

This PowerPoint file is a supplement to the video presentation. Some of the educational content of this program is not available solely through the PowerPoint file. Participants should use all materials to enhance the value of this continuing education program.

Cultural Competency in the Healthcare Environment



Rebecca C. Conditt, MIS
Director of Clinical Training
Community Care Health
Centers
Austin, Texas

Facility and Personal Responsibility

- We all have biases, it is human nature
- Respect, protect, and promote patients' rights
- Respect the patient's cultural and personal values, beliefs, and preferences

Implicit Bias

 Occurs when automatic processing is influenced by stereotypes and those stereotypes affect judgement

Implicit Bias

- Stereotypes
 - belief that associates a group of people with certain traits or characteristics
 - prejudgment of a person
 - fixed and oversimplified
- Institute of Medicine (IOM) report Unequal Access (2003)

Implicit Bias

- Race
- Ethnicity
- Age
- Religion
- Culture
- Language

- Physical disability
- Mental disability
- Socioeconomic status
- Sex
- Sexual orientation
- Gender identity or expression

Implicit Bias

- White male physicians are less likely to prescribe pain medication to Black patients than to White patients
- Doctors assume their Black or low-income patients are less intelligent, more likely to engage in risky behaviors, and less likely to adhere to medical advice

Implicit Bias

- Pregnant women face discrimination from healthcare providers on the basis of their ethnicity and socioeconomic background
- Women presenting with coronary heart disease (CHD) symptoms are significantly less likely than men to receive diagnosis, referral, and treatment due to misdiagnosis of stress/anxiety

Implicit Bias

- Person-centered approach focus on the individual as the primary source of information
 - · recognize stereotypical thinking
 - replace biases and assumptions

Implicit Bias

- Person-centered approach focus on the individual as the primary source of information
 - · understand the individual
 - explore a new perspective
 - increase opportunity for positive contact

Culture

- Culture encompasses a group of people's language, religion, cuisine, social habits, music, art, dress, etc.
- Culturally and Linguistically Appropriate Services (CLAS) - especially designed to address the needs of racial, ethnic, and linguistic population groups that experience unequal access to health services

CLAS Standards

Principal Standard

- 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
- Use community workers as a check on the effectiveness of communication and care

Governance, Leadership, and Workforce

- Educate and train governance, leadership, and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis
- Key ensure effective communication between the entity and the Limited English Proficiency Person (LEP)

CLAS Standards

Governance, Leadership and Workforce

- Advance and sustain organizational governance and leadership that promotes CLAS and health equity
- Culturally and linguistically diverse governance, leadership, and workforce that is responsive to the population in the service area
 - language services: forms, signage, notices
 - inquire about and document preferred language

Communication and Language Assistance

- Offer language assistance to individuals who have LEP and/or other communication needs, at no cost
- Inform all individuals of the availability of language assistance services clearly and in their preferred language, verbally and in writing

CLAS Standards

Communication and Language Assistance

- Ensure the competence of individuals providing language assistance
- Use of untrained individuals and/or minors as interpreters should be avoided
- Use multimedia materials and signage in the languages commonly used by the populations in the service area

Engagement, Continuous Improvement, and Accountability

- Establish culturally and linguistically appropriate goals, policies, and management accountability and infuse them throughout the organizations' planning and operations
- Involve the community in the design and implementation

CLAS Standards

Engagement, Continuous Improvement, and Accountability

- Conduct ongoing self-assessments
- Integrate CLAS-related measures into assessment measurement and continuous quality improvement activities
- Involve the community

Engagement, Continuous Improvement, and Accountability

- Collect data
- Monitor and evaluate the impact of CLAS on health equity and outcomes and to inform service delivery

CLAS Standards

Engagement, Continuous Improvement, and Accountability

- Ongoing self-assessment
- Partner with the community
- Create conflict- and grievance-resolution processes

Engagement, Continuous Improvement, and Accountability

 Communicate the organization's progress in implementing and sustaining CLAS

CLAS Standards

Engagement, Continuous Improvement, and Accountability

 Emphasize data collection is confidential and will not be used for discriminatory purposes

Ageism

 Ageism is the systemic stereotyping and discrimination of people because they are old

Bias

 Provider's knowledge and attitudes about aging can affect how accurately and sensitively they distinguish normal changes associated with aging from acute illness and chronic disease

Bias - Explicit

- Attitudes and beliefs we have about a person or group on a conscious level
- Geriatrics promoted as a lesser specialty in medical training
- Hospital-based training vs. community-based training

Bias - Implicit

- Bias that we are unaware of and which happens outside of our control
- Assumptions regarding dementia normal changes can lead to over- and under-treatment

Undertreatment

- Studies suggest that providers are prone to stereotyping older adults or applying age-based group characteristics to an individual, regardless of that individual's actual personal characteristics
- Expectations Regarding Aging Scale
- Pain is consistently undertreated in older adults
- Problems related to sexual activity

Undertreatment

- In a cross-sectional survey of providers, nurses, and physician assistants, using the Expectations Regarding Aging Scale found most providers agreed with statements such as:
 - having more aches and pains is an accepted part of aging (64%)
 - the human body is like a car, when it gets old it gets worn out (61%)

Undertreatment

- In a cross-sectional survey of providers, nurses, and physician assistants, using the Expectations Regarding Aging Scale found most providers agreed with statements such as:
 - 52% agreed one should expect to become more forgetful
 - 17% agreed mental slowness is impossible to escape

Undertreatment

■ Few primary care providers believed getting older was associated with social isolation (4.8%) and loneliness (5.9%), but 14.7% of the respondents agreed with the statement "It's normal to be depressed when you are old."

Undertreatment

One-third of the physicians agreed that increasing age was associated with worrying more and having lower energy levels. These demonstrate how pain, fatigue, cognitive impairment, depression, and anxiety could easily go undiagnosed and untreated if healthcare providers erroneously attribute these symptoms solely to aging.

Overtreatment

- Overtreatment universal prostate screening, antigen screening, excessive treatment with surgery, intensive care at the end of life, and overuse of tests and procedures lacking evidence of benefit
- Measure of frailty vs. chronological age frailty index
- Overall treatment goals
- Self-reported measures of function

Communication with Older Patients

- Studies show providers communicate differently in encounters with older adults
 - less patient
 - less engaged
 - less egalitarian
 - responded less to issues raised by older patients
 - used "elder speak"
 - failed to speak directly to the patient

Ageism Among Older Adults

- Older adults often possess negative views of aging
- Older adults risk of undertreatment
- Baby boomers risk of overtreatment

Call to Action

- Ageist stereotypes are harmful to the physical and psychological well-being of older adults
- Office of Civil Rights (Health and Human Services) enforces the Age Discrimination Act of 1975, which prohibits discrimination on the basis of age in HHS funded programs and activities

Call to Action

- Earlier interaction with older adults in medical training
- Community-based geriatric training
- Recognize internalized prejudices

Race and Ethnicity

 Race refers to a group of people who have differences and similarities in biological traits deemed by society to be socially significant, meaning that people treat other people differently

Race and Ethnicity

 Ethnicity refers to large groups of people classed according to common racial, national, tribal, religious, linguistic, or cultural origin or background



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Race and Ethnicity

- The Office of Management and Budget (OMB) standards
 - White
 - Black/African American
 - American Indian or Alaska Native
 - Asian
 - Native Hawaiian/other Pacific Islander
 - Some other race

The Role of Race and Ethnicity in Healthcare

- Groups that self-identify as a given race may share biologic characteristics that originated as a result of shared ancestry
- Presence of race-related variations in disease risk, disease progression, treatment response, and treatment-related side effects

The Role of Race and Ethnicity in Healthcare

- Some diseases occur more often among certain groups of people
- Ancestry and ethnicity alone don't determine if you will develop a disease
- Be mindful of generalizations based on race and ethnicity

Racial and Ethnic Disparities in Healthcare

- Lack of access to adequate health coverage
 - LEP
 - enrollment complexities
- Communication difficulties
- Cultural barriers
- Provider stereotyping

Racial and Ethnic Disparities in Healthcare

- Lack of access to providers
- Social determinants of health are significant
- More research and data collection related to racial and ethnic health disparities is needed to empower stakeholders
- www.cdc.gov/tuskegee

Distrust of the Healthcare System

- The Tuskegee Experiment "revealed more about the pathology of racism than it did about the pathology of syphilis."
- Sterilization without consent in Puerto Rico and American Indian communities
- Lack of research for diseases primarily affecting people of color such as sickle cell anemia

Religion and Spirituality

- Healthcare providers are accountable for maintaining patients' rights, including accommodation for cultural, religious, and spiritual values
- Treat the individual as a whole person, mind, body, and spirit
- Historically, the healer and the spiritual leader were one in the same

Religious Considerations

The care of patients requires meeting the needs of individuals and family cultures and beliefs

Religious Considerations

- Modesty
- Not scheduling procedures during prayer time
- Be aware of food restrictions or fasting
- Beliefs regarding death and end of life
- Family values
- Ask questions and foster trust

Religion	Beliefs	Death	Diet	Health	Rituals
Baha'i	Abandonment of all prejudice. Religion and science exist in harmony.	Cannot move body more than one hour's journey from place of death. Buried not cremated.	Eating is for health. No alcohol or mind-altering drugs.	Avoid sterilization, prayer assists healing, most likely avoids birth control.	Daily prayer and annual fasting during month of Ala (March 2-20).

Religion	Beliefs	Death	Diet	Health	Rituals
Buddhism	Follow a path of enlightenment. Rebirth is based on the actions of the person.	Avoid mind- altering drugs while dying. Notify Buddhist representative for presiding. State of mind at death influences rebirth.	Can be vegetarian, avoids alcohol, coffee, and tobacco.	Health is holistic, mental cures are important, illness is the result of karma or the law of cause and effect. Medications are acceptable, if they do not affect state of mind.	Ceremony around baby blessings, marriage, and death. Monthly atonement ceremony on the full moon.

Religion	Beliefs	Death	Diet	Health	Rituals
Christian Science	Spiritual powers that operate on the body and mind can cure disease.	Burial is a family decision. Euthanasia is not allowed. Rarely donate organs.	Most avoid food or drink that contain caffeine or alcohol.	Healing occurs when one draws closer to God. Illness is the result of disharmony between mind and matter. May limit medical care.	No outward ceremonies or observations.

Religion	Beliefs	Death	Diet	Health	Rituals
Church of Jesus Christ of Latter-day Saints (Mormons)	Strict rule of chastity. Mortality on earth is a probationary period to test members' embrace of the Lord's commandments.	All individuals will be resurrected and attain a degree of glory in heaven for acts during their mortality.	Alcohol, coffee, tea, and tobacco are discouraged. If not ill, fasting is required once each month.	Blood and blood products are acceptable. Faith in Jesus Christ to heal with medicine.	Blessing and naming of children. Two elders required for the blessing of the sick.

Religion	Beliefs	Death	Diet	Health	Rituals
Eastern Orthodox	Christ is the son of God, both fully divine and fully human. The Trinity is three persons, one in essence and undivided.	The departed soul is affected by intercessory prayers.	Fast from meat and oil on Wednesdays and Fridays. Fasting is flexible if pregnant or sick.	While God is the divine physician, traditional medical interventions are accepted.	Worship is liturgical and structured, with chanted hymnody, iconography, and incense.

Religion	Beliefs	Death	Diet	Health	Rituals
Hinduism	An attitude of tolerance and belief that all approaches to God are valid. Pain and suffering are the result of karma. Believe in reincarnation.	Atmosphere around a dying person must be peaceful. Cremation is common on the death date and body not left alone.	The right hand is for eating, the left for toileting and hygiene. Vegetarianism is common or may avoid pork and beef.	Hot water can be added to cold, but cold water may not be added to hot. Daily bathing is required. Prayer for health is not favorable, prefer stoicism.	Must be barefoot during religious worship. Not a church-based religion, special respect for elders.

Religion	Beliefs	Death	Diet	Health	Rituals
Islam	Complete submission to God. Muhammad is God's messenger. Required to pray five times a day. The Quran is the final revelation of humanity.	Autopsy only for legal or medical reasons. Death is God's plan. Confession of sins and begging forgiveness may occur before death. Male will pray for dead within 72 hours.	Food should be clean, pure, and nourishing. Eat with right hand, use vegetable oil only. Pork, shellfish, and alcohol are prohibited.	Custom prohibits handshakes or any contact between genders. Female patient must see a female provider. Providers are seen as helpers of God's will.	Fridays are the holiest days. Prayer five times a day facing Mecca. Wash hands and feet before prayer. Observe Ramadan during ninth month of Islamic lunar calendar, lasting 29-30 days.

Religion	Beliefs	Death	Diet	Health	Rituals
Jehovah's Witness	The world will be restored to a state of paradise and believers will be resurrected with healthy physical bodies. No gifts. Rejects the doctrine of the Holy Trinity.	Autopsy is acceptable, if legally required. Death is a state of unconsciousness. Body organ donation is a personal choice.	Avoid any food that contains blood. Meat products must be properly drained of blood.	Refuse blood transfusions and blood products. Whether to prolong life or right to die is a personal choice.	Adult baptism. Shunning of those who fail to live by the group's standards and doctrines.

Religion	Beliefs	Death	Diet	Health	Rituals
Judaism	One all powerful God that created the universe. Commandments, commitments, duties, and obligations have priority over individual pleasures and rights. Orthodox Jews have a strict interpretation of the Torah, while for conservative Jews more modern and traditional observances are accepted. Reform Jews claim freedom to interpret the Torah.	Believe in life after death. Burial as soon as possible, cremation discouraged or prohibited. Family may stay with the body until the funeral home arrives. Prayers for the sick are an important part of faith.	May request kosher- certified food.	Amputated limbs are buried in consecrated ground. May consult a Rabbi regarding life support and tube feeding. Sick are exempt from fasting.	Light candles before holidays and Sabbath. Attend Synagogue.

Religion	Beliefs	Death	Diet	Health	Rituals
Protestant	Community worship is important. Emphasis on the Holy Bible and Scriptures. Jesus of Nazareth is the son of God. Two sacraments Baptism and Communion.	Autopsy and organ donation acceptable. Euthanasia.	No restrictions.	Blood and blood products are an individual choice.	Anointing, prayer, Eucharist, and other rituals. Prayer for healing. Individual prayer and the sacraments.

Religion	Beliefs	Death	Diet	Health	Rituals
Rastafarian Movement	African civilization and culture are superior. Be as close to nature as possible. Follow the Old Testament. Love and respect for all living things. Spiritual use of marijuana. Jah is the Messiah promised in the Bible.		Limited or no meat, may be vegan. Avoid alcohol. Lots of fruits and vegetables, may want to only eat natural foods.	put anything	Dancing, singing, and marijuana use. Old Testament readings.

Religion	Beliefs	Death	Diet	Health	Rituals
Roman Catholic	Belief in Apostolic leaders that are male successors of the original apostles of Jesus. Dedication to creeds, emphasis on sacraments. Strong tradition of liturgy.	Life after death. Persons approaching death are encouraged to compare their suffering to that of Christ. Anointing the sick and last rites.	Avoid meat on Fridays, especially during Lent. May eat fish, fast. Sacramental confession prior to receiving the Eucharist. No general restrictions.	Suffering is punishment from God. May request an amputated limb be buried in consecrated ground. Sacrament of the sick by priest.	Attending Mass on Sunday and holy days, optional daily. Lighting candles, observing sacraments, praying the rosary beads to aid in prayers.

Religion	Beliefs	Death	Diet	Health	Rituals
Scientology	Aims to create a society without insanity, criminals, and war; where the world prospers, and honest beings can have rights. Man is free to rise to greater heights.	Believe in rebirth.	No restrictions on diet.	Rely on the advice and treatment of medical doctors. Do not take mind-altering, psychotropic drugs. Use prescribed medications when physically ill.	Sunday service is open to the public. Consists of recitation of the Creed of Scientology. Sermons, congregational auditing, and prayer.

Religion	Beliefs	Death	Diet	Health	Rituals
Seventh Day Adventist (Church of God)	Bible is interpreted literally. The body is the temple of God. There is a duty to warn others to prepare for the second coming of Christ.	Death is a state of unconsciousness with a return to consciousness with the second advent or coming of Christ.	Consuming coffee, tea or alcohol is a matter of choice, but most refrain. Vegetarian diet. May practice fasting.	Healing is accomplished through medical intervention and divine healing. Physicians and chaplains are inseparable.	Saturday is the Sabbath. Ill persons anointed with oil. Elders and pastors may pray.

Religion	Beliefs	Death	Diet	Health	Rituals
Sikhism	All people are equal. God is eternal and formless. The ideal life is charity work and worship. Salvation is liberation from the cycle of rebirth.	The body is bathed, dressed, and cremated. The floor is washed and covered with white sheets; shoes are not worn.	No restrictions on diet.	May not cut the hair on any part of the body.	Meet as a congregation for prayer on six holidays. Morning and night private worship. Follow the 10 Sikh gurus and the Holy Scriptures.

Religion	Beliefs	Death	Diet	Health	Rituals
Spirituality (Hawaiian)	Aumakua are family guardians and are respected. A basic sense of community. Inter-connectedness of all natural things.	Body treated with respect. Burial is a family decision. Funerals are not attended by pregnant women.	Food made by family consumed after prayer ceremony. Fasting is a regular practice. No dietary restrictions.	Bad health comes from not living in harmony with nature. Health is the connection between the body, mind, and spirit.	Closely related to the moon and seasonal changes. Daily prayers.

Religion	Beliefs	Death	Diet	Health	Rituals
Spirituality (Native American)	Vary widely and are based on the differing histories of individual tribes. Theology may be animistic, monotheistic, henotheistic, polytheistic, or some combination thereof.				Traditional beliefs are passed down in the form of oral histories.

Religion

https://www.gmmh.nhs.uk/download.cfm?doc=docm 93jijm4n901

Respecting the Religious and Cultural Needs of Patients.

The link will take you to a more detailed summary of world religions.

Religion

- Be aware of the uniqueness of a patient's religion and their special needs
- Be respectful
- Observe body and facial language
- Recognize how values, behaviors, and beliefs may affect others

Language

- Worldwide migration
- Central to the provision of successful care

Language

- Limited English Proficiency (LEP) patients are at higher risk for complications
 - medication errors
 - inaccurate assessment
 - treatment and follow-up
 - longer hospital stays

Some Statistics About Languages in the U.S.

- 322 languages are spoken in the U.S., ranging alphabetically from Abnaki to Zuni, and in number of speakers from English (215,423,555) to Kalispell (4)
- Top 10 most common languages spoken in the U.S. (in order): English, Spanish, French, Chinese, German, Tagalog, Vietnamese, Korean, Italian, and Russian

Some Statistics About Languages in the U.S.

 24 languages were reported in all 50 states and the District of Columbia, 69 languages were reported in at least 40 states (including D.C.), and 105 languages were reported in at least 20 states (including D.C.)

Some Statistics About Languages in the U.S.

 Largest number of languages by state: California (207), New York (169), Washington (163), Texas (145), Oregon (138), Pennsylvania (135), Florida (134), Illinois (132), New Jersey (130), Arizona (129)

Some Statistics About Languages in the U.S.

- Fewest number of languages by state: Wyoming (56), South Dakota (62), Vermont (64), North Dakota (66)
- 26 states reported more than 100 languages spoken within their borders, including 22 that exceeded 110 languages and 15 that exceeded 120

Tips to Improve Care for LEP Patients

- Hire bilingual staff
- Use a professional interpreter service
- Use universal healthcare symbols
- Standardize language assessment tests

Tips to Improve Care for LEP Patients

- Offer interpreter skills training to volunteers
- Create a hospital language bank
- Make sure written language materials are effective

Americans with Disabilities Act

- Prohibits discrimination against people with disabilities in several areas including access to programs and services in healthcare
- 26 percent (one in four) of adults in the U.S. have some type of disability

Americans with Disabilities Act

- The U.S. Department of Health and Human Services enforces Title II of the ADA, relating to access to programs, services, and activities receiving HHS funding.
- Training materials for providers can be found at <u>https://www.hhs.gov/civil-rights/for-providers/index.html</u>

Physical Disabilities

- Condition that affects a person's mobility, physical capacity, stamina, or dexterity
 - brain or spinal cord injuries
 - multiple sclerosis
 - cerebral palsy

Physical Disabilities

- Condition that affects a person's mobility, physical capacity, stamina, or dexterity
 - respiratory disorders
 - epilepsy
 - Hearing loss and impairments
 - and more people with significant disabilities account for more than 12% of the U.S. population

Physical Disabilities

 The World Health Organization (WHO) published the International Classification of Functioning, Disability, and Health in 2001

Physical Disabilities

- According to the WHO, disability has three dimensions
 - impairment a person's body structure or function
 - activity limitation difficulty seeing, hearing, walking, or problem solving

Physical Disabilities

- According to the WHO, disability has three dimensions
 - participation restrictions not able to participate in normal daily activities such as working, engaging in social activities, or obtaining healthcare and preventive services

Barriers

- The physical configuration of the office: stairs, elevators, narrow hallways/doors, accessible bathrooms, desk/table heights, etc.
- Attitudes of providers
- Expertise about the natural course and typical complications associated with disability
- Systemic factors that act as disincentives or obstacles to access or equity

Mental Disabilities

- Mental health and physical health are fundamentally linked
- Mental disorders are among the most common causes of disability
- Approximately 13%-20% of youth and 19% of adults in the United States have a mental disorder

Mental Disabilities

- Mental health is often overlooked in primary care visits
- Cultural aspect to mental disorders
- The Diagnostic and Statistical Manual (DSM) of Mental Disorders is based on predominantly American research studies and has been said to have a decidedly American outlook

Advice from People with Disabilities

- People with disabilities should be treated as people. They should be afforded all the respect and dignity that is given to any other person. They are not defined by their disabilities, but have needs and preferences that are unique to each of them.
- Treat adults as adults
- Speak directly to the patient

Advice from People with Disabilities

- Have communication boards available and accessible for patients with speech disabilities
- Speak directly to people
- Pointing is acceptable in the deaf culture
- Know how to reach an interpreter

Hidden Disabilities

- Don't assume the person does not have a disability
- Include the individual in the decision-making process
- Honor requests for support
- Do not hurry or rush the patient

Hidden Disabilities

- Pay attention to non-verbal cues
- Do not use a patronizing tone of voice
- Break down complex information
- Be courteous, respectful, patient, and professional

Socioeconomic Status

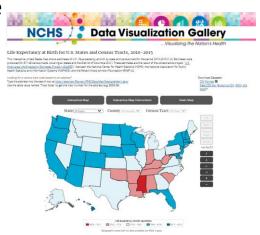
- Social determinants of health
 - economic stability
 - neighborhood and physical environment
 - education

Socioeconomic Status

- Social determinants of health
 - food
 - community and social context
 - healthcare system

Socioeconomic Status

- Where you live can influence how long you live
 - · access to care
 - healthy food
 - good schools
 - affordable housing www.cdc.gov/nchs/datavisualization/lifeexpectancy/



Gender and Sex

- The WHO defines gender as: "the socially constructed characteristics of women and men, such as norms, roles, and relationships of and between groups of women and men. It varies from society to society and can be changed."
- "Sex" refers to the biological differences between males and females, such as the genitalia and genetic differences

To Treat Me, You Have to Know Who I Am

- Link www.youtube.com/watch?v=NUhvJgxgAac
- The Trump administration reversed a rule that included sexual orientation and gender identity within protections against sex discrimination in healthcare and insurance companies
- The Supreme Court ruled that sex discrimination protections do apply towards sexual orientation and gender identity

- Expand your knowledge by doing continuing education specifically in the area of treating this population
- Below is a link to some online resources
 www.lgbthealtheducation.org/what-we-offer/cme-ceu/

- Be familiar with terminology but be aware that not everyone fits neatly into a box
 - transgendered individuals
 - individuals who identify as gender fluid and/or have gender expansive identities

Keep up-to-date: relevant websites Centers for Disease Control and Prevention GLBT Health Access Project (Community Standards of Practice Section)

Trans-Health.com

Womenshealth.gov

- Use inclusive language
 - spoken
 - forms
- Use gender-neutral language
 - preferred name/pronoun
 - ask

- Create a welcoming environment
 - Is your organization's nondiscrimination policy in a visible location?
 - a rainbow flag, pink triangle, or other symbols of inclusiveness
 - availability of unisex restrooms

- Create a welcoming environment
 - health education literature with diverse images and inclusive language, including information about LGBTQ health
 - posters announcing days of observance such as World AIDS Day, Pride Month, and National Transgender Day of Remembrance

- Ask open-ended questions
- Avoid applying labels
- Reflect the patient's language

- Be aware of physical and mental health risks
 - higher risk of substance abuse
 - higher risk of sexually transmitted diseases
 - higher risk of cancers

- Be aware of physical and mental health risks
 - higher risk of cardiovascular diseases
 - higher risk of bullying
 - higher risk of mental health issues, such as anxiety, depression, and suicide
- Convey respect

Cultural Awareness

- Culture affects outcome
- It is our job
- It is our responsibility

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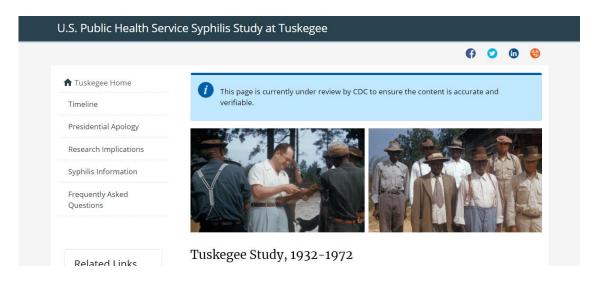
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www.cdc.gov/tuskegee





Cultural Competency in the Healthcare Environment Rebecca C. Conditt, MIS

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