

Organizations that have a desire to develop cultural effectiveness should emphasize leadership at all levels of the institution. Boards of Directors and Chief Executive Officers (CEOs) can lead the way by including cultural effectiveness as an organizational priority. This can be done through strategic planning efforts and changes to policies and procedures. Executive leadership are key in promoting changes within the system that will embed cultural effectiveness as an organizational value. Leadership at other levels of the organization is also important so that positive messages are reinforced.

For example, Human resource (HR) personnel play an important role in recruitment and retention. Management information system (MIS/IT) staff facilitate the collection of REaL (race, ethnicity and language) data. Clinical and front desk staff use cross cultural communication skills to engage with patients and enhance patient care. Without strong and consistent organizational leadership, cultural effectiveness will not be integrated into the organizational culture on a permanent basis.

## Resources & Links

Robert Wood Johnson Culturally Effective Toolkit

National CLAS Standards

National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care: A Blueprint for Advancing and Sustaining CLAS Policy and Practice

A Blueprint for Advancing and Sustaining CLAS Policy and Practice

Center for Linguistic & Cultural Competency in Health Care

Disparities Leadership Program

Cultural Competency Organizational Assessment: John Hopkins University

Assessment of Organizational Cultural Competence is the work of an Ad Hoc Committee of the Association of University Centers on Disabilities (AUCD) Multicultural Council.

Equity Leaders Fellowship

## Action Steps

Conduct an organizational assessment of cultural effectiveness

Engage individuals representing different cultures on your board of directors

Review and update your mission, vision and values statements

## References

Distinguishing Technical from Adaptive Challenges. Heifetz, R.A. & Linsky, M. (2002) Leadership on the Line, Harvard Business School Press, Boston, MA.

Bettancourt, J.R., Green, A.R., Carillo, J.E., & Ananeh-Firempong, O. (2003). Defining Cultural Competence: A Practical Framework for Addressing Racial/Ethnic Disparities in Health and Health Care. Public Health Reports. 118(4). 293-302