

# Cultural *D*iversity in *L*ong *T*erm *C*are

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Presentation to:

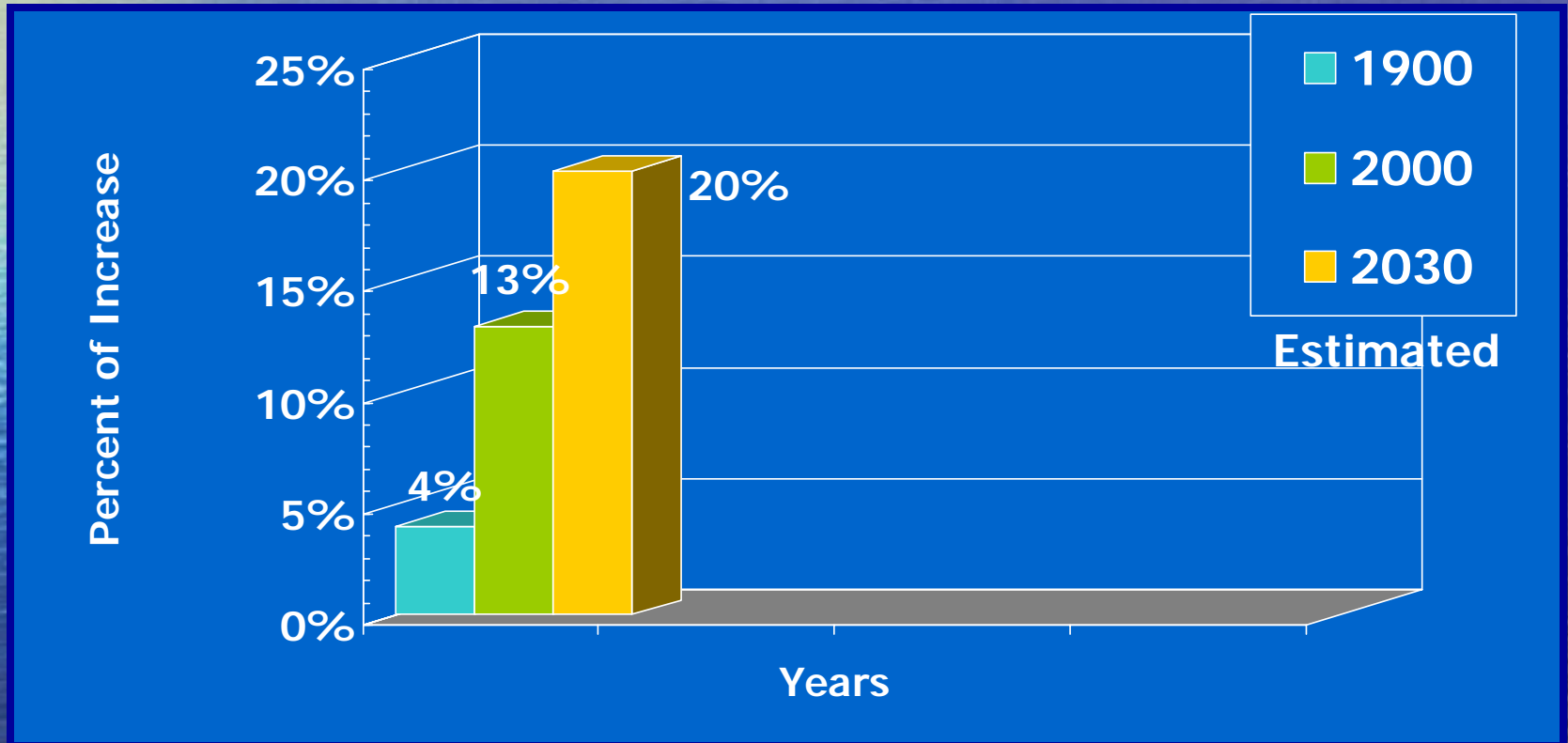
The Florida Association of Homes for the Aged  
Annual Meeting, August 2 – 5, 2004  
Orlando, Florida

# Presentation Format ~

1. Overview – Historical Context – Policies impacting the problem
2. Industry Trends
3. Linkages to General Workforce Issues
4. Relevance to Leadership in Long Term Care
5. Specific Examples – Vignettes
6. Discussion/Interaction
7. So What? - Where do we go from here?

# Demographic Trends

- Long Term Care/Seniors Housing growth industry
- Population 65+



- Residents in housing and skilled nursing are older

# "The Long Term Care Environment"

- 90% of Directors of Nursing are Caucasian
- Majority of direct care workers are minority
- In a typical facility, multiple languages are spoken
- The majority (90%) of long term care residents are Caucasian
- Potential for cultural clashes occurs on many levels

# Recruitment-Retention ~



*The Crisis is NOW!*

# Recruitment-Retention ~

- Locally, nationally, internationally – a major concern
- Turnover rates – quotes [65% - 125%] depending on survey quoted
- 75% of states report “severe” recruitment problem
- Cost of replacing worker \$3,362 \*
- Stigmas associated with working in long term care
- Low entry wages (many lack healthcare)
- BLS estimates personal home care workers 4<sup>th</sup> fastest growing occupation in America (84.7% growth rate)
- If not recruitment – retention!

# Trends Contributing to Crisis

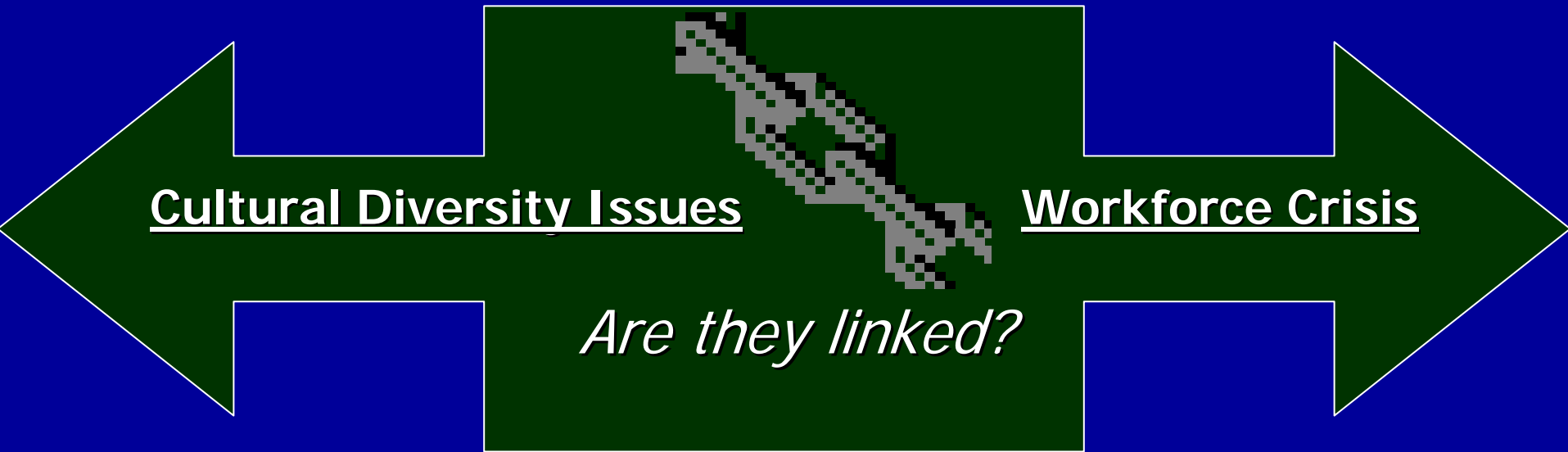
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- Residents are more difficult – more frail
- More likely to have cognitive decline  
therefore less able to acknowledge staff  
(*Thank you*)
- More likely (especially w/ Olmstead) to not have immediate family
- Insufficiently reimbursed by Medicaid, Medicare
- Litigious environment
- Higher family expectations



**"May Day, May  
Day!!**

**Rough waters  
ahead!"**



- Industry cannot tolerate any loss
- Workers leave - we often don't know why

# Cultural Workforce Linkage ~

## *Culture affects:*

- How residents are viewed
- Attitudes towards self care
- Perceptions on family visits
- Food-delivery-preparation
- Asking for help
- Relations with other staff
- Attitudes towards supervision

# Cultural Sensitivity ~

- What is cultural sensitivity?
- Is this issue important?
- Is stereotyping prevalent in long term care?
- Does it contribute to the workforce/retention crisis?

# Organizational Culture ~



- Definition
- Cultural identity emerges over time, collective experience
- Typically interaction is with those who share values
- Agency culture – staff dress, who sits where in the cafeteria
- Culture – not limited to minorities

# Culture ~ *General Issues*

- A dynamic concept
- “In-group loyalties” – begin at age 5
- Knowing someone is Asian or African American – is only a starting point
- Class issues – part of the struggle
- Affect on resident care due to cultural competence

# Culture and its Relationship to Prejudice ~

- Types
- Overt – hidden
- Positive – negative
- Historical context
- Racial
- Physical

# Diversity- key elements ~

- It is NOT casual tolerance
- It means active (sometimes painful) awareness
- Recognition that other races, cultures, voices have as much claim on the world as you
  
- “We were meant to be here together “ William Chase

# Stereotyping - effects ~

- Burden of stereotype
- Any truth to stereotypes

*“The suffering which falls to our lot of nature or by chance or fate does not seem as painful as suffering which is inflicted on us by the arbitrary will of others.”*

*~ Shopenhaüer*

# Introduction to Vignettes ~

- Contrived
- Designed with some purpose
- Remember – we are using actors
- Audience as critic

# Vignettes ~

Orlando, Florida  
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Florida Association of Homes for the Aged  
Annual Meeting

# Discussion - Implications ~

- Industry must address cultural diversity as part of recruitment and retention
- It is a most delicate topic
- It is essential for leadership to accept this issue
- Cultural diversity may be a key factor in current workforce crisis
- Questions/Discussion