

Building and Cultivating Culturally Effective Organizations



The Roadmap to High Quality Services for All



Resources Addendum

Created by Paula Smith, MBA, EdD and Trinidad Tellez, MD
Culturally Effective Organizations Work Group

Framework for a Culturally Effective Organization[®]



Gaiser MD, Jefferson LN, Santos J, Venner S, Boguslaw J, Tellez, T.
 "Culturally Effective Healthcare Organizations: A Framework for Success"
 April 2015 <https://heller.brandeis.edu/iaso/pdfs/jobs/culturally-effective.pdf>
 April 2015 <https://heller.brandeis.edu/iaso/pdfs/jobs/culturally-effective.pdf>

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THE HELLER SCHOOL
 FOR SOCIAL POLICY
 AND MANAGEMENT
 Institute for Economic
 and Racial Equity

This is the original issue brief which contains the crosswalk

Culturally Effective Organizations Framework
ORGANIZATIONAL ASSESSMENT[®]
 Quality Improvement Tool to Identify Places for Potential Action

The Framework
 Organizations strive to ensure everyone has equal opportunity to thrive by providing high quality services that are accessible to all in NH – yet achieving this can be challenging. Many of us have simply not had access to an effective approach that would turn our goals into broader success. The **Culturally Effective Organizations (CEO) Framework** is the roadmap that enables, cultivates, and supports the delivery of high-quality services for all people.

The framework is grounded in literature from nationally-recognized entities. The seven key elements are drawn from an analysis of the overlaps and similarities of the recommendations established by various industry accrediting and standard-setting organizations, as well as subject matter experts and the National CLAS Standards.²

The framework outlines strategies that organizations working to provide high quality care and services to a diversifying population can take to embark on an ongoing organizational process of improvement to keep pace with changing patient/client and workforce demographics, and to work towards advancing equity. The **Culturally Effective Organizations Framework Online Digital Toolkit[®]**, with sections for each of the individual framework elements and its accompanying toolkit webinar, provide helpful resources to assist on the journey to becoming a culturally effective organization and providing high quality services for all.

This tool was produced by the New Hampshire Equity Collective[®] <http://equitynh.org>. Culturally Effective Organizations Work Group, whose purpose is to increase organizational culture effectiveness and improve the capacity of organizations in New Hampshire to provide high quality services to all populations, especially racial, ethnic and linguistic minorities, by incorporating the elements of a culturally effective organization. For information contact: equitynh@gmail.com
 © August 2018, revised March 2021.
² Formerly known as the New Hampshire Health & Equity Partnership

Culturally Effective Organizations Framework Organizational Assessment Tool

NH Equity Collective - Culturally Effective Organizations Work Group
<http://equitynh.org/culturally-effective-organizations/>
 or contact equitynh@gmail.com

Culturally Effective Organizations Framework ORGANIZATIONAL ASSESSMENT [®]					
Element	Plan / Policy / Strategy	Implementation / Evidence of Action	Goal, Source, Example	Responsible Party	Comments
I. Leadership					
1	The organization offers effective quality care/services which are responsive to the cultural (and health) beliefs and practices of the individuals served.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
2	The organization's commitment to cultural effectiveness is an explicit part of the mission statement.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
3	The organization's cultural effectiveness goals are an explicit part of the strategic plan.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
4	Leadership revisits the Culturally Effective Organizations Framework elements on an ongoing basis including how the elements are being implemented within the organization.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
5	Results of formal organizational performance assessments toward reaching cultural effectiveness goals are gathered and are reported to the board of directors on an ongoing basis.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
6	The organization annually allocates resources to meeting the cultural and linguistic needs of its clients, and to improving its cultural effectiveness.	Yes Partially No Not Sure	Not Yet Just Starting In progress Well on Way		
Notes					



Culturally Effective Organizations Framework Online Digital Toolkit

Amoskeag Health
&
Southern NH AHEC

and the
Culturally Effective Organizations Work Group

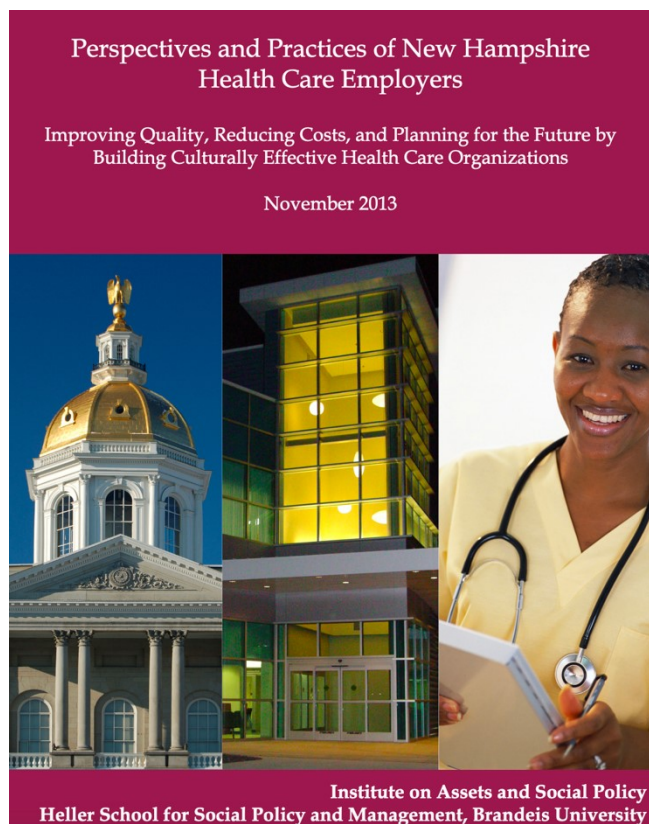
www.equitynh.org

Contact equitynh@gmail.com

<https://www.amoskeaghealth.org/excellenceforculturallyeffectivecare>

Culturally Effective Organizations Resources Addendum – May 26, 2021 Northern VT AHEC Presentation

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Perspectives and

practices of New

Hampshire health care employers:
Improving quality, reducing costs, and planning for the future by building culturally effective health care organizations.

Interviews with over 50 New Hampshire health care employers and workers, education and training providers, career and job developers, and community leaders... surfaced promising employer practices..., and identified needs, challenges and strategies for the future to respond effectively and efficiently to a changing health care environment.

Healthcare organizations across the United States are implementing a range of practices to keep pace with a diversifying patient population and workforce. These practices have the potential to improve quality of care, enhance patient safety and satisfaction, and reduce health disparities. Culturally effective organizations also gain a competitive edge in the marketplace because these practices enable them to meet legal, regulatory, and accreditation mandates, and cultivate a stable and engaged workforce. This document summarizes seven key elements that constitute a framework for healthcare institutions seeking to become culturally effective organizations. These elements are drawn from a cross-walk of the recommendations established by various healthcare industry accrediting and standardsetting

Framework for a Culturally Effective Organization



1.

Leadership – Executive leadership and boards of directors formally model the organization’s commitment by including consideration of cultural effectiveness in the strategic planning process and overall organizational expectations and practices. Leadership is responsible for guiding the organization to address biases and overcome resistance to change.

2. **Institutional Policies and Procedures** – Healthcare organizations take a systematic approach to formalizing their commitment to cultural effectiveness by articulating their vision through written policies, procedures, goals, and practices.

3. **Data Collection and Analysis** – Data related to cultural effectiveness and workforce diversity informs strategic planning and aids in tailoring service delivery to meet community needs. Data is also used to identify treatment variation and differences in patient outcomes and satisfaction across groups, and to monitor the impact of cultural effectiveness-related policies and activities on health equity and outcomes.
4. **Community Engagement** – Organizations are more effective when they engage the community in a two-way process to learn, communicate, and share knowledge. This requires establishing relationships that position the community as an active partner in organizational decision-making, such as participation in the development and interpretation of community health needs assessments, serving on Boards, or advising the development of strategic plans.
5. **Language and Communication Access** – Effective communication is essential to the provision of quality, culturally competent care. Several federal civil rights laws require communication assistance: Title VI of the Civil Rights Act of 1964; the Americans with Disabilities Act of 1990; and Section 504 of the Rehabilitation Act of 1973. In response, organizations are establishing policies and systems to identify and track patients' communication access needs, including preferred language, and to provide appropriate interpretation, translation, and communication assistance services.
6. **Staff Cultural Competence** – Healthcare organizations implement a range of practices to ensure that patients from all racial and ethnic backgrounds receive optimal patient care. To meet accreditation standards, healthcare organizations are integrating patients' cultural preferences into care delivery and supporting these changes with organizational policies and procedures which enable staff members to fulfill these expectations. The cultural competence of all staff requires continuous learning and professional development.
7. **Workforce Diversity and Inclusion** – The nation is becoming more diverse, and this diversity is reflected in the patient population and the workforce. However, racial and ethnic minority groups are underrepresented in health occupations and workplace settings that pay better and offer opportunities for advancement. Meanwhile, nursing and residential care facilities and home healthcare agencies are increasingly recruiting and employing professionals from diverse backgrounds and seeking ways to nurture increased multiculturalism among patients and staff. Healthcare organizations can address underrepresentation by diversifying their workforce and introducing practices to ensure that employees from all backgrounds have the opportunity to contribute meaningfully to the workplace.

The issue brief *Culturally Effective Healthcare Organizations: A Framework for Success* was produced in April 2015 as part of an ongoing series for the Healthcare Employer Research Initiative, a four-year partnership of the Institute on Assets and Social Policy at Brandeis University with the New Hampshire Office of Minority Health and Refugee Affairs. The goal of this initiative is to identify New Hampshire healthcare employer needs, challenges, and best practices for increasing diversity in the healthcare workforce. This brief responds to healthcare employer requests for information and strategies to advance this work. Authors: Melanie Doupé Gaiser, Laurie Nsiah Jefferson, Jessica Santos, Sandra Venner, Janet Boguslaw, and Trinidad Tellez, MD. Available at: <http://iasp.brandeis.edu/pdfs/2015/CE.pdf>. For more information, contact Sandra Venner at: venner@brandeis.edu.

Waltham, MA 02454

IASP

(781) 736-8685 www.iasp.brandeis.edu

