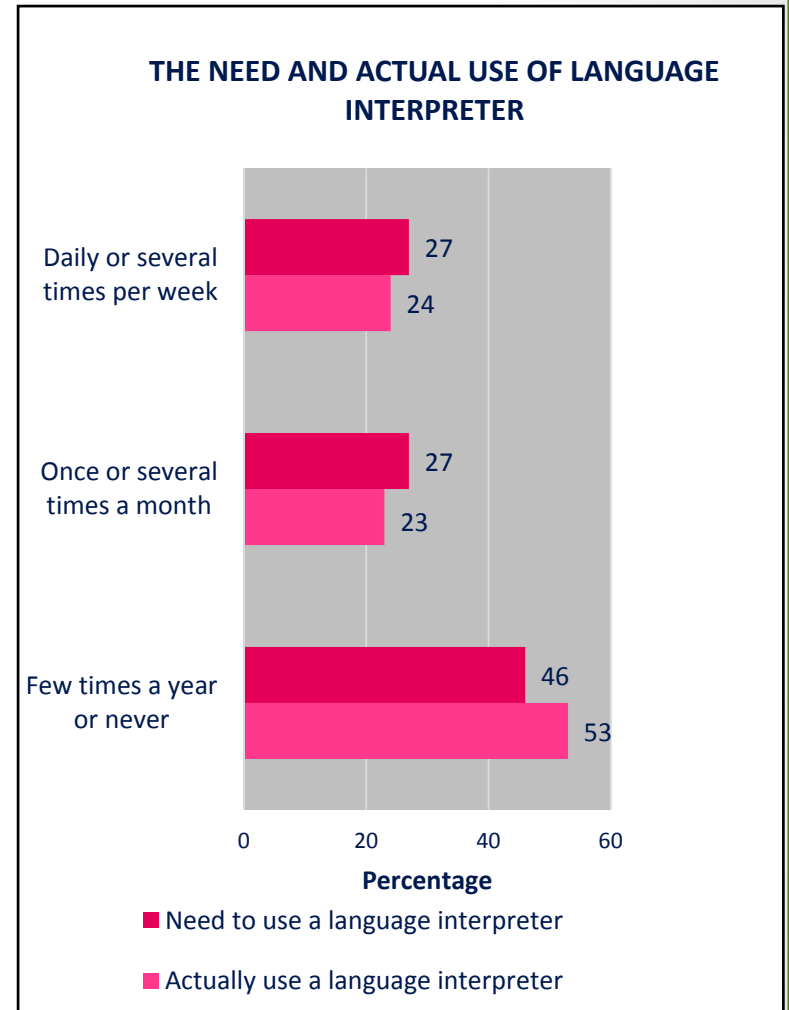
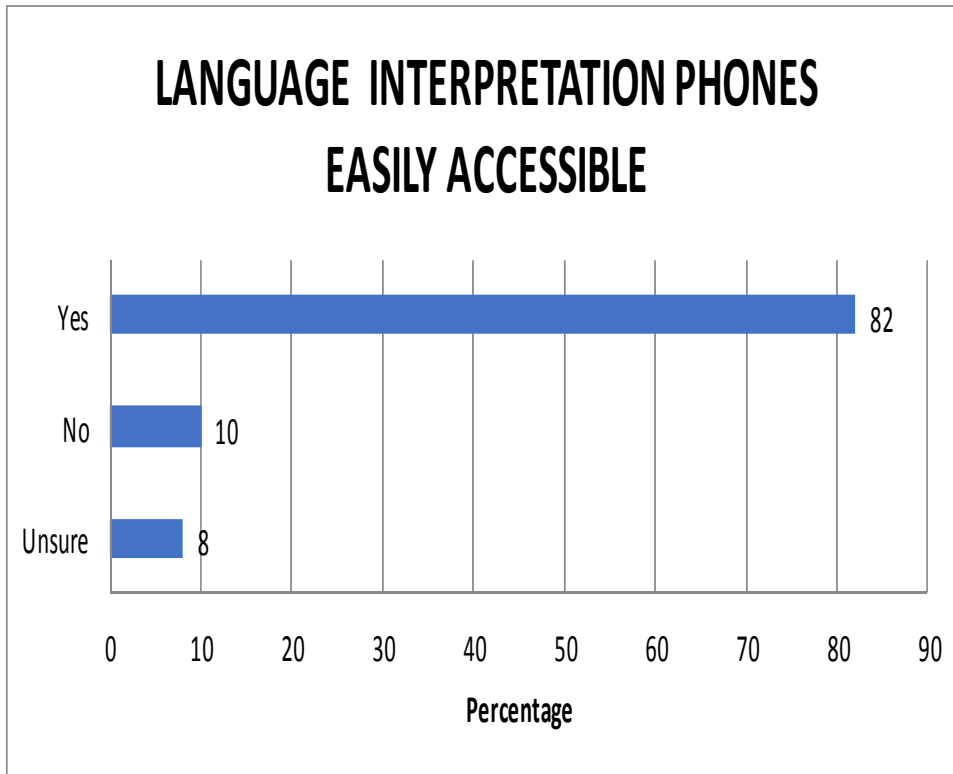
Magnet and Non-Magnet Facilities

MAGNET AND NON-MAGNET FACILITIES



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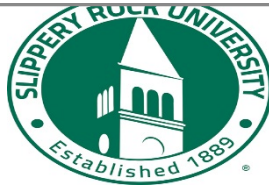
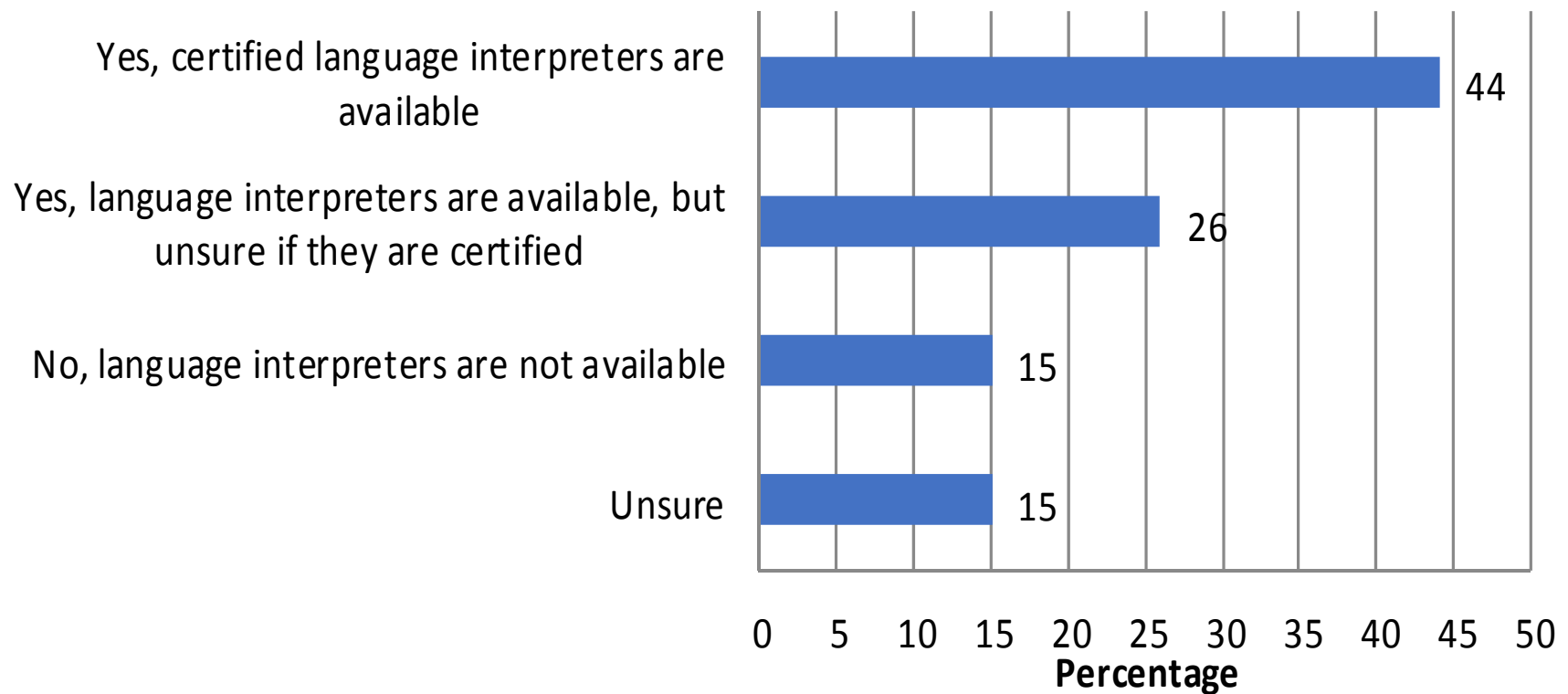
Utility and Access to Phones for LEP Patients



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Availability of Certified Language Interpreters

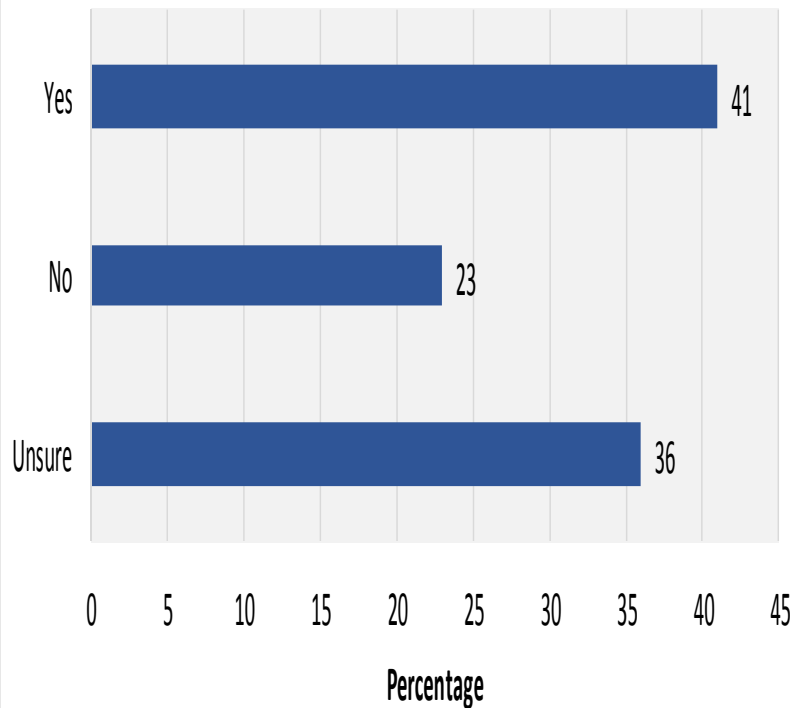
CERTIFIED LANGUAGE INTERPRETERS AVAILABLE



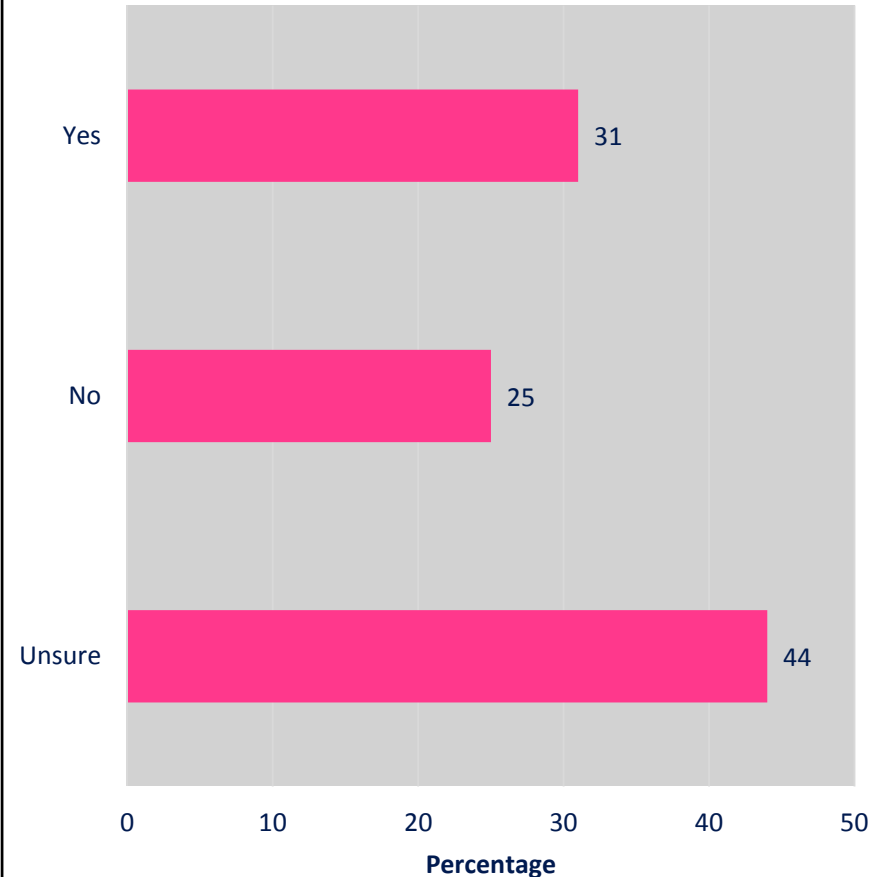
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Availability and Value of a CC Team

CULTURAL COMPETENCY TEAM AVAILABLE AS A RESOURCE



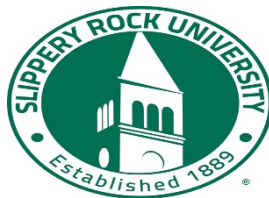
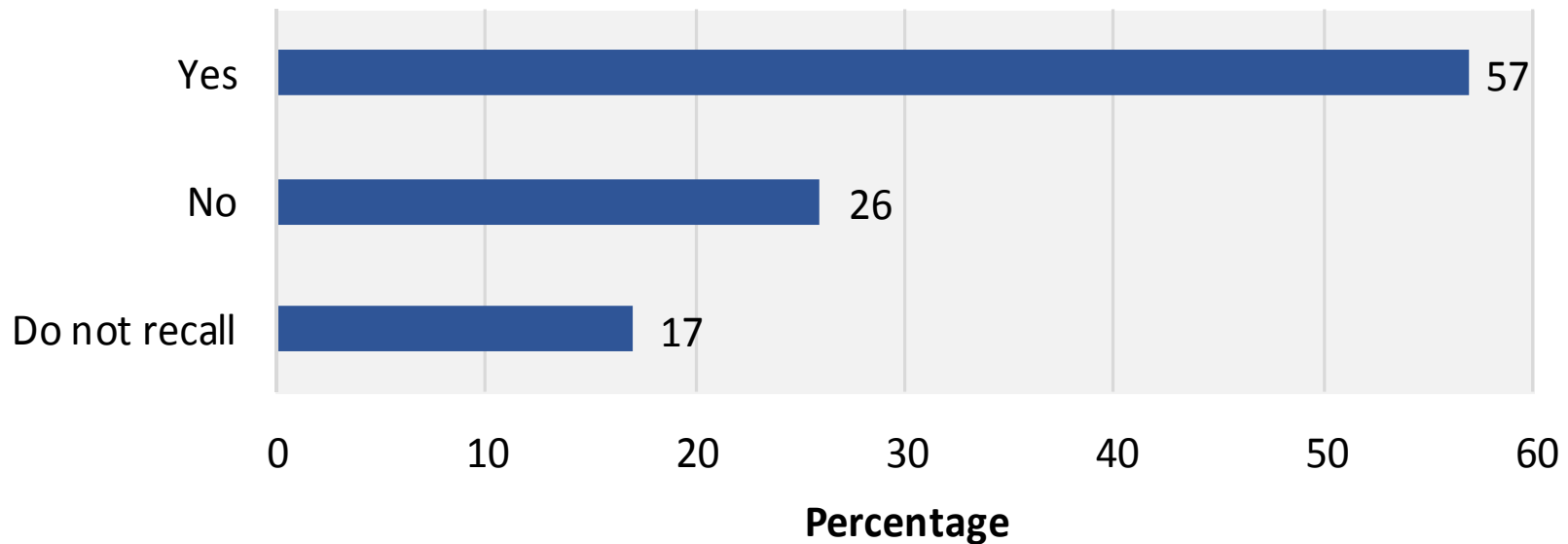
CULTURAL COMPETENCY TEAM IS A VALUABLE RESOURCE



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CC Education in Nursing Program

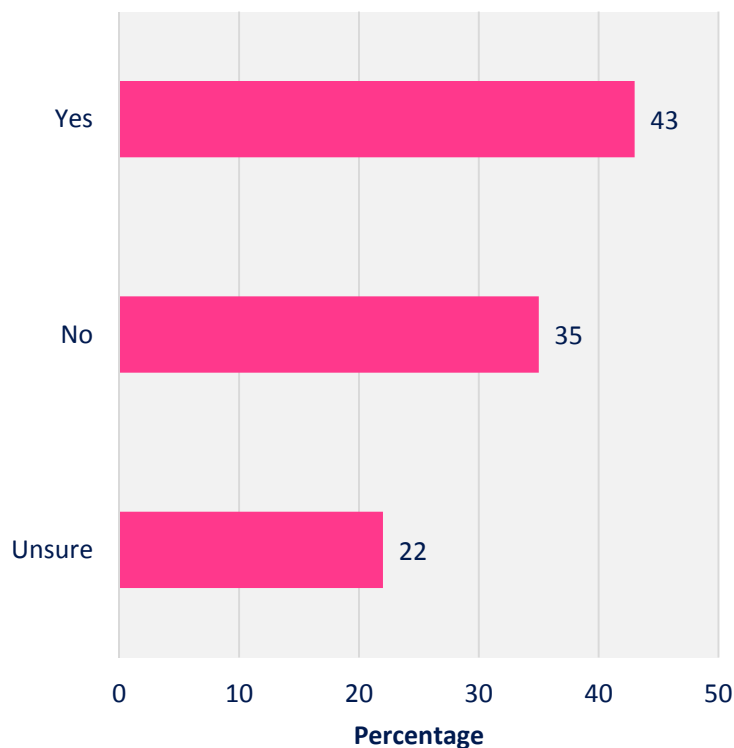
RECEIVED EDUCATION IN CULTURAL COMPETENCY IN NURSING EDUCATION PROGRAM



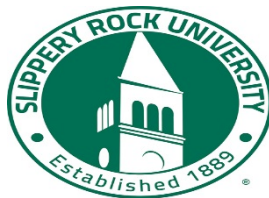
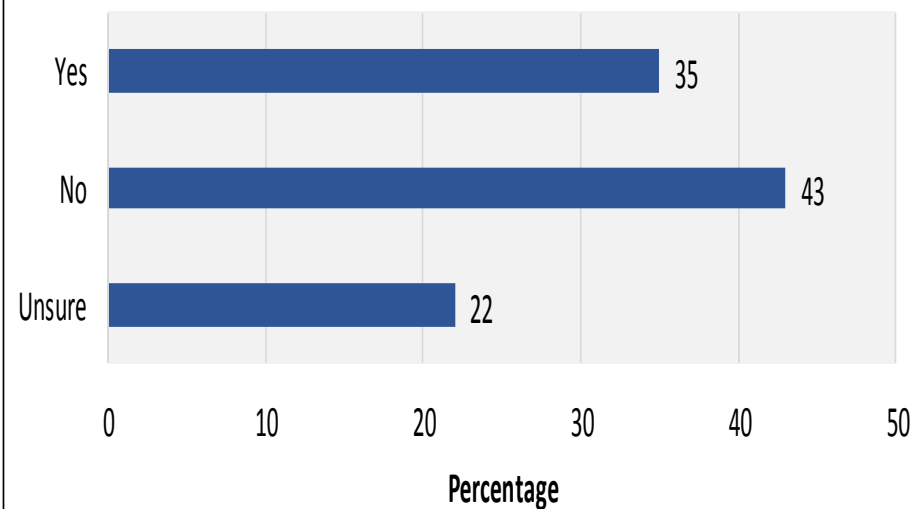
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Organization's Influence on Ongoing CC Education

CULTURAL COMPETENCY EDUCATION AS A REQUIREMENT OF CONTINUED EMPLOYMENT



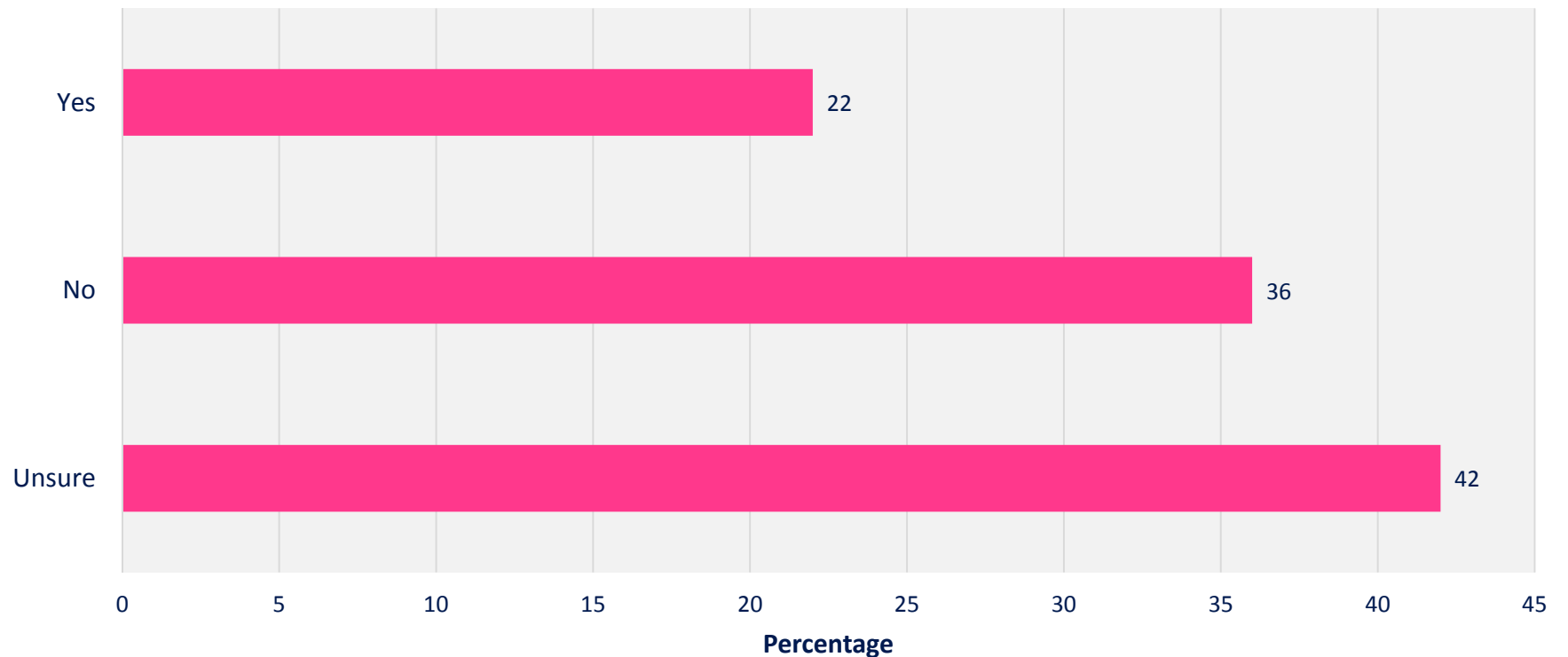
MANDATE PROFESSIONAL DEVELOPMENT IN CULTURAL COMPETENCY AS A COMPONENT ANNUAL PROFESSIONAL EVALUATION



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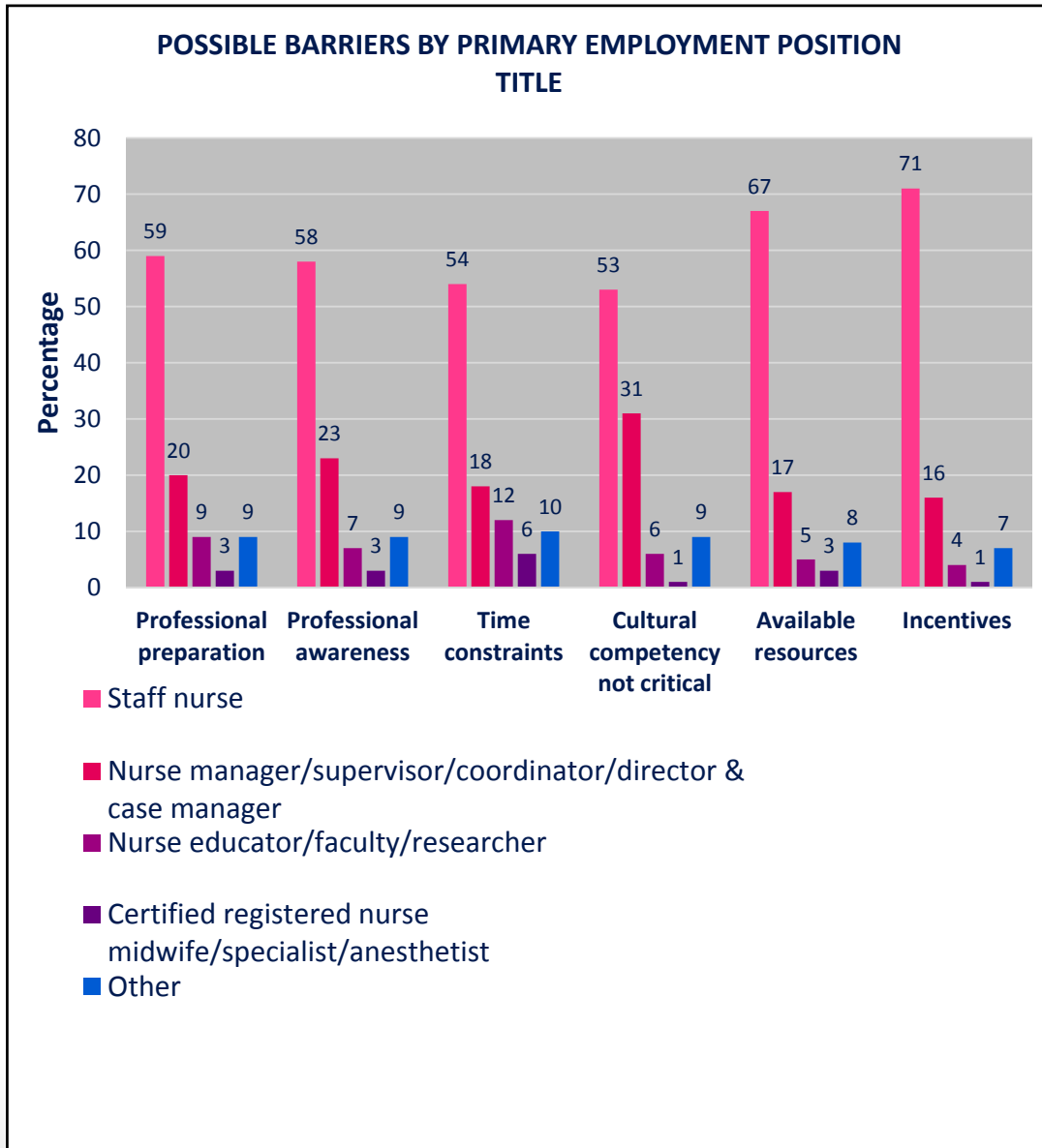
Organization's Influence on Patients' Assessments

MANDATE A STANDARD CULTURAL ASSESSMENT OF CLIENTS AS A REQUIREMENT OF DOCUMENTATION



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Barriers

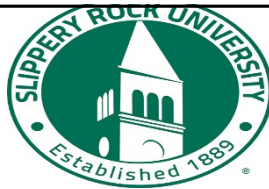
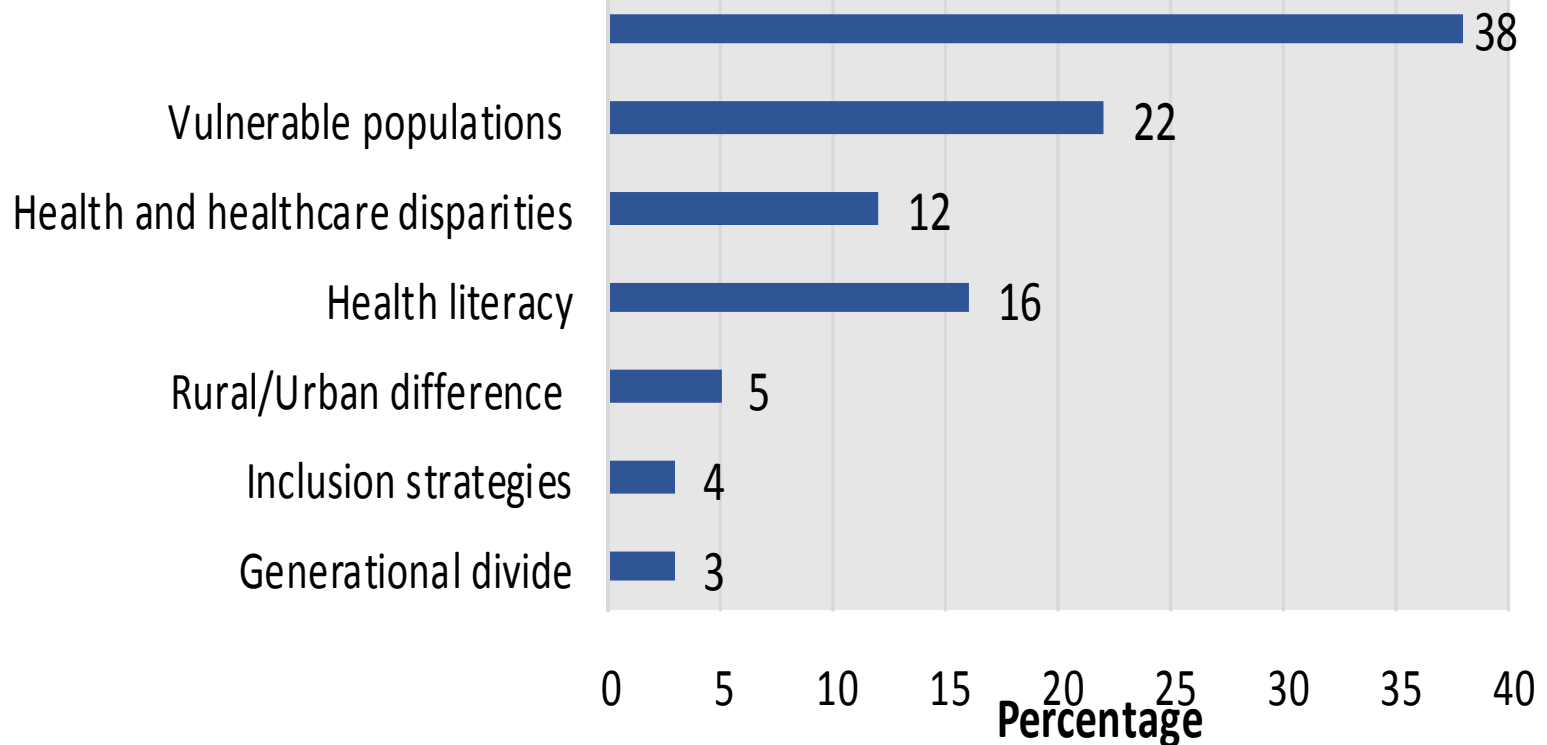


- N=1,192 - My professional preparation
- N=1,188 - My professional awareness
- N=1,191 - Time constraints
- N=1,178 - My belief that cultural competency is not critical to performance
- N=1,188 - Lack of resources in my employment setting
- N=1,178 - Incentive to provide CC care

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Ranking of the Importance of CC Topics

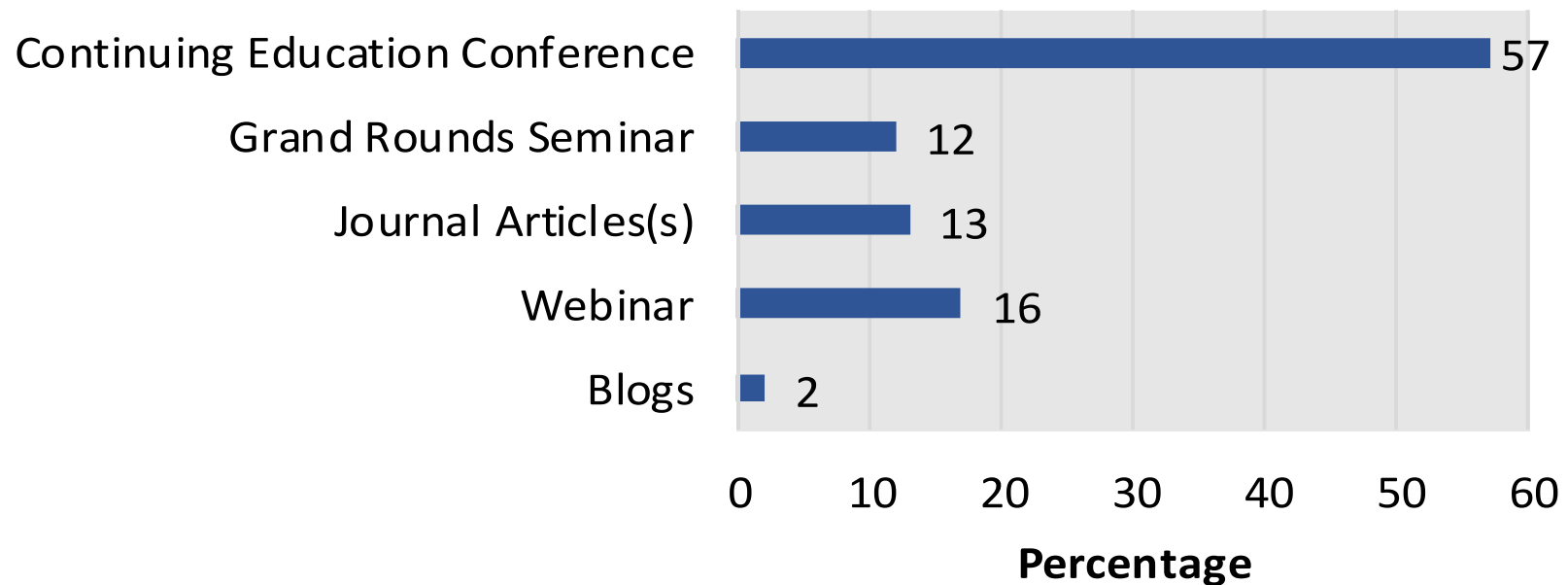
RANKED MOST IMPORTANT ITEM THEY WOULD LIKE TO SEE COVERED IN CULTURAL COMPETENCY EDUCATION



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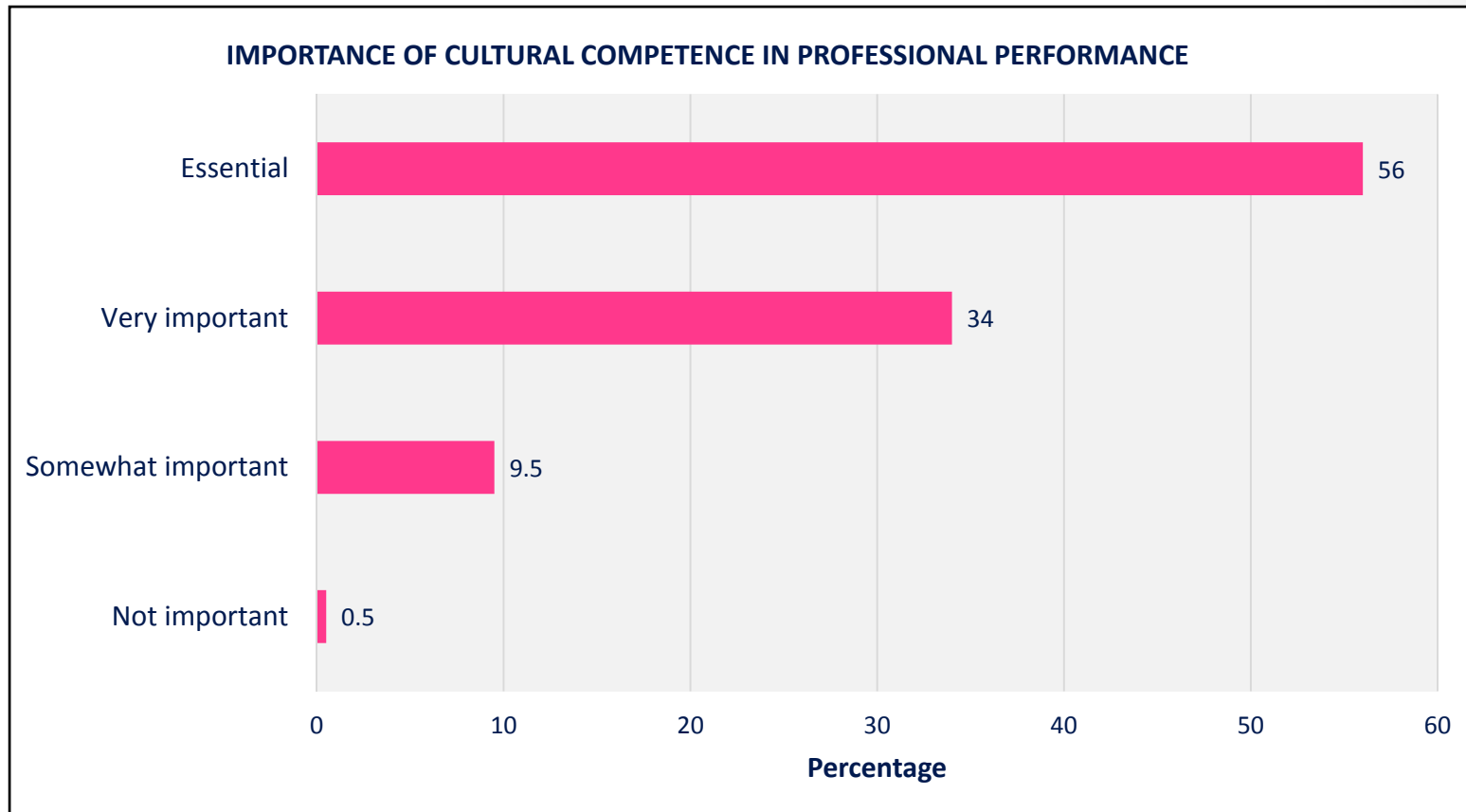
Ranking of Preference of Educational Methods

RANKED METHODS OF ADDITIONAL PROFESSIONAL DEVELOPMENT IN CULTURAL COMPETENCY



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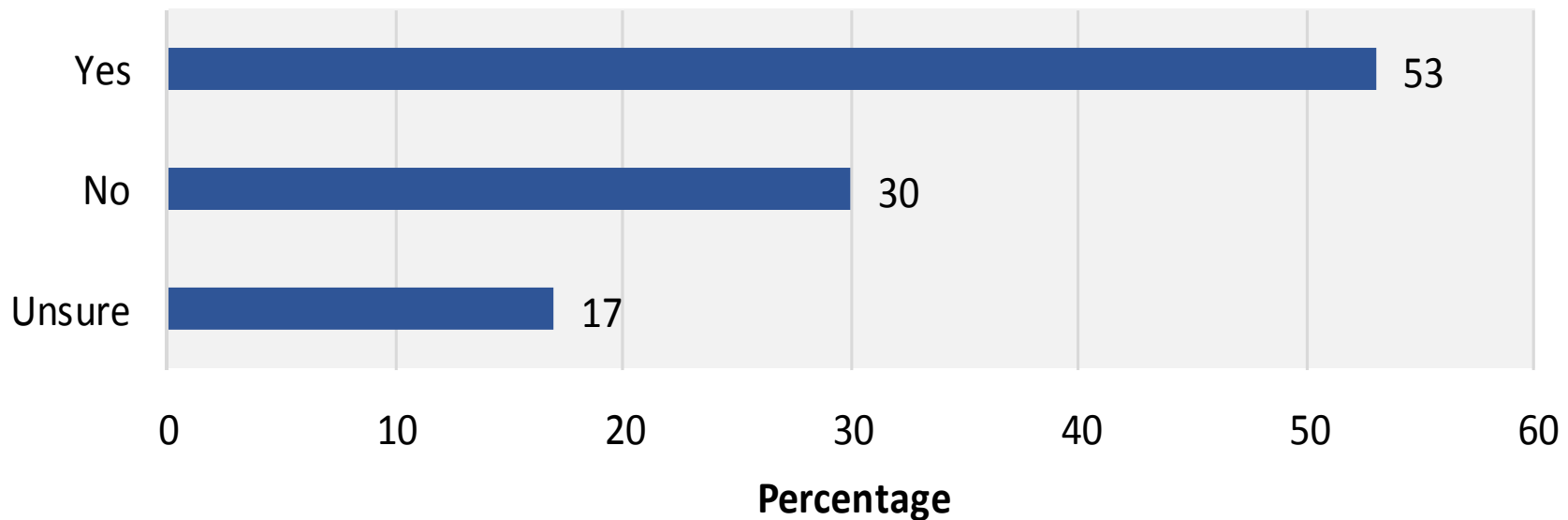
Importance of CC to Performance



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Desire for CC Educational Opportunities

RESPONDENTS INTEREST TO RECEIVE ADDITIONAL PROFESSIONAL DEVELOPMENT EDUCATION IN AREAS OF CULTURAL COMPETENCY



N=1,216

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Conclusion and Implications

- PA RNs recognize the value of cultural competency.
- Participants expressed interest in acquiring additional knowledge and skills.
- The desire to gain more knowledge and expertise has implications for health outcomes.
- Healthcare leaders, institutions, policy makers and philanthropic organizations have a role in ensuring cultural competency.
- Findings are being used to guide new programs to advance CC!



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Cultural Competency Conference



**Pennsylvania's
Healthcare
Mosaic**

October 20, 2016

8:30am-4:30pm

Robert Morris University

6001 University Blvd

Moon, PA 15108

Building a Culture of Health Equity

Please save the date for a conference brought to you by the Nurse Diversity Council of the Pennsylvania Action Coalition

Pennsylvania's Healthcare Mosaic: Building a Culture of Health Equity

Featuring keynote speakers:

Dr. Rachel Levine, Pennsylvania's Physician General

Candi Castleberry Singleton, Founder and CEO of Dignity & Respect, Inc.

Dr. Rita Adeniran, President & CEO of Innovative and Inclusive Global Solutions

Lisa M Lewis, PhD, RN, FAAN, Assistant Dean for Diversity and Inclusivity, UPenn

The conference will explore the concept of health equity and the relevance of cultural competence within health care. Information to submit an abstract and register will be available soon.



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**“Diversity is our reality,
let’s make it our strength!”**



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Fostering Cultural Competency:

The Pennsylvania Action Coalition's Exemplar

Sarah Hexem, JD

NNCC Policy Director, PA Action Coalition Executive Director, USA

Rita K. Adeniran, DrNP, RN, NEA-BC, FAAN

Assistant Clinical Professor, Drexel University PA, USA

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Objectives

- Discuss multiple facets of diversity as leadership opportunities to promote equity, improve quality, and ultimately eliminate health disparities
- Describe strategies employed to implement a plan to increase the proportion of traditionally underrepresented nurses and a cultural competency program in Pennsylvania



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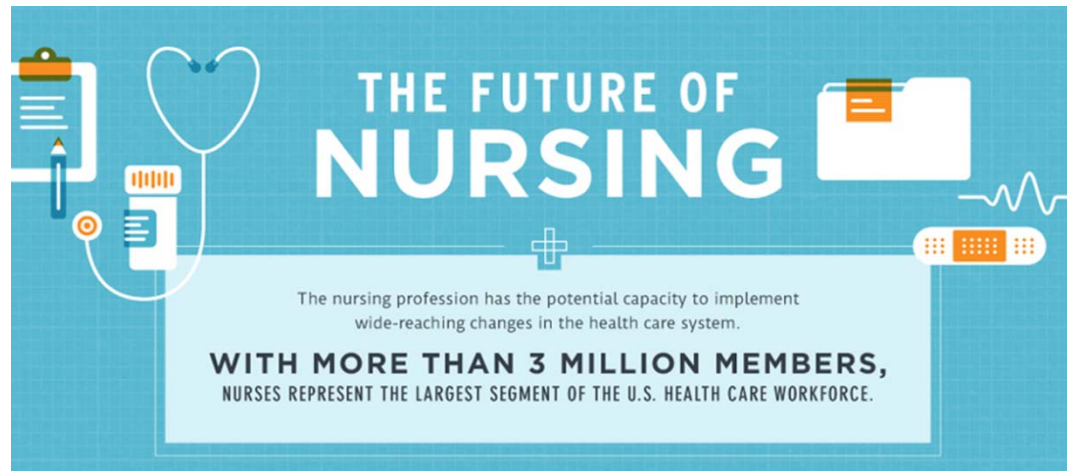
Pennsylvania Action Coalition

-  Vision: A healthy Pennsylvania through high quality, accessible, and safe nursing
-  Mission: Implement the IOM Future of Nursing Recommendations through strategic partnerships



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PA Action Coalition Initiatives



Diversity



Practice



Education



Leadership



Residency



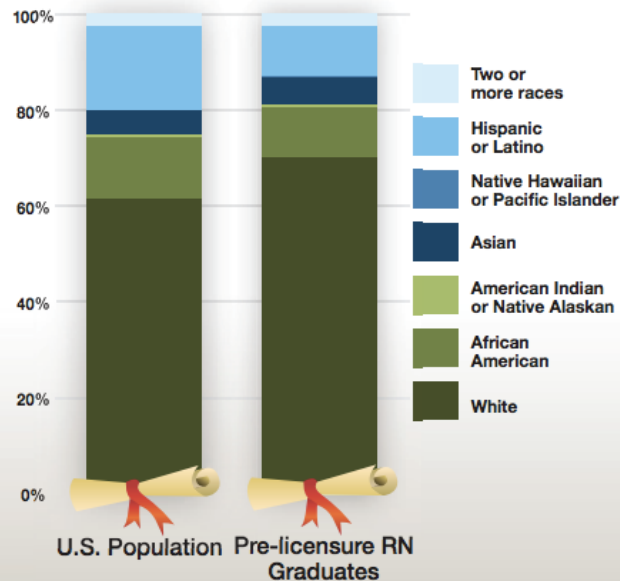
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Measuring Diversity

IOM Recommendation:

Make diversity in the nursing workforce a priority

Pre-licensure nursing program graduates by race/ethnicity and by gender compared with the U.S. population



In the U.S., the female/male population is **50.8% female** and **49.2% male**.
In 2015, baccalaureate and graduate nursing students were **88% female** and **12% male**.

2015 Academic Year

Total Pennsylvania Nursing Graduates

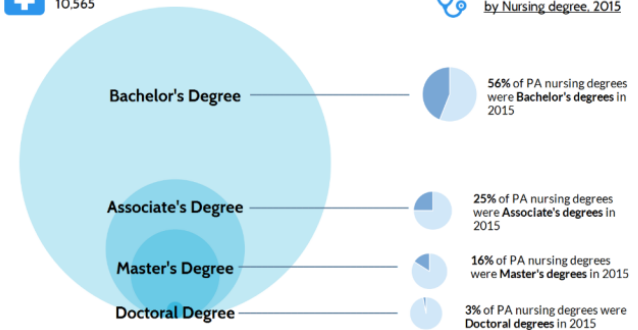
Total Nursing Graduates in Pennsylvania for 2015



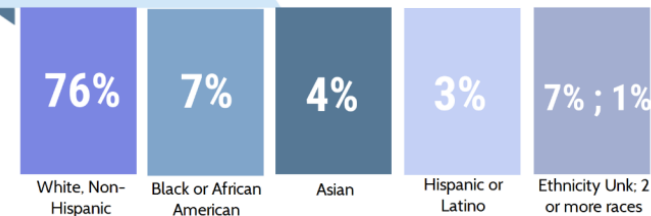
Total Nursing Degrees Granted 2015, N= 10,565



Percentage Breakdown by Nursing degree, 2015



Race/Ethnicity of Nursing Graduates in Pennsylvania, 2015



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Highlighting Diversity



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Supporting Diversity



\$250,000

Raised to support a diverse nursing workforce



FUNDING OPPORTUNITY

Promise of Nursing for Pennsylvania
\$5,000 to \$25,000 grants
Applications Due **July 14**

Support projects to build the capacity of a diverse nursing workforce prepared to care for all Pennsylvanians.

paactioncoalition.org



A healthy PA through nursing

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Cultivating Diversity



Pennsylvania's Healthcare Mosaic

Building a Culture of Health Equity



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Sustaining Diversity

- 🌍 “We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.” –Martin Luther King Jr.
- 🌍 Coalition building and the path for collective impact



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