

Cultural Competence in Massage Home Study Course

1 CE Hour
Text and Online Study Guide

Presented by the:
Center for Massage Therapy Continuing Education

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Instructions for the Cultural Competence in Massage Home Study Course

Thank you for investing in the Cultural Competence in Massage home study course, a 1 CE hour course designed to further your knowledge in the principles and practices of cultural competency and diversity in massage practice. The following will give instructions on what you will need to do to complete this course. This is a 1 CE hour course, so that means it should take you approximately 1 hour to complete this course. If you are licensed in the state of Maryland, this course meets the 1 CE hour requirement of diversity or cultural competency.

The following are steps to follow in completing this course:

- 1. Read the instructions and review the text and exam.**
- 2. Access the online examination in your account at www.massagetherapyceu.com.**
- 3. Complete your examination and print your certificate. The exam is open book and there is no time limit for completion.**

You must pass the exam with a 70% or better to pass this home study course. You are allowed to access and take the exam up to 3 times if needed. There is no time limit when taking the exam. Feel free to review the text while taking the exam. There are no trick questions on the exam. All of the answers are clearly found in the text. The exam is also included at the end of the text for review before taking the exam. It is advised to answer the exam questions in the study guide before testing online.

Good luck as you complete this course. If you have any questions please feel free to contact us at 866-784-5940, 712-490-8245 or info@massagetherapyceu.com. Most state boards require that you keep your “proof of completion” certificates for at least four years in case of audit. Thank you for taking our Cultural Competence in Massage home study course.

Cultural Competence in Massage Text

Introduction

The United States of America is the most culturally diverse nation on earth. People from all over the world have come together to create this country, and they continue to arrive here from many corners of the earth. No matter where you live in the United States, chances are you will run into people with different backgrounds and cultures every day. Living and working in a culturally diverse setting means that clients don't always share the same perspective as therapists. With this ever evolving trend in our society, massage and bodywork professionals need to possess an understanding of the cultural differences and similarities of the people they treat.

This course will answer the following questions:

- What is culture?
- What is cultural competence?
- What is diversity?
- How do cultural competence and diversity relate to massage?
- What is cultural bias?
- What are some common cultural differences?
- How will being culturally diverse help my business?
- How do I become culturally competent?
- What other resources are available on cultural competency?

If at any time, through the course of your work you need assistance, please contact the Center for Massage Therapy Continuing Education, LLC at 866-784-5940 or via email at info@massagetherapyceu.com and someone will promptly assist you. We are here to serve you and answer any questions you may have. This course is revised often and every effort is made to ensure the accuracy of the content. Should you have any concerns please contact us at the above listed sources.

What is culture?

If you look in a dictionary or online, you will find many different definitions and descriptions of the word culture. The term is broad and envelopes many features and characteristics. For this course, the best definition of the term **culture** is:

“The characteristics of a particular group of people or society; defined by everything from beliefs, language, religion, customs, cuisine, social habits, music, and arts.”

Culture has many aspects which include thoughts, ways of communication, ways of interacting, views on relationships, values, and customs. The following are some key characteristics of culture:

- Culture can be exhibited at different layers of depth – Things we can observe, values, and underlying assumptions. Things we can observe include things we can outwardly see such as clothes, the way people address each other, music, Etc. Values refer to beliefs or things which govern behavior. These may be harder to directly observe and analyze about

a particular culture. However, when understood, they explain why a particular person acts in one manner or another. Underlying assumptions are the unconscious behaviors that govern a person's actions. Underlying assumptions in a culture can be difficult to determine because they are mainly unconscious behaviors, but they can determine how group members perceive, think, and feel.

- Culture affects behavior and how we interpret others' behavior – For example, a simple “thumbs up” may be considered rude in Australia, West Africa, Russia, Nigeria, and some Middle Eastern countries but is not considered rude in the United States
- Culture is associated with social groups – Almost everyone belongs to a number of different groups and categories at the same time such as religious affiliation, gender, social class, or generation level.
- Culture is both individual and social – We have our own personal cultural beliefs and differences as well as having a broader, social culture.
- Culture is learned – We begin learning our culture from birth.
- Culture is subject to gradual change – There are no cultures that remain completely static over time.
- Culture is a descriptive concept, not an evaluative concept – It is something we can describe and/or observe in people.

What is cultural competence?

Cultural competence can be defined as:

“An ability to interact effectively with people of different cultures and social backgrounds, in a manner that supports the value and preserves the dignity of individuals, families, and their communities.”

Cultural competence in massage therapy (as well as in all healthcare situations) is a set of behaviors, attitudes, and policies that come together in an organization or among professionals which enables effective communication in cross-cultural situations. Cultural competence is a key concept in closing cultural gaps in health care. It's the way clients and therapists can come together and discuss health concerns without cultural differences obstructing the conversation. Health care services that are respectful of and responsive to the health beliefs, practices, and cultural needs of diverse clients can help bring about positive health outcomes for both the therapist and the client.

According to the University of Colorado Boulder's Center for Multicultural Affairs, cultural competence has four main components:

1. Awareness – Awareness is the process of examining your own diversity-related values and beliefs. It is the process of becoming conscious of your personal reactions to people who are different. It is also consciousness of your own culture. Many of us have blind spots when it comes to our beliefs and values; diversity education can be useful for uncovering them.
2. Attitude – Values and beliefs impact cultural competency because they convey the extent to which you are open to differing views and opinions. Attitude is an increased

awareness of cultural bias and beliefs and how a person reacts to these. It is also examining your own beliefs and values about cultural differences.

3. Knowledge – The more knowledge you have about people of different cultures, the more likely you are able to avoid stepping on cross-cultural toes. Knowledge of different cultural beliefs allows a person to be more open to other cultures and to react without bias.
4. Cross-cultural skills – A person can have an open attitude, adequate self-awareness, and knowledge of cultural competence, yet still lack the ability to effectively cope with differences. Learning and implementing cross-cultural skills allows a person to practice cultural competence to perfection (cross cultural skills are discussed on page 9 of the text).

The increasing population growth of racial and ethnic communities in this country, each with its own cultural traits and health profiles, may present a challenge. Both the massage therapist and the client each bring their learned patterns of language and culture to the equation. Coming together to achieve quality care without cultural bias is the goal.

What is diversity?

Diversity is essentially:

“The state of having people who are different races or who have different cultures in a society, group, or organization.”

Diversity recognizes that though people have things in common with each other, they are also different and unique in many ways. Diversity is about recognizing and valuing those differences. Diversity consists of visible and non-visible factors such as:

- Race
- Background
- Personality
- Culture
- Gender
- Sexual orientation
- Age
- Physical ability
- Class
- Religion
- Learning style
- Communication style
- Language
- Political beliefs

The concept of diversity and diversity education encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing individual differences among a large group of people. Diversity is about understanding each other and embracing the different dimensions contained within each individual.

How do cultural competence and diversity relate to massage?

In the concept of massage therapy, cultural competence is simply the ability to effectively relate and provide services for people from cultures and traditions other than your own. Cultural competency is one of the main ingredients in minimizing cross-cultural discrepancies in health care, including massage therapy. Adopting culturally competent practices can improve the quality of services you provide and potentially impact health outcomes for your clients. It can also expand clients' access to care and enable you as a massage therapist to respond to demographic changes in the United States. Increased cultural competence in your professional life is essential for reducing discrepancies in the treatment of people with different racial, ethnic, and cultural backgrounds.

Cultivating diversity is a goal that all massage therapists and body workers should embrace, to benefit the profession as well as the health of the public. Everyone has different ways of looking at and doing things. Understanding and accepting diversity can help therapists better meet the needs of clients. It will also help you move beyond simple tolerance to accepting and embracing the diversity contained in each and every one of your clients.

What is cultural bias?

Cultural bias exists when a person relates the experiences of others through the framework of their own cultural experiences and beliefs. It is the phenomenon of interpreting and judging occurrences by your own cultural standards. We all carry cultural biases, whether intentional or unintentional. There is no way to avoid cultural bias. However, being aware of the fact that cultural bias exists can help a person to keep an open mind. Cultural bias plays a role in all situations, professional and personal. Biases can be factual or mythical. They can be positive or negative. They can also be harmful and/or affect the way we treat clients.

The following are some possible examples of cultural bias in massage therapy:

- One gender is superior to another gender when receiving or giving a massage
- Women massage therapists are not as strong as male massage therapists
- A client who speaks English as a second language will not be able to communicate their needs
- Male massage therapists who treat women are perverts
- It is more difficult to treat obese clients
- It is easier to treat American clients
- Children do not benefit from massage therapy
- Male massage therapists are gay
- Male clients will ask for sexual favors during a massage
- The term “massage” has a sexual innuendo
- Massage therapy does not have an health benefits

- Massage therapy is just as effective as other complimentary alternative medicine treatments
- Massage therapy can be used to treat many common conditions

The above biases can be held by anyone and are listed to help you get an idea of what cultural bias is.

What are some common cultural differences?

Many different cultures exist in this world with many different practices. Being aware of some of these cultural differences may help if you encounter an awkward situation. The following are cultural differences that you may or may not be aware of across the world:

Eye Contact

- Latin cultures tend to rely more on eye contact in communication than do non-Latin cultures
- In United States, European, and Arabic cultures direct eye contact is often seen as a sign of honesty
- In some Asian, Middle-Eastern, and Native American cultures direct eye contact is considered rude
- In Middle-Eastern culture direct eye contact with the opposite sex is avoided

Greetings and Handshakes

Common greetings are appropriate in the following countries:

- France – Light handshake, or a kiss on the left cheek followed by a kiss on the right cheek. Depending on the situation or the people greeting, the kiss may be just a touching of the cheeks or a firm kiss.
- Great Britain – Handshake, or a small kiss (peck on the cheek) between two females or a male and a female, but never between two males.
- Japan – Bowing, ranging from just a slight nod of the head to a full bow. It is also common for people to get on their knees to bow.
- Mexico – Handshake, which may be accompanied by a strong hug and/or pats on the back between men. A kiss is also a common form of greeting, and is usually just a touching of cheeks with a kissing sound. Unlike the French double kiss, the kiss greeting done in Mexico is just done on one cheek.
- New Zealand (Maori people) – Called the “Hongi”, two people touch or rub their noses together and inhale.
- United States – A firm handshake is a common greeting between males, and less common between a male and female. Women shake hands with each other usually if it’s their first meeting. Female friends often greet with a hug.

Hand Gestures

- Muslim and Indian cultures never use their left hand to offer an object or to receive one
- In some Asian countries such as China, Japan, and Indonesia pointing with one finger is considered rude
- Germans point with their little finger

- Japanese point with their whole hand
- In England you are “flipping someone off” when you do the peace sign backwards
- In Brazil and Germany the “OK” sign is a very offensive gesture
- In the United States the “OK” sign means “okay”
- In Japan the “OK” sign means money
- In Australia, Greece, and the Middle-East the “thumbs up” gesture has a negative meaning
- In Germany and Hungary the “thumbs up” gesture means the number 1
- In Japan the “thumbs up” gesture represents the number 5
- In Slovakia, China, East Asia, Malaysia, Singapore, and the Philippines curling the index finger with the palm facing up as if to signal someone to come closer is considered rude

Meaning of Yes and No

- In the United States and Western culture the word “yes” means “yes, agreement, or okay”
- In Asia and Asian cultures the word “yes” simply means “I understand”, and sometimes it even means “no”
- In Asian culture the word “no” is considered rude and impolite
- In Japan the word “yes” may also simply mean “I understand”, but doesn’t necessarily mean “I will” or “I agree”
- In some Indian cultures the word “yes” can mean “I will try”
- In Japanese and Asian culture another word for “no” is “difficult”
- In Mexico a silent pause may mean “no”

Nods

- For most of the world, including China, United States, Western Europe, and Africa a nod simply means “yes”
- In the Middle-East nodding the head down indicates agreement, while nodding it up is a sign of disagreement
- In Japan a nod up and down might just be a signal that someone is listening
- In Bulgaria a nod means “no”

Posture and Body Language

- In Turkey it is rude to put your hands in your pockets or sit with your legs crossed
- In Thailand and East Africa it is rude to show the soles of your feet
- In South America and Latin America people tend to stand closer and have a higher degree of physical contact with others
- In Japanese, German, and English cultures people require more personal space and are more reserved when making physical contact
- In British and American cultures it is rude to cut in line
- In French culture it is not rude to cut in line
- In certain Asian cultures touching the head is considered intrusive
- In parts of Asia it is only acceptable to blow your nose in the restroom
- In some Asian cultures a smile may indicate unhappiness

Time

- In American culture and some countries in northern Europe not showing up on time is considered rude and disrespectful
- In southern European and Latin American cultures, as well as in Middle-East countries time is less important and is flexible
- In Japanese and Chinese cultures time and appointment times are strictly adhered to

Touch and Space

- Americans often feel uncomfortable when someone stands closer than three feet away from them
- In most other cultures people tend to stand much closer to each other than in America, and there is a lot more touching during conversations
- In Korean culture people believe that the soul rests in the head, so touching a person's head is avoided

As a massage therapist, it is important to be aware of cross-cultural differences. You may encounter behavior from clients that seems out of order, rude, or disrespectful; when it is perfectly normal for the culture they are used to. Addressing clients with an open mind and increased awareness of cultural differences is a great policy to follow!

How will being culturally diverse help my business?

Believe it or not, awareness of and practicing cultural competence may help build your massage practice. The following are different ways cultural competence can help build a massage therapy practice:

- Cultural competence may improve health outcomes (positive results from the treatment you provide) for clients. It will help you to formulate a more comprehensive treatment plan and provide better care to clients of different cultures. If a client experiences positive results, they are more likely to return.
- If you have been practicing massage and bodywork for very long, you are aware of the importance of “word of mouth” advertising. If you are able to communicate in a culturally competent manner with clients of other cultures, they will refer other clients to you.
- Cultural competence increases your customer service skills and professionalism which creates a trusting environment. Clients who trust you are likely to return.
- Massage therapists who are culturally competent show their clients that they are more professional, more concerned about their client's health, and more qualified. This builds a rapport with clients, thus building your practice.
- Being culturally competent gives you an upper hand over massage therapists who are not culturally competent. This gives you a competitive edge by helping to increase your client base.
- Knowledge of other cultural practices may help when learning different modalities of massage therapy such as shiatsu, reflexology, Tuina, Thai massage, Reiki, or Lomilomi. Increasing your list of services will also help to increase your client base.

How do I become culturally competent?

So, how can you implement diversity, cultural competency, and cross-cultural skills in your practice? For most, practicing cultural competency is a matter of being open-minded and accepting all people. The following list outlines fundamental cross-cultural skills and provides questions to ask yourself when evaluating your cultural competency.

Fundamental cross-cultural skills include:

- Respect and acknowledgement for others and their cultural differences
 - Are you aware that people have different backgrounds and culture than yours?
 - Are you willing to be open to the cultures of others?
 - Can you be courteous and withhold making assumptions about others?
- Acceptance for ambiguities in language, style, and behavior
 - Are you open-minded when communicating with others from different cultures?
 - Can you generalize instead of stereotyping?
 - Can you modify your behavior to accommodate people of other cultures?
- Flexibility to be professional in difficult or challenging situations
 - Can you expand your outlook to include other cultural views?
 - Can you accept that others are entitled to be diverse?
 - Can you be professional and ask questions if needed?
 - Can you think quickly and find a professional solution in a difficult situation?
- Self-awareness to have the ability to recognize your own responses and know that you bring to your practice
 - How do you think and behave towards others socially and in the workplace?
 - Do you have any biases about people from other cultures?
 - Do you have different viewpoints than others?
 - Have you learned enough to be culturally sensitive in your practice?
- Understanding to feel what someone who is different from you might be feeling in a new or strange environment
 - Do you have empathy for others who may be in a strange environment?
 - Can you practice authentic listening?
 - Can you professionally explain or show someone what you mean if needed?
- Patience for others who are different or unsure how to communicate
 - Can you be sensitive to the cultural rules of others?
 - In a challenging situation, can you remain calm and professional with clients?
 - Can you expand your outlook to accept all people?
- Professional communication skills to accommodate all cultures
 - Can you speak a little more slowly to clients whose second language is English?
 - Can you avoid slang terms that may be confusing?
 - Can you avoid over-talking and practice better listening?

- Implementation of cultural competence in your practice
 - Have you identified the cultural mix in your own community?
 - Are you prepared to acquire the skills necessary to help your workplace become culturally competent?
 - What can you do differently in your practice to be more culturally competent?

Here are some tips for creating a culturally competent massage workplace:

- If you are an employer of a massage practice, define a set of values, principles, and policies that will inform all employees what is expected of them
- Have the capacity to honestly conduct a self-assessment and manage any changes that should be made
- If you encounter a client who does not speak your language fluently, be prepared to speak slowly, formally, and/or sketch out your meaning
- It might be helpful to learn a few phrases in another language to help address the language barrier with clients
- Familiarize yourself with a translating agency in case you encounter a client that you can't communicate with
- If you have scheduled an appointment with a client of another culture, you can mail the necessary paperwork in advance so they can seek help in completing it if needed
- If you regularly see clients who speak a language other than English, offer forms in another language if possible
- Ask as many questions as you need until you and your client are comfortable with the massage treatment and the expected outcomes
- Remain patient in all situations
- Always obtain an informed consent from clients
- Build a trusting environment by listening to your clients with your ears, eyes, heart, and mind

What other resources are available on cultural competency?

The U.S. Department of Health and Human Services created the Office of Minority Health (OMH) in 1986. The website can be found at <http://minorityhealth.hhs.gov/>. The OMH is dedicated to improving the health of racial and ethnic minority populations through the development of health policies and programs that will help eliminate health incongruities. One of the main functions of the OMH is to help promote cultural competency in all types of healthcare, including massage therapy.

In recent years, the Department of Health and Human Services, along with the OMH, created something called “National Culturally and Linguistically Appropriate Services (CLAS) Standards in Health and Health Care”. Although written and developed for mainstream healthcare in America, these standards can be a very helpful guide to developing cultural competence in complementary and alternative medicine, including massage therapy.

The National CLAS Standards are listed below. They are intended to advance health equality, improve quality, and help eliminate health care disparities by establishing a blueprint for health and health care organizations. The following standards have been rewritten from the government's website, <http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=2&lvlID=15>:

Principal Standard

1. Provide effective, equitable, understandable and respectful quality care and services that are responsive to diverse cultural health beliefs and practices, preferred languages, health literacy and other communication needs.

Governance, Leadership and Workforce

2. Advance and sustain organizational governance and leadership that promotes CLAS and health equity through policy, practices and allocated resources.
3. Recruit, promote and support a culturally and linguistically diverse governance, leadership and workforce that are responsive to the population in the service area.
4. Educate and train governance, leadership and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis.

Communication and Language Assistance

5. Offer language assistance to individuals who have limited English proficiency and/or other communication needs, at no cost to them, to facilitate timely access to all health care and services.
6. Inform all individuals of the availability of language assistance services clearly and in their preferred language, verbally and in writing.
7. Ensure the competence of individuals providing language assistance, recognizing that the use of untrained individuals and/or minors as interpreters should be avoided.
8. Provide easy-to-understand print and multimedia materials and signage in the languages commonly used by the populations in the service area.

Engagement, Continuous Improvement and Accountability

9. Establish culturally and linguistically appropriate goals, policies and management accountability, and infuse them throughout the organizations' planning and operations.
10. Conduct ongoing assessments of the organization's CLAS-related activities and integrate CLAS-related measures into assessment measurement and continuous quality improvement activities.
11. Collect and maintain accurate and reliable demographic data to monitor and evaluate the impact of CLAS on health equity and outcomes and to inform service delivery.
12. Conduct regular assessments of community health assets and needs and use the results to plan and implement services that respond to the cultural and linguistic diversity of populations in the service area.
13. Partner with the community to design, implement and evaluate policies, practices and services to ensure cultural and linguistic appropriateness.
14. Create conflict- and grievance-resolution processes that are culturally and linguistically appropriate to identify, prevent and resolve conflicts or complaints.
15. Communicate the organization's progress in implementing and sustaining CLAS to all stakeholders, constituents and the general public.

Conclusion

Respecting diversity and encompassing cultural competence in everyday life, as well as in the massage therapy field are important aspects to consider. Every massage therapist is ultimately responsible for learning and incorporating the concepts of cultural competence in their practice. Understanding the diversity of our clients' cultures, their beliefs, customs, values, and traditions is essential to eliminating common cultural biases and providing high-quality culturally competent care. We hope you have enjoyed this course!

Resources

- <https://cma.colorado.edu/sites/default/files/Cult%20Competence-the%20Next%20Step.pdf>
- <http://cypwdiploma.com/shc23unit-9-introduction-to-equality-and-inclusion-in-health-social-care-or-childrens-and-young-peoples-settings/post-23-2.html>
- <http://minorityhealth.hhs.gov/>
- <http://people.howstuffworks.com/nonverbal-communication.htm>
- <http://shaunworldronin.wordpress.com/2007/07/18/saying-yes-and-no-in-different-cultures/>
- http://www.cmto.com/cmto-wordpress/assets/bulletin_03.pdf
- http://www.cmto.com/cmto-wordpress/assets/diversity_toolkit_bulletin_04.pdf
- <http://www.massagetoday.com/mpacms/mt/article.php?id=14603>
- <http://www.merriam-webster.com/dictionary/diversity>

Cultural Competence in Massage Exam

1. What is culture?
 - A. A system or set of moral rules, principles, or ideas that govern an individual's behavior
 - B. An ability to interact effectively with people of different cultures and social backgrounds, in a manner that supports the value and preserves the dignity of individuals, families, and their communities
 - C. The characteristics of a particular group of people or society; defined by everything from beliefs, language, religion, customs, cuisine, social habits, music, and arts
 - D. The state of having people who are different races or who have different cultures in a society, group, or organization

2. Which of the following is a characteristic of culture?
 - A. Culture is associated with social groups
 - B. Culture is learned
 - C. Culture is subject to gradual change
 - D. All of the above

3. What is cultural competence?
 - A. A system or set of moral rules, principles or ideas that govern an individual's behavior
 - B. An ability to interact effectively with people of different cultures and social backgrounds, in a manner that supports the value and preserves the dignity of individuals, families, and their communities
 - C. The characteristics of a particular group of people or society; defined by everything from beliefs, language, religion, customs, cuisine, social habits, music, and arts
 - D. The state of having people who are different races or who have different cultures in a society, group, or organization

4. According to the University of Colorado Boulder's Center for Multicultural Affairs, which of the following are the four main components of cultural competence?
 - A. Awareness, attitude, knowledge, cross-cultural skills
 - B. Empathy, learning style, profession, gender
 - C. Awareness, professionalism, implementation, cross-cultural skills
 - D. Attitude, empathy, education, professionalism

5. What is diversity?
 - A. A system or set of moral rules, principles or ideas that govern an individual's behavior
 - B. An ability to interact effectively with people of different cultures and social backgrounds, in a manner that supports the value and preserves the dignity of individuals, families, and their communities
 - C. The characteristics of a particular group of people or society; defined by everything from beliefs, language, religion, customs, cuisine, social habits, music, and arts
 - D. The state of having people who are different races or who have different cultures in a society, group, or organization

6. Which of the following is a factor in diversity?
 - A. Personality
 - B. Religion
 - C. Political beliefs
 - D. All of the above

7. All of the following are true about cultural bias EXCEPT:
 - A. We all carry cultural bias
 - B. There is no way to avoid cultural bias
 - C. Cultural biases are always factual
 - D. Cultural biases can be positive or negative

8. In which of the following countries is bowing a common greeting?
 - A. United States
 - B. Japan
 - C. Mexico
 - D. New Zealand

9. What does the "thumbs up" gesture mean in Germany?
 - A. A negative meaning
 - B. The number 1
 - C. The number 5
 - D. Good

10. In Japanese and Asian culture, which of the following is another word for "no"?
 - A. Yes
 - B. Can't
 - C. Difficult
 - D. Nada

11. In which of the following cultures may people feel uncomfortable if someone is standing closer than 3 feet away?
- A. American
 - B. French
 - C. Korean
 - D. All of the above
12. All of the following are fundamental cross-cultural skills EXCEPT:
- A. Acceptance for ambiguities in language, style, and behavior
 - B. Self-awareness to have the ability to recognize your own responses and know what you bring to your practice
 - C. Impatience for others who are different or unsure how to communicate
 - D. Professional communication skills to accommodate all cultures
13. Which of the following is a question to ask yourself when evaluating your cultural competency?
- A. Are you willing to be open to the cultures of others?
 - B. Do you have any biases about people from other cultures?
 - C. Can you expand your outlook to accept all people?
 - D. All of the above
14. If you are an employer of a massage practice, what can you do to implement cultural competency in the workplace?
- A. Define a set of values, principles, and policies that inform employees what is expected of them
 - B. Ignore cross-cultural and diversity education training
 - C. When encountering clients of different cultures with language barriers, do not have them fill out paperwork
 - D. All of the above
15. What are the CLAS Standards in Health and Health Care intended to do?
- A. Produce laws, policies, and limitations for health, health care organizations, and private employers to comply with
 - B. Advance health equality, improve quality, and help eliminate health care disparities by establishing a blueprint for health care organizations
 - C. Compile research and instruct the government of possible health care disparities that may exist in mainstream health and health care
 - D. Create a formal office policy for health care organizations such as hospitals, clinics, and private practitioners to implement

This completes the *Cultural Competence in Massage* exam.