Theory of Change for
Developing a Culturally Proficient Organization

CHANGE STATEMENT

Organizations can thrive in multicultural contexts by integrating principles of social justice and cultural proficiency into all aspects of their work.

EVIDENCE AND ASSUMPTIONS

- Culture and difference are integral to communities and are sources of strength.
- Culture and difference are linked to power and privilege. Parity and equity are cornerstones of equality.
- The integration of cultural proficiency throughout an organization is essential for effective work in multicultural contexts.
- A shared commitment by board, management and staff toward social equity and cultural proficiency results in stronger capacity-building outcomes and more effective organizations.
- Sustainable organizational change is possible when there is readiness for change and the investment and will to sustain change on an ongoing basis.
- Leaders exist at all levels of an organization and influence an organization regardless of their title or tenure.
- Organizations can have an impact at the community and systems levels by leading through example, sharing their learning and building collaborative partnerships.

Guiding Principles

- Honor, respect and promote responsiveness to culture and difference.
- Approach cultural proficiency as a journey.
- Promote parity, equity and equality.
- Build connections, learn and grow from our relationships.

Strategies

- Clarify and adopt explicit organizational values and philosophy throughout the organization and with key stakeholders.
- Lead by example, demonstrating the values in practice and communicating our commitment externally.
- Invest in an ongoing organization-wide process that involves dialogue, planning, implementation, practice and evaluation to integrate SJ and CP throughout the organization and its work.
- Build readiness, engagement and capacity of the organization and its stakeholders through training, orientation and ongoing dialogue. Create safe spaces for dialogue and support all staff to explore their own contributions to this work.
- Strive for diversity at all levels through policies, procedures and practices that support hiring, developing, and promoting people with diverse cultures and values
- Engage and nurture collaborative partnerships and alliances with diverse organizations to foster mutual learning and community and systems change.
- Promote change within the broader field through training, research, writing, speaking, and publishing.

Desired Results

- Parity in access to and retention in services for diverse language and cultural groups
- Parity in health outcomes and health status
- High quality, culturally proficient services
- An inclusive and equitable workplace