Quality Care is Equitable Care Series **Building and Cultivating Culturally Effective Organizations**

Session 5: Next Learnings and Resources

Resources for you and/or your practice/organization:

Institute on Assets and Social Policy (IASP) Heller School for Social Policy and Management, Brandeis University. (April 2015). Culturally Effective Healthcare Organizations: A Framework for Success, https://heller.brandeis.edu/iere/pdfs/jobs/culturally-effective.pdf.

Boguslaw, J., Venner, S., Santos, J., & Nsiah-Jefferson, L. (2013). 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. Waltham, MA: Brandeis University Institute on Assets and Social Policy. Retrieved from Brandeis University website http://iasp.brandeis.edu/pdfs/2013/Perspectives_Practices.pdf.

Institute of Medicine. (2010). Future directions for the National Healthcare Quality and Disparities Reports. Washington, D.C.: The National Academies Press. Retrieved from http://www.ahrq.gov/research/findings/final-reports/iomqrdrreport/iomqrdrreport.pdf.

The Joint Commission. (2014). A crosswalk of the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in health and health care to The Joint Commission Hospital Accreditation Standards. Oak Terrace, IL: Author. Retrieved from The Joint Commission website http://www.jointcommission.org/assets/1/6/Crosswalk--CLAS--20140718.pdf.

Health Research & Educational Trust. (2013). Becoming a culturally competent health care organization . Chicago, IL: Author. Retrieved from <a href="https://www.aha.org/ahahret-guides/2013-06-18-becoming-culturally-competent-health-care-organization#:~:text=It%20offers%20seven%20recommendations%20for%20improving%20cultural%20competency,community.%207%20Make%20cultural%20competency%20an%20instit utional%20priority.

Handtke, O., Schilgen, B., & Mösko, M. (2019). Culturally competent healthcare—A scoping review of strategies implemented in healthcare organizations and a model of culturally competent healthcare provision. *PloS one*, *14*(7), e0219971.

CEOrgs Toolkit: https://www.amoskeaghealth.org/center-of-excellence-for-culturally-effective-care/

Next Learnings:

On the following pages are resources for future reflection, discussion and professional collaboration.

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

http://equitynh.org/culturally-effective-organizations/

Framework for a Culturally Effective Organization[©]



<u>Gaiser</u> MD, Jefferson LN, Santos J, <u>Venner</u> S, <u>Boguslaw</u> J, Tellez, T. "Culturally Effective Healthcare Organizations: A Framework for Success'

April 2015 https://heller.brandeis.edu/iere/pdfs/jobs/culturally-effective.pdf

Brandeis

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 ASSESSEMENT² Quality improvement Tool to Identify Places for Potential Action The Framework Organizations strive to ensure everyons has equal opportunity to thinke by providing high quality services that we accessible as all nits "a stellering 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 Callurally Effective organizations (COrganizations) and the production of the productio

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

| Example | Comments |
|---------|----------|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |



Culturally Effective Organizations Framework Online Digital Toolkit

Amoskeag Health

&

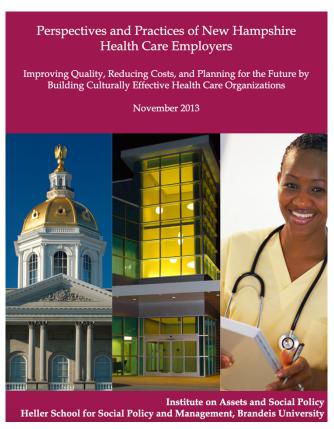
Southern NH AHEC

and the

Culturally Effective Organizations Work Group www.equitynh.org

Contact equitynh@gmail.com

https://www.amoskeaghealth.org/center-of-excellence-for-culturally-effective-care



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.

From the Brandeis University Institute on Assets and Social Policy, now the Institute for Economic and Racial Equity. http://iasp.brandeis.edu/pdfs/2013/Perspectives Practices.pdf

Health Equity [Data] Organizational Assessment

HRET 2018

- 1) Data collection: self-reporting methodology
- 2) Data collection training
- 3) Data validation
- 4) Data stratification
- 5) Communicate findings: equity dashboard
- 6) Address and resolve gaps in care: implement interventions
- 7) Organizational infrastructure and culture: cultural and linguistic competence, leadership, policies
- Health Equity Organizational Assessment, original HRET/HIIN report from Washington State Hospital Association http://www.wsha.org/wp-content/uploads/Health-Equity-Metric-Guidance WSHA.pdf
- Questionnaire/instrument from Michigan Health & Hospital
 Association Keystone Center,
 https://www.mha.org/Portals/0/Images/MHA%20Keystone%20Center/health_equity_organizational_assessment.pdf



Culturally Effective Healthcare Organizations

A Framework for Success

April 2015

Executive Summary

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 standard-setting organizations, as well as subject matter experts and the National CLAS Standards. For more information, see *Culturally Effective Healthcare Organizations: A Framework for Success* http://iasp.brandeis.edu/pdfs/2015/CE.pdf.

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.
- 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 interpretion 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: https://iasp.brandeis.edu/pdfs/2015/CE.pdf. For more information, contact Sandra Venner at: https://iasp.brandeis.edu/pdfs/2015/CE.pdf.

The Institute on Assets and Social Policy, Brandeis University

415 South Street, MS 035 Waltham, MA 02454 (781) 736-8685



