

Table of Contents

Introduction	3
Cultural Competency Overview	3
Siskin’s Mission and Philosophy Siskin’s Employee Demographic Summary	
Cultural Competency and Diversity Plan Management	5
Three-Year Cultural Competency Action Plan	6
Goals, Measures and Strategies	6
Summary	8
Legal Considerations	9
Title VI of the Civil Rights Act of 1964 Title VII of the Civil Rights Act of 1964 Americans with Disabilities Act (ADA)	

INTRODUCTION

The Cultural Competency and Diversity Plan of Siskin Hospital is meant to be a living document designed to promote strategies to increase Siskin's organizational capacity, guide decisions and practices that impact equal opportunity, and promote the principles of diversity management.

Managing diversity is an increasingly vital process that encompasses systems, policies, and practices. The more diverse the workforce becomes, the more challenges and opportunities there may be to manage people and processes effectively. The Cultural Competency and Diversity Plan is intended to provide a roadmap for Siskin to remain an organization where all employees are valued and have an equal chance to succeed.

CULTURAL COMPETENCY OVERVIEW

Culture is often described as the combination of a body of knowledge, a body of belief and a body of behavior. It involves a number of elements, including personal identification, language, thoughts, communications, actions, customs, beliefs, values, and institutions that are often specific to ethnic, racial, religious, geographic, or social groups. For the provider of health information or health care, these elements influence beliefs and belief systems surrounding health, healing, wellness, illness, disease, and delivery of health services. The concept of cultural competency has a positive effect on patient care delivery by enabling providers to deliver services that are respectful of and responsive to the health beliefs, practices and cultural and linguistic needs of diverse patients.

Why is cultural competency important in the healthcare environment? Cultural competency is critical to reducing health disparities and improving access to high-quality health care, health care that is respectful of and responsive to the needs of diverse patients. When developed and implemented as a framework, cultural competence enables systems, agencies, and groups of professionals to function effectively to understand the needs of groups accessing health information and health care—or participating in research in an inclusive partnership where the provider and the user of the information meet on common ground.

Cultural competence benefits consumers, stakeholders, and communities and supports positive health outcomes.

Because a number of elements can influence health communication—including behaviors, language, customs, beliefs, and perspectives—cultural competence is critical for achieving the best possible outcomes in the healthcare environment.

Siskin's Mission

Siskin Hospital for Physical Rehabilitation is committed to providing a wide range of high quality physical rehabilitation services where positive outcomes are achieved that benefit the individual served, as well as the community at large.

For 27 years, Siskin Hospital for Physical Rehabilitation has served thousands of patients each year through inpatient, outpatient, and subacute physical rehabilitation programs, offering a variety of therapies to meet the individual needs of each patient.

Since its opening in 1990, our philosophy of *Caring People, Changing Lives.*[®] nurtures and advances a culture of caring, commitment and pride, with the goal of exceeding the expectations of those we serve and those who serve.

Siskin Hospital's rehabilitation programs offer a multi-disciplinary approach for the treatment of adults with acute and chronic conditions including amputation, brain injury, neuromuscular disorders, musculoskeletal and orthopedic conditions, spinal cord, stroke, and major multiple trauma. Patients are referred to Siskin Hospital for physical rehabilitation services, usually following an acute care hospital stay, to improve overall functional independence.

Siskin's Philosophy

The Board of Directors, the hospital employees, and the medical staff of Siskin Hospital are dedicated to providing accessible physical rehabilitation services that specifically:

- Offer physical rehabilitation services to assist each person served toward physical, psycho-social, community and vocational independence.
- Furnish uncompensated services, within available resources, to meet the physical rehabilitation needs of the community.
- Acknowledge the dignity and worth of all individuals, including those who serve, as well as those who are served, without regard to race, color, religion, creed, gender, gender preference, or disability.
- Maintain service quality through the principles of effective management, courtesy, reliability, respect, and concern; while providing an environment that is responsive to patients, guests, and employee's needs and rights.
- Develop and safeguard the corporation's resources to ensure the ongoing viability of the corporation.

- Assist in the development of the physical rehabilitation field by ongoing participation in clinical and medical education, research activities, and legislative and public education.

Siskin’s Employee Demographic Summary

Siskin Hospital for Physical Rehabilitation employs a diverse group of individuals who represent a number of races, ethnic backgrounds, religions, and socio-economic statuses. The organization is predominately female which is representative of the national norms for healthcare workers as reported by The Advisory Board. The demographics for race are comparable to data reported by the U.S. Census Bureau for the State of Tennessee and Chattanooga.

Siskin Demographic Data as of 11/2018 – 489 total employees

White	393
African American	78
Asian	9
Hispanic/Latino	7
Other/2 or more races	2
Male	70
Female	323

Cultural Competency and Diversity Plan Management

The goal of diversity management is to enable all employees to reach their full potential in pursuit of the organization’s mission. This includes fostering an environment where diversity is commonplace and enhances execution of the organization’s overall strategic plan. Diversity management means creating a workplace where differences in heritage, background, style, tradition and views are valued and respected.

In pursuit of this mission, Siskin Hospital is committed to the following objectives:

- Building a talented, dedicated, caring and diverse workforce;
- Educating the workforce regarding diversity management principles;
- Improving communication throughout the organization;
- Motivating employees to reach their highest potential and make their greatest contribution to the organization;

- Encouraging employees to offer their views and suggestions toward achieving organizational goals without the fear of retaliation;
- Respecting and appreciating individual differences;
- Creating and maintaining an inclusive approach to all policies and practices;
- Selecting the best qualified applicant for the job, regardless of race, national origin, gender, age, disability, religion, sexual orientation, or any other non-merit factors.

The success of the plan will rely heavily on the involvement of Leadership. Leaders are responsible for leading change, fostering desired behaviors, and ensuring that:

- Organizational systems, policies, and practices support the vision and are responsive to change;
- The workplace is inclusive; and
- Managing diversity principles are integrated into the operations of the organization.

The role of all Employees:

- Support the principles of diversity management;
- Respect others, including differences and similarities in views, styles, background, etc.; and
- Fully participate in the organization's efforts to foster greater organizational effectiveness and efficiency through the application of the principles of diversity management.

Three Year Cultural Competency Action Plan

This Cultural Competency and Diversity Plan is representative of the organization's approach to establish comprehensive diversity management goals and measures, and allows for periodic review of accomplishments to determine future focus areas. The plan is based on the best information currently available about Siskin's internal environment and will be reevaluated every 3 years, or as needed.

Goals, Measures and Strategies

- **Goal 1** – Recruit diverse employees at all levels.
 - **Outcome measure** – Diversity of new hires at Siskin compares favorably to relevant national labor market data.
 - **Strategies** – Use diverse panel members, when possible, to conduct group interviews. Strengthen and develop relationships with targeted groups (i.e.

minority populations) at historically minority colleges/universities and professional organizations and identify with other organizations with large diverse populations. Continue to encourage employees to apply for career development programs. Continue to review recruitment strategies for identifying and attending minority career fairs.

- **Goal 2** – Develop and retain diverse employees by promoting an environment that values differences.
 - **Outcome measure** – Employee satisfaction survey results by demographic group compare favorably to national norms.
 - **Strategies** – Communicate strategies to clarify links between diversity management and mission accomplishment. Support skills and training needs assessments and the development and implementation of individual development plans consistent with the strategic plan. Develop action plans to address any improvement areas identified in the employee satisfaction survey results. Enhance mechanisms where managers and employees can express ideas and concerns on diversity and work environment issues. Promote diversity on committees/groups.
- **Goal 3** – Increase diversity of employees in senior and managerial positions.
 - **Outcome measure** – Consistent with applicable law, representation of minorities in senior level and managerial positions is enhanced.
 - **Strategies** – Support participation of qualified employees in internal and external leadership and executive development programs. Provide staff with meaningful career planning, mentoring, and developmental opportunities for exposure to senior management. Identify and address perceived barriers to advancement opportunities. Ensure that employees are given challenging assignments to develop executive core qualifications. Attract a pool of more diverse applicants for senior positions. Select the most qualified candidate regardless of race, national origin, gender, age, disability, religion, sexual orientation, or another other non-merit factor.

SUMMARY

Siskin Hospital's diversity management strategy is based on a commitment from managers, supervisors and employees at the individual, group and organizational level. The goal is for all employees to support the Cultural Competency and Diversity Plan and its objectives. Siskin Hospital is committed to being the employer of a highly-qualified, diverse, dedicated, and effective workforce. Pursuing this commitment will require being open to new ways of thinking about employee motivation and staff development.

Caring People, Changing Lives.[®]



SISKIN HOSPITAL
FOR PHYSICAL REHABILITATION

Legal Considerations

Title VI of the Civil Rights Act of 1964 (Title VI)

Title VI is a Federal law that protects persons from discrimination based on their race, color or national origin in programs and activities that receive Federal financial assistance. For example, if you are eligible for Medicaid or other health or human services provided by agencies or organizations that receive Federal government funding, those entities cannot deny you access to their programs or activities because of your race, color or national origin.

The penalty for non-compliance with Title VI include loss of federal funding, future federal and state funding, and penalties from regulatory agencies.

Title VII of the Civil Rights Act of 1964 (Title VII)

Title VII protects individuals against employment discrimination on the bases of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government. Equal employment opportunity cannot be denied any person because of his/her racial group or perceived racial group, his/her race-linked characteristics (e.g., hair texture, color, facial features), or because of his/her marriage to or association with someone of a particular race or color. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups. Title VII's prohibitions apply regardless of whether the discrimination is directed at Whites, Blacks, Asians, Latinos, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color, or ethnicity. It is unlawful to discriminate against any individual in regard to recruiting, hiring and promotion, transfer, work assignments, performance measurements, the work environment, job training, discipline and discharge, wages and benefits, or any other term, condition, or privilege of employment. Title VII prohibits not only intentional discrimination, but also neutral job policies that disproportionately affect persons of a certain race or color and that are not related to the job and the needs of the business

The Americans With Disabilities Act of 1990

Passed by Congress in 1990, the (ADA) is the nation's first comprehensive civil rights law addressing the needs of people with disabilities, prohibiting discrimination in employment, public services, public accommodations, and telecommunications.