

STRATEGIES for LEADERSHIP



A Diversity, Equity and Cultural Competency Assessment Tool for Leaders



Does your hospital reflect the community it serves?



American Hospital Association®



INSTITUTE FOR DIVERSITY
in Health Management

An affiliate of the American Hospital Association



National Center for Healthcare Leadership
Leading 21st century healthcare

[Note: This tool has been adapted to allow for scoring]

Assessment Checklist ☒=1 point

I. As Diverse as the Community You Serve

- ☐ Does your hospital/health system monitor, at least every three years, the changing diversity demographics of your community, including gender, racial, ethnic, language, religion, disability status, sexual orientation, gender identity, veteran status and socio-economic changes?
- ☐ Do you actively use this data for strategic planning, outreach, workforce development and community investment strategies?
- ☐ Has your community relations team identified organizations, schools, churches, businesses and publications that serve diverse groups in your community for outreach and educational purposes?
- ☐ Do you have a strategy to partner with them to work on health issues of importance to the community?
- ☐ Has a team from your hospital/health system met with community leaders to gauge their perceptions of the organization and to seek their advice on how you can better serve them, both in patient care and other areas of mutual interest such as community health outreach, education, safety, economic investment and workforce development?
- ☐ Have you done focus groups and surveys within the past three years in your community to measure the public's perception of your hospital/health system's reputation in terms of diversity, inclusion, accessibility and cultural sensitivity?
- ☐ Do you compare the results among diverse groups in your community and act on the information?
- ☐ Are the individuals who represent your hospital/health system in the community reflective of the diversity of the community and your organization?
- ☐ Do you have a strategy in place to partner with organizations who represent and relate to the diverse groups in your community for health outreach and other initiatives of importance to the community?
- ☐ Do you have a supplier diversity strategy that helps ensure that minority-, women-, and veteran-owned businesses have an opportunity to serve your organization?
- ☐ Are your public communications, community reports, advertisements, health education materials, websites, etc. accessible to and reflective of the diverse community you serve?

Points

II. Culturally and Linguistically Proficient and Equitable Patient Care

- ☐ Do you regularly monitor the your patient population to properly care for and serve gender, racial, ethnic, language, religious, and socio-economic differences and needs?
- ☐ Does your hospital/health system emphasize the importance of accurate, consistent and systematic collection of data on patient race, ethnicity and primary language?
- ☐ Does your review of quality and patient safety data take into account the diversity of your patients in order to detect and eliminate disparities?
- ☐ Do your patient satisfaction surveys take into account the diversity of your patients?
- ☐ Do you compare patient satisfaction ratings among diverse groups and act on the information?
- ☐ Have your patient representatives, social workers, discharge planners, financial counselors and other key patient and family resources received special training in diversity issues?
- ☐ Does your hospital/health system provide language services, including identifying qualified individuals inside and outside your organization, who can help staff communicate with patients and families from a wide variety of nationalities and ethnic backgrounds?
- ☐ Does your hospital/health system provide ongoing training for staff on how to identify and access the need for language services, and have policies and procedures in place for the providing language services to a linguistically diverse patient populations?
- ☐ Does your hospital/health system have policies in place regarding the use of family members as interpreters?
- ☐ Are your written communications with patients and families available in a variety of languages that reflects the ethnic and cultural fabric of your community?
- ☐ Based on the diversity of the patients you serve, do you educate your staff at orientation and on a continuing basis on cultural issues important to your patients?
- ☐ Are core services in your hospital, such as signage, food service, chaplaincy services, patient information and communications, attuned to the diversity of the patients you care for?
- ☐ Does your hospital account for complementary and alternative treatments in planning care for your patients?

Points

Assessment Checklist

III. Collaborating and Creating Strong Partnerships

- ☐ Is your hospital/health system leveraging assets to address priority needs of the community, including food, education, employment, housing, transportation, violence prevention and other social determinants of health?
- ☐ Has your hospital/health system developed governance processes to share community resources and accountabilities in your efforts to improve the health of the population?
- ☐ Has your hospital/health system created successful partnerships to reach population health goals of the community?
- ☐ Does your hospital/health system develop your Board and leaders' ability to contribute to community health, workforce development and economic investment solutions within the community?
- ☐ Does your hospital/health system invest in change management processes to grow engagement, relationships and capacity of leaders to take action on the social determinants of health in community?

Points

IV. Strengthening Your Workforce

- ☐ Do your recruitment efforts include strategies to reach out to diverse candidates, including gender, racial, ethnic, religious, disability status, sexual orientation, gender identity, veteran status, and socio-economic diversity?
- ☐ Does your hospital/health system partner with local educational institutions and community organizations to develop and support career pathways for under-represented individuals?
- ☐ Does your workforce recruitment team reflect the diversity you need in your organization?
- ☐ Do your policies about time off for holidays and religious observances take into account the diversity of your workforce?
- ☐ Do you acknowledge and honor diversity in your employee communications, awards programs, and other internal celebrations?
- ☐ Do your employee surveys, or focus groups, measure perceptions of your hospital/health system's policies and practices on diversity and to surface potential problems?
- ☐ Do you compare the results among diverse groups in your workforce? Do you communicate and act on the information?
- ☐ Does your hospital/health system provide staff at all levels and across all disciplines training about how to address the unique cultural and linguistic factors affecting the care of diverse patients and communities?
- ☐ Is the diversity of your workforce taken into account in your performance evaluation system?
- ☐ Does your human resources department have a system in place to measure your diversity pipeline progress (i.e., recruitment, retention, promotion) and report it to leadership and your Board?
- ☐ Do you have a mechanism in place to look at employee turnover rates for variances according to diverse groups?
- ☐ Do you ensure that changes in job design, workforce size, hours and other changes do not affect diverse groups disproportionately?

Points

Assessment Checklist

V. Expanding the Diversity of Your Leadership Team

- ☐ Has your Board of Trustees discussed the issue of the diversity of the hospital/health system's Board? The management team? The workforce?
- ☐ Are there Board-approved policies encouraging diversity and inclusion across the organization?
- ☐ Is your policy reflected in your mission and values statement? Is it visible on documents seen by your employees and the public?
- ☐ Have you told your management team that you are personally committed to achieving and maintaining diversity across your organization?
- ☐ Does your strategic plan emphasize the importance of diversity and inclusion at all levels of your workforce?
- ☐ Has your Board set goals on organizational diversity, culturally proficient care, eliminating disparities in care to diverse groups, supplier diversity, etc. as part of your strategic plan?
- ☐ Does your organization have a process in place to ensure diversity reflecting your community on your Board, subsidiary(ies), and advisory boards?
- ☐ Have sufficient funds been allocated to achieve your diversity, inclusion, equity, accessibility, community outreach, workforce development, and community investment goals?
- ☐ Is diversity awareness and cultural proficiency training mandatory for all senior leadership, management, and staff?
- ☐ Have you made diversity awareness part of your management and Board retreat agendas?
- ☐ Is your management team's compensation linked to achieving your diversity goals?
- ☐ Does your organization have a mentoring program in place to help develop your best talent, regardless of gender, racial, ethnic, language, religion, disability status, sexual orientation, gender identity, veteran status and socio-economic status?
- ☐ Do you provide tuition reimbursement to encourage employees to further their education? Have you evaluated how this benefit is used at the various levels of the organization?
- ☐ Do you have a succession/advancement plan for your management team linked to your overall diversity goals?
- ☐ Are search firms required to present a mix of candidates reflecting your community's diversity?

Points

Assessment Scoring

I. As Diverse as the Community You Serve

##

II. Culturally and Linguistically Proficient and Equitable Patient Care

%

III. Collaborating and Creating Strong Partnerships

5

IV. Strengthening Your Workforce

#2

V. Expanding the Diversity of Your Leadership Team

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>[ef%Strengths

List 3 Weaknesses

- 1.
- 2.
- 3.

- 1.
- 2.
- 3.

List 3 Opportunities

List 3 Threats

- 1.
- 2.
- 3.

- 1.
- 2.
- 3.