Key to Individual Accountability

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Questions

- As mental health and addiction professionals, what do we mean by individual accountability?

- Why is individual accountability necessary to foster our cultural and linguistic competency?

- What are some concrete, effective practices and strategies for mental health and addiction professionals?

- How do we hold ourselves accountable, and how does our individual accountability align with our accountability to our colleagues, clients, and communities?

- How does individual accountability relate to systemic change?

Individual Accountability

Individual Accountability

Requires:

Being willing to accept the consequences resulting from your choices, actions, or behaviors.

Owning the situations that you have been apart of.

Doing your best to rectify the situations.

(Samuel, 2022; Timms, 2019)

Individual Accountability

Accountability:

- Leading concern.

Blame:

- Does not solve problems.
- Creates a negative organizational culture.

Employee Empowerment:

- For individual accountability.
- Results are not punitive, but restorative.
- Constructive approach to learn and move forward from mistakes or missteps encourages individual accountability instead of blame.

(Samuel, 2022; Timms, 2019)

Why is Individual Accountability Important?

Healthy relationships with friends, colleagues, clients, and family	More positive social interactions	Trust within your team and work environment
Respect for keeping your word	Problem-solving skills	Opportunities for promotion

(Samuel, 2022; Timms, 2019)

Individual Accountability

Responsibility:
Taking ownership of activities *(intent)*

Accountability:
Taking ownership of results *(impact)*

(Samuel, 2022; Timms, 2019)

Individual Accountability: 3 Steps

Don't Blame:
- Blame Kills Accountability

Look In The Mirror:
- Acknowledge Your Part

Engineer The Solution:
- Fix the Process, Not Other People

(Samuel, 2022; Timms, 2019)

Accepting Individual Accountability

Courage

Respect, Trust, Integrity, and Reliability

(Samuel, 2022; Timms, 2019)

Cultural and Linguistic Competency

The capacity for individuals and organizations to work and communicate effectively in cross-cultural situations.

Can help improve the quality of the care you deliver to patients from diverse cultural backgrounds.

Can help improve the quality of the work environment for all constituents.

(Think Cultural Health, 2022)

Culturally and Linguistically Appropriate Services (CLAS)

Improve:

- the quality of services provided to all individuals, which will ultimately help reduce health disparities and achieve health equity.

Respect:

- The whole individual

Respond:

- To the individual's health needs and preferences

(Think Cultural Health, 2022)

Cultural Agility

Cultural Agility

Cross-cultural Learning:

- Competence: Understanding about.

Cultural Agility:

- Knowing to *use* knowledge.
- Using your cross-cultural learning effectively.

(Hounsell, 2016; Sager, 2019)

Cultural Agility

Cultural Adaptation:

- When adapting one's behaviors to the norms of the context is critical.

Cultural Minimization:

- When one's own cultural norms need to supersede the cultural expectations of others.

Cultural Integration:

- When finding a compromise is most important and well worth the effort.

(Caligiuri, 2013)

Organizational Accountability

Cultural Agility Climate Index (CACI): 5 Dimensions

Work unit colleagues (people)

Direct supervisors (people)

Organization leaders (people)

Providing the necessary tools and training (organization)

Overall cultural effectiveness (organization)

(Lundby & Caligiuri, 2013)

Cultural Agility Climate Index (CACI): Important Factors

Senior Leaders

- Confidence in leaders' abilities to lead culturally;
- Perceive that leaders are open to diverse ways of thinking and behaving;
- Perceive that leaders demonstrate the importance of culture.

Tools and Training

- Significantly more positive about the cultural capabilities of their organization.

Leaders have an important role to ensure that team members:

- Understand the importance of cultural competence;
- Have the necessary tools and training to collaborate and communicate effectively.

(Lundby & Caligiuri, 2013)

Accountability Framework: RACI Matrix

Responsible:

- Those who are responsible for completing the task at hand.

Accountable:

- Those who are ultimately accountable for the completion of the task or deliverable.
- Also responsible for delegating the work to those who are responsible for completing it.

Consulted:

- Typically, the subject-matter experts on the task at hand.
- Involved in the specific stage of the project in a consulting and advisory capacity.

Informed:

- Those who are kept up-to-date on progress at each stage of the project.
- Usually done in the form of one-way communication.

(Marfice, 2021)

How to Create a RACI Matrix

1. Break down your task, project, or goal into all the steps required to achieve it. List those steps in completion order on the left side of your chart.
2. Identify every stakeholder working on the task, project, or goal, and list them across the top row.
3. Complete the cells for each step, identifying which stakeholder has which role: Responsible, Accountable, Consulted, or Informed.
4. Make sure every task has at least one person responsible for it.
5. Ensure that for each task, there is no more than one person who is accountable. Resolve any conflicts where more than one stakeholder is accountable for a specific task. This helps streamline the work and ensure there's no duplication of work.
6. Share with the entire team. Discuss roles with all stakeholders before beginning work and resolve any conflicts or ambiguities at the start of the project.

(Marfice, 2021)

Multicultural Organization Development (MCOD)

Multicultural organization development (MCOD):

- Process of change
- Supports an organization moving from a *monocultural*—or exclusive—organization to a *multicultural*—or diverse, equitable, and inclusive—organization.

MCOD requires:

- *Assessment* of where the organization is;
- *Commitment* to a vision of where it wants to be in the future; and
- *Support* of the vision via selection of appropriate goals and interventions.

(Jackson, 2014)

Multicultural Organization Development (MCOD)

Mission, values, operations, and services:

- Reflect the contributions and interests of the wide variety of cultural and social identity groups.

Leaders and members:

- Act on the organizational commitment to eradicate all forms of oppression within their organization.

Members across all identity groups:

- Are *full* participants in decision making.

Actively works in larger communities:

- (Regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

(Holvino, 2014; Wall & Obear, 2008)

Multicultural Organization Development (MCOD)

- Strategic Actions: Goals—to continually reassess current organizational needs.

- Implement continuous improvement strategies.

- Initiate regional efforts to share best practices, increase inclusion in all regional institutions.

- Partner with local and state government leaders.

- Stay current on efforts of peer institutions and other organizations.

- Conduct regular, comprehensive cultural audits.

- Revise policies, practices, and norms as needed to maximize inclusion.

- Continue to influence all recruiting efforts to ensure a demonstrated commitment and success in creating and maintaining an equitable and inclusive organization.

(Holvino, 2014; Wall & Obear, 2008)

The Key to Individual Accountability?

The Keys to Individual Accountability?

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Thank You!

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