Magellan Healthcare\(^1\) Cultural Competency Program Description

**Introduction**
Magellan Healthcare is committed to a strong cultural competency program. Magellan Healthcare believes that all people entering the health care system must receive equitable and effective treatment in a manner that is respectful of individual consumer preferences, needs and values as well as sensitivity to residual stigma and discrimination. Aspects of this philosophy and approach are embedded throughout Magellan Healthcare policies. Compliance with these policies is contractually required for Magellan Healthcare providers.

**Guiding Principles for the Magellan Healthcare Cultural Competency Program**
- To promote the opportunity for members to manage their own health.
- To incorporate adequate opportunities for feedback from providers regarding policies and procedures.
- To ensure that providers and services are geographically, and culturally accessible to members.
- To outline clear goals, policies, operational plans and management accountability/oversight mechanisms so that radiology providers provide culturally and linguistically appropriate services.
- To ensure culturally competent service to members.
- To emphasize and ensure providers have a method to provide translation services if needed by members.
- To ensure that providers meet accessibility requirements for disabled and or handicapped members.

**Goals of the Magellan Healthcare Cultural Competency Program**
- To enable staff and network providers to deliver culturally competent care in an effective, understandable and respectful manner that is compatible with the members’ cultural health beliefs, practices and preferred language. Services are designed to affirm and respect the worth of the individual and the individual’s dignity.
- To implement strategies at all levels of the organization to recruit, retain and promote a diverse staff and leadership. To enable staff at all levels and across all disciplines to receive ongoing education and training in culturally and linguistically appropriate service delivery.
- To offer and provide language assistance services, including bilingual staff and interpreter services at no cost to any member with limited English proficiency at all points of contact, in a timely manner during all hours of operation.

\(^1\)National Imaging Associates, Inc. is a subsidiary of Magellan Healthcare, Inc.
To facilitate language assistance provided to limited English proficient patients/members by interpreters and bilingual staff.

To make available easily understood member-related materials, as needed, including complaint, appeal and grievance resolution materials, in the language requested by the member.

To set forth a plan that guides adherence to National Standards for Culturally and Linguistically Appropriate Services in Health Care (CLAS) standards for culturally competent care.

Magellan Healthcare Provider Network
Magellan Healthcare maintains a provider network consisting of radiologists and radiologic groups that render radiology studies.

An annual assessment of network adequacy is conducted to ensure that the network providers are accessible to members. Complaints are assessed to determine areas that may show opportunities for improvement. When gaps are identified, the Network Services Department develops a provider recruitment and/or improvement plan and monitors its effectiveness.

Providers are contractually required to adhere to Magellan Healthcare’s policies, including policies that reference the provision of culturally sensitive services. Finally, CME classes on health care topics related to minority populations may be offered to network providers.

Staff Training
Although members do not routinely call Magellan Healthcare for authorization of radiology services, Magellan Healthcare is prepared to answer member calls in a culturally sensitive manner. Magellan Healthcare’s cultural competency training curriculum is a key component of providing a culturally appropriate learning experience. Each new employee participates in the cultural competency training as part of new employee orientation.

Additionally, each year, employees are provided annual training on diversity management, cultural competency skill development, and harassment issues. On-going training can occur through a variety of methods including traditional classroom presentations, on-line training, and informal brown bag lunch discussions.

The cultural competency training curriculum:

- Follows the National Standards for Culturally and Linguistically Appropriate Services in Health Care (CLAS) as outlined by the US DHHS Office of Minority Health, March 2001 and found in Appendix A
- Is based on sound adult learning principles
- Includes pre- and post- training assessments
- Is conducted by appropriately qualified individuals
- Is tailored to the functions of trainees and needs of populations served

This cultural competency training curriculum includes:

- Magellan Healthcare expectations and policies
- CLAS Standards
• Introduction to cultural terminology
• Cultural sensitivity
• Cultural competence skills as needed, but at least annually, learning opportunities are identified. Programs may include topics such as:
  • Elements of effective communication among staff and patients/members of different cultures and different languages, including how to work with interpreters and telephone language services
  • Internal written language access policies and procedures, including how to access interpreters and translated written materials
  • Internal complaint/grievance procedures when delegated by customer health plans
  • Effects of differences in the cultures of staff and patients/members on clinical and other workforce encounters
  • Strategies and techniques for the resolution of racial, ethnic or cultural conflicts between staff and patients/members
  • Impact of poverty and socioeconomic status, race and racism, ethnicity and sociocultural factors on access to care, service utilization, quality of care and health outcomes
  • Effects of cultural differences among members and staff upon health outcomes, patient satisfaction and clinical management of members’ needs.

**Member Access**

When a member calls and requires special language assistance, the following procedure is followed:

• Translation services are provided as needed for immediate assistance at no cost to the member.

All staff:

• Handle calls promptly. Member questions and concerns are dealt with accurately and completely during the first call (first call resolution.)
• Treat all callers with dignity and respect the caller’s need for privacy.
• Are knowledgeable about covered services.
• Are trained regarding cultural competency.
• Are trained regarding the process used to confirm the status of persons with special health care needs.

All automated systems, recordings and voice activated systems:

• Have the capability to provide callers with operating hours and instructions on what to do in cases of emergency.
• Are in English, Spanish or other language appropriate to the member population.
• If the caller chooses to leave a message, all messages received after-hours are returned by staff on the next working day.
• Magellan Healthcare conducts on-going quality assurance to verify that the above standards are met.
Magellan Healthcare expects its network providers to have in place a member access procedure that addresses the cultural and language needs of members. Additional access services for the physically disabled are also expected, including:

- Facilities meet ADA disability access requirements.
- Staff assists members with access to providers’ offices to remove any barriers to service.
- Appointment availability and customer service telephone response time is monitored for timely responsiveness to member needs. Complaints or compliments related to cultural and/or linguistic issues are tracked and analyzed and reported as necessary.
- Cross-cultural communication support across all levels of care is provided at the option of the member at no additional cost. Bilingual staff that have demonstrated linguistic competence are used whenever possible, however other resources, including telephonic interpreters are also available. Adult family members are only used in emergency situations.
- In addition to bilingual employees, Magellan Healthcare contracts with interpretation services to provide translation services for members who speak a language other than English. All staff are trained in how to access these services.

Processes are designed to make it as easy as possible for members or their representatives to report concerns, file appeals, and give feedback. Supports include:

- Assistance to fill out paperwork,
- Translation services,
- TTY/TDD phone lines,
- Toll free phone lines,
- One-step reporting, and
- Explanations of the grievance and appeal process in readily understandable language at an appropriate reading level.

Quality Improvement Measures to Monitor Cultural Competency

Magellan Healthcare maintains a strong focus on continuous quality improvement. Each department manager or supervisor is accountable for the success of the program through integration of the principles of cultural competency in all aspects of organizational planning and working to assure cultural competence at each level within the system.

The Quality Improvement Program includes indicators to assure equal delivery for all services described in this program description. Indicators include, but are not limited to:

- Complaints and compliments, including monitoring of complaints for issues that are potentially related to culturally insensitive practices.
- Network access and availability measures including availability of providers,
• Updated policies and procedures, reviewed through the Quality Improvement Program, that include cultural competency requirements and which are posted to the Magellan Healthcare website and made available to all providers.
Resources

- Cross Cultural Health Care Program: www.xculture.org
- LookSmart: www.looksmart.com
Appendix A

Summary of CLAS Standards for Culturally Competent Care:

Health care organizations should...

1. Ensure that patients/consumers receive from all staff members’ effective understandable and respectful care that is provided in a manner compatible with their cultural health beliefs and practices and preferred language.

2. Implement strategies to recruit, retain and promote at all levels of the organization a diverse staff and leadership that are representative of the demographic characteristics of the service area.

3. Ensure that staff at all levels and across all disciplines receive ongoing education and training in culturally and linguistically appropriate service delivery.

4. Offer and provide language assistance services, including bilingual staff and interpreter services at no cost to each patient/consumer with limited English proficiency at all points of contact, in a timely manner during all hours of operation.

5. Provide to patients/consumers in their preferred language both verbal offers and written notices informing them of their right to receive language assistance services.

6. Assure the competence of language assistance provided to limited English proficient patients/consumers by interpreters and bilingual staff. Family and friends should not be used to provide interpretation services (except on request by the patient/consumer).

7. Make available easily understood patient-related materials and post signage in the languages of the commonly encountered groups and/or groups represented in the service area.

8. Develop, implement and promote a written strategic plan that outlines clear goals, policies, operational plans and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services.

9. Conduct initial and ongoing organizational self-assessments of CLAS-related activities and integrate cultural and linguistic competence-related measures into internal audits, performance improvement programs, patient satisfaction assessments and outcomes-based evaluations.

10. Ensure that data on the individual patient’s race, ethnicity and spoken and written language are collected in health records, integrated into the organization’s management information systems and periodically updated.

11. Maintain a current demographic, cultural and epidemiological profile of the community as well as a needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the service area.

12. Develop participatory, collaborative partnerships with communities and utilize a variety of formal and informal mechanisms to facilitate community and patient/consumer involvement in designing and implementing CLAS-related activities.

13. Ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing and resolving cross-cultural conflicts or complaints by patients/consumers.

14. Regularly make available to the public information about their progress and successful innovations in implementing the CLAS standards and to provide public notice in their communities about the availability of this information.