

### Part III: Administration

Nurses who serve as leaders in healthcare agencies often are called upon to provide expertise in the development of policy and regulations that impact healthcare organizations, healthcare outcomes, and the healthcare agency workforce. This section of the *Multicultural Tool Kit* is targeted to oncology nurses training for or currently involved in leadership, particularly those who provide administrative leadership in healthcare institutions. Here, the user will find resources and references on how to develop and implement policy, procedures, and evaluation mechanisms for culturally competent care and services.

This section presents the reader with resources that can be helpful in the development and evaluation of healthcare policy and services. References for recommended guidelines for training the healthcare workforce in cultural competency will prepare the user to make agency changes. In addition, a listing of health professional organizations and government agencies that provide free or low-cost guides for the nurse executive is included.

#### Workforce Diversity and Cultural Competence in Health Care

Shaw-Taylor, Y., & Benesch, B. (1998). Workforce diversity and cultural competence in healthcare. *Journal of Cultural Diversity*, 5(4), 138–146. Reprinted by permission of Tucker Publications, Inc., Lisle, IL.

This paper presents a discussion of workforce diversity in healthcare and its attendant requisite of cultural competency. The first section of the paper argues that self-assessments and diversity training are integral to workforce diversity management. This paper maintains that diversity training should be a part of overall strategic goals, and that the development of management goals should be based on self-assessments. The second section of the review offers a framework of cultural competency in healthcare delivery based on the relationship between patient and provider, and the community and health system. For this relationship to be successful, this review argues that health systems should foster providers that can also be cultural brokers. The cultural broker role is seen as core to achieving cultural competency.

#### Promoting Collaborative Practice With Culturally Diverse Populations

Parsons, L.C., & Reiss, P.L. (2000). Promoting collaborative practice with culturally diverse populations. *Seminars for Nurse Managers*, 7(4), 160–165.

#### Diversity Training Resources and Manuals

American Medical Association. (2000). *Cultural competence compendium*. Chicago: Author.

Anand, R. (1999). *Cultural competency in healthcare: A guide for trainers* (2nd ed.). Washington, DC: National MultiCultural Institute.

Anand, R. (1999). *Teaching skills and cultural competency: A guide for trainers* (3rd ed.). Washington, DC: National MultiCultural Institute.

Anand, R., & Shipler, L.K. (1999). *Multicultural case studies: Tools for training* (2nd ed.). Washington, DC: National MultiCultural Institute.

Baytos, L.M. (1995). *Designing and implementing successful diversity programs*. Upper Saddle River, NJ: Prentice Hall.

Carnevale, A.P., & Kogod, S.K. (1996). *Tools and activities for a diverse work force*. New York: McGraw-Hill.

Dickerson-Jones, T. (1993). *50 activities for managing cultural diversity*. Amherst, MA: Human Resource Development Press

Loden, M. (2000). *Implementing diversity: Best practices for making diversity work in your organization*. Chicago: Irwin Professional.

Myers, S. (1994). *50 activities for diversity training*. Amherst, MA: Human Resource Development Press.

Nile, L.N. (1999). *Developing diversity training for the workplace: A guide for trainers* (7th ed.). Washington, DC: National MultiCultural Institute.

Rasmussen, T., & Roe, R.L. (Eds.). (1995). *The ASTD trainer's sourcebook: Diversity*. New York: McGraw-Hill.

### Web Sites for the Administrator

**American Cancer Society:** [www.cancer.org](http://www.cancer.org) (Patient-education booklets are available in Spanish and English.)

**American Institute for Managing Diversity, Inc.:** [www.aimd.org](http://www.aimd.org) (Nonprofit organization created to study diversity issues.)

**American Nurses Association:** [www.ana.org](http://www.ana.org) (Search for information regarding cultural competence.)

**Centers for Disease Control and Prevention:** [www.cdc.gov](http://www.cdc.gov) (A link is available here to its Spanish language Web site.)

**Cultural Diversity Hot-Wire:** [www.diversityhotwire.com](http://www.diversityhotwire.com) (Web site for Diversity Central and Cultural Diversity at Work.)

**Department of Health and Human Services:** [www.hhs.gov](http://www.hhs.gov) (Guidelines for culturally competent care are available. Reading room diversity initiatives can be viewed in the Training Resources and Manuals section.)

**Health Resources and Services Administration:** [www.hrsa.gov](http://www.hrsa.gov) (*Cultural Competency: A Journey* is a free publication that provides an overview of cultural competency efforts in the United States.)

**Inter-Face International:** [www.inter-faceinter.com](http://www.inter-faceinter.com) (Information is available to help organizations achieve goals for cultural competency.)

**Jamarda Resources, Inc.:** [www.jamardaresources.com](http://www.jamardaresources.com) (This company specializes in cultural diversity training for healthcare providers.)

**Joint Commission on the Accreditation of Healthcare Organizations:** [www.jcaho.org](http://www.jcaho.org) (Information is available on such topics as assessing patient learning needs and clinical-care improvement.)

**Medicine of the Americas:** [www.medicineoftheamericas.org](http://www.medicineoftheamericas.org) (This new medical journal emphasizes the betterment of public health through greater understanding of the effects of multiple cultures on the science and art of medicine.)

**National Black Nurses Association:** [www.nbna.org](http://www.nbna.org) (Competency-training guidelines are offered.)

**National Institutes of Health:** [www.nih.gov](http://www.nih.gov) (Search for information on patient education. This Web site is offered in English and Spanish.)

**Office Minority Health:** [www.omhrc.gov](http://www.omhrc.gov) (This site offers information and recommendations on cultural competence in health care. Select publications are available.)

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- Infusing cultural competence into your organization. (1999, December). *Joint Commission Benchmark*, 1(10), 1–3.
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## Resources

**National Center for Cultural Competence:** A free checklist called “Getting Started,” a guide for planning culturally competent service delivery, is offered. Contact 800-788-2066 for more information.

**Resource Persons Network, Office of Minority Health:** Volunteers may be able to speak in your facility on minority health issues. Contact 800-444-6472 for additional information.

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### Education

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### Practice

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### Research

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## Organizations

- American Academy of Nursing: [www.nursingworld.org/aan/index.htm](http://www.nursingworld.org/aan/index.htm)
- American Medical Association: [www.ama-assn.org](http://www.ama-assn.org)
- American Nurses Association: [www.nursingworld.org](http://www.nursingworld.org)
- American Psychological Association: [www.apa.org](http://www.apa.org)
- American Society of Association Executives: [www.asaenet.org/main](http://www.asaenet.org/main)
- Asian American/Pacific Islanders Nurses Association: e-mail: [kslouie@juno.com](mailto:kslouie@juno.com)
- Center for Cross-Cultural Health: [www.crosshealth.com](http://www.crosshealth.com)
- National Alaska/Native American Indian Nurses Association: e-mail: [amarkanderson@worldnet.att.net](mailto:amarkanderson@worldnet.att.net)

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National Association of Social Workers: [www.naswdc.org](http://www.naswdc.org)  
National Black Nurses Association: [www.nbna.org](http://www.nbna.org)  
National Organization of Hispanic Nurses: [www.nahnhq.org](http://www.nahnhq.org)  
Phillippine Nurses Association: [www.pna-america.org](http://www.pna-america.org)  
Transcultural Nursing Society: [www.tcns.org](http://www.tcns.org)

### Web Sites

Agency for Healthcare Research and Quality: [www.ahrq.gov](http://www.ahrq.gov)  
American Association for Cancer Research: [www.aacr.org](http://www.aacr.org)  
American Cancer Society: [www.cancer.org](http://www.cancer.org)  
Cancer Information Service: <http://cis.nci.nih.gov>  
Cancer Patient Education Network: <http://cpen.nci.nih.gov>  
CancerEducation.com: [www.cancereducation.com](http://www.cancereducation.com)  
CancerSource.com: [www.cancersource.com](http://www.cancersource.com)  
Center for Cross Cultural Health: [www.crosshealth.com](http://www.crosshealth.com)  
Cross-Cultural Health Care Program: [www.xculture.org](http://www.xculture.org)  
Cultural Competency and Diversity: [www.cstprogram.org/about/progemph/diverse/start/htm](http://www.cstprogram.org/about/progemph/diverse/start/htm)  
Diversity Central: [www.diversityhotwire.com](http://www.diversityhotwire.com)  
Diversity RX: [www.diversityrx.org](http://www.diversityrx.org)  
Health Professionals for Diversity: [www.aamc.org/about/progemph//diverse/start.htm](http://www.aamc.org/about/progemph//diverse/start.htm)  
Intercultural Cancer Council: <http://icc.bcm.tmc.edu/home.htm>  
Intercultural Communication Institute: [www.intercultural.org](http://www.intercultural.org)  
Inter-Face International: [www.inter-faceinter.com](http://www.inter-faceinter.com)  
Jamarda Resources, Inc.: [www.jamardaresources.com](http://www.jamardaresources.com)  
Multicultural Links: [www.isomedia.com/homes/jmele/mcultlink.html](http://www.isomedia.com/homes/jmele/mcultlink.html)  
Multicultural Pavilion: <http://curry.edschool.Virginia.EDU/go/multicultural/sits1.html>  
National Asian Women's Health Organization: [www.nawho.org](http://www.nawho.org)  
National Cancer Institute: [www.nci.nih.gov](http://www.nci.nih.gov)  
Office of Cancer Complementary and Alternative Medicine: <http://occam.nci.nih.gov>  
Office of Minority Health Resource Center: [www.omhrc.gov](http://www.omhrc.gov)  
Office of Special Population Research: <http://ospr.nci.nih.gov/default.htm>  
Resources for Cross Cultural Health Care: [www.diversityrx.org](http://www.diversityrx.org)  
Surveillance, Epidemiology and End Result: [www.seer.ims.nci.nih.gov](http://www.seer.ims.nci.nih.gov)  
Transcultural Nursing: Basic Concepts and Case Studies: [www.megalink.net/~vic](http://www.megalink.net/~vic)  
Transcultural Nursing Society: [www.tcns.org](http://www.tcns.org)

### Community Resources

African American Resources: [www.aawc.com/aar.html](http://www.aawc.com/aar.html)  
Chicano Studies: <http://cla.umn.edu/chicano>

### Population-/Community-Specific Health Resources

American Society on Aging: [www.asaging.org](http://www.asaging.org)  
Association of American Indian Physicians: [www.aaip.com](http://www.aaip.com)  
Closing the Gap-Newsletter of Office of Minority Health: [www.omhrc.gov/ctg/rh-17.htm](http://www.omhrc.gov/ctg/rh-17.htm)  
Health Link to Chicago-Latino Health Information: <http://clnet.ucr.edu/research/health.html>

Indian Health Service: [www.ihs.gov](http://www.ihs.gov)

Lao Family Community's Health Web: <http://laofamily.org/health.htm>

Minority Health Network: [www.pitt.edu/~ejb4/min](http://www.pitt.edu/~ejb4/min)

## Health Data and Resources

Center for Disease Control and Prevention: [www.cdc.gov](http://www.cdc.gov)

EthnoMed (Ethnic Medicine Guide): [www.hslib.washington.edu/clinical/ethnomed](http://www.hslib.washington.edu/clinical/ethnomed)

Healthfinder: [www.healthfinder.gov](http://www.healthfinder.gov)

U.S. Department of Health and Human Services: [www.hhs.gov](http://www.hhs.gov)

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