



## Tip Sheet for Governance, Leadership and Workforce Theme (Standards 2-4)


**Objective:** Strengthen organizational governance and leadership to foster a culturally and linguistically competent workforce, thereby promoting health equity and CLAS.

### KEY ACTIONS FOR IMPLEMENTATION

#### Standard 2: Advance and Sustain Organizational Governance and Leadership


##### Establish clear policies:

- Develop and implement policies that clearly promote CLAS and health equity.
- Ensure that policies are fully integrated into all aspects of organizational planning, operations and evaluation.

 **Example:** A health plan provider has developed a comprehensive CLAS policy framework that is integrated into every department's operational guidelines, ensuring that cultural and linguistic appropriateness is considered at every level of decision-making and service delivery.


##### Allocate necessary resources:

- Dedicate adequate resources, including budget and personnel, specifically for CLAS initiatives.
- Ensure that resources are sustainable and adaptable to changing needs.

 **Example:** The local hospital allocates 10% of its annual budget to CLAS initiatives, which include funds for translation services, cultural competence training for staff, and community outreach programs, ensuring that these resources adapt to the changing demographics of the community served.

##### Leadership commitment:


- Engage top leadership in actively promoting CLAS and health equity within the organization.
- Leadership should embody the principles of CLAS in their actions and decisions.

 **Example:** The CEO of a behavioral health membership organization regularly participates in roundtable discussions with community leaders to better understand cultural needs, demonstrating a top-down commitment to health equity and reinforcing the importance of CLAS across the organization.

#### Standard 3: Recruit, Promote and Support a Diverse Workforce

##### Diversity in hiring:


- Actively recruit, retain, promote, and mentor personnel, including leadership, from diverse and underrepresented cultural and linguistic backgrounds.
- Use equitable hiring practices that encourage diversity.

 **Example:** A leading health care IT company has implemented a recruitment strategy that includes partnerships with organizations serving diverse communities, ensuring a pipeline of candidates from varied cultural and linguistic backgrounds for all levels of the organization.



### Promotion and support:


- Create clear pathways for promotion and professional development for all staff, especially those from underrepresented groups.
- Offer support through mentorship programs, cultural responsiveness training and other mechanisms.

 **Example:** A health plan has established a 'Leadership Ladder' program that provides career advancement opportunities to staff from underrepresented groups, complemented by mentorship from senior executives and ongoing training in cultural competence.

### Standard 4: Educate and Train in CLAS Policies and Practices


#### Ongoing education and training:

- Provide regular, mandatory training in cultural and linguistic responsiveness and CLAS for all staff members, including leadership.
- Ensure that training is practical, interactive and relevant to the populations served.

 **Example:** An outpatient substance use provider requires all new hires to complete cultural responsiveness and language assistance training within the first 90 days of employment. This training is followed by annual refresher courses that include role-playing scenarios and client interaction simulations. Additionally, ongoing assessments and behavioral evaluations are integrated into staff development and goal-setting processes, to ensure continuous improvement and effectiveness in these areas.

#### Assess training needs:

- Regularly evaluate the effectiveness of training programs and identify areas for improvement.
- Tailor training to meet the specific needs and challenges faced by the workforce.

 **Example:** A network of community clinics conducts biannual assessments of their CLAS training programs through staff surveys and client feedback, allowing them to adjust the curriculum to address emerging cultural trends and community health needs.

## RESOURCES AND SUPPORT

- Access a wide range of training materials and resources on cultural and linguistic responsiveness and CLAS, including the Center of Excellence for Integrated Health Solutions' Health Equity Toolkit, [Access for Everyone: Addressing Health Equity and Racial Justice within Integrated Care Settings](#), also available in [Spanish!](#)
- Support networks and professional development opportunities focusing on diversity, equity and inclusion.



**Takeaway:** Promoting a culturally and linguistically responsive governance, leadership and workforce is essential for advancing health equity and implementing CLAS effectively. Through dedicated policies, supportive practices and comprehensive training, organizations can be responsive to the diverse needs of the communities they serve.

