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The accompanying DVD contains tools, resources and reference materials.

Supporting the Guide are examples, which appear throughout the text.

For more information, please contact your Lilly professional representative. To receive the Multicultural Health Care: A Quality Improvement Guide, please call 1-866-791-4557 and ask for item number MG48852.

Making the Case for CLAS
The Institute of Medicine defines equity as a key component of quality health care. Many organizations are recognizing the importance of ensuring equitable care through efforts to improve cultural competence and language services and to reduce health care disparities. The limited existing data suggest that improved care for diverse patients may contribute to reduced cost and increased patient/member satisfaction and loyalty. Thoughtful quality improvement efforts paired with sound evaluation techniques promise to fill this gap in evidence for health care organizations.

For Information

Improved in cultural and linguistic competency contribute to enhanced communication and understanding among patients and providers. Efforts to improve care targeted to culturally, ethnically and linguistically diverse patients can reduce disparities.
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Planning: The Necessary Steps
Identify the Problem
This chapter explains that the first step in planning interventions is to understand fully the problem that needs to be solved. Once the problem is identified, the QI team must determine its causes or the issues contributing to the problem in order to determine what changes can be made to effectively solve or mitigate it.

Prioritize
Problems may arise from many related or unrelated contributing causes. For this reason, it is important to prioritize action based on whether cause or causes have the greatest effect or are most amenable to intervention.

Identify a Solution
After identifying the problem and prioritizing which root causes the organization will address, the team must identify the specific changes necessary to solve or mitigate the problem and consider all possible solutions. This section offers various examples of identifying solutions.

But Stakeholder Input
Securing the commitment of organizational, leadership and project staff are essential steps in achieving the success of the project and sustaining improvements over time. This chapter touches on the importance of engaging stakeholders when finding solutions.

Develop a Project Plan
This chapter outlines how to develop small changes and measure their impact. This approach helps ensure that each intervention will work before the organization invests time or money. It also limits the organization’s exposure should some aspect of the interventions not work as intended.

How to Implement
Your Plan Effectively
Implementation will have a greater chance of success if it is broken into manageable steps. Each step should be tested independently, and once the solution is ready for full-scale implementation, the team can work on institutionalizing the changes.

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Types of Interventions
Different problems demand different, and sometimes multiple, interventions. An organization may develop related interventions for the following groups:

- Patients, members or clients
- Practitioners
- A provider network
- A health care organization
- A community

Making Sense of All the Information
This chapter guides the reader through the evaluation process, a step that is often forgotten. Evaluation is critical to understanding and replicating successful interventions, and to learning from failed or disappointing efforts. The reader will learn what kind of information an appropriate evaluation can provide.

What an Evaluation Can Tell You
An evaluation can help answer three important groups of questions:

- How well is the program running?
- Is it being implemented as planned?
- Are staff making contributions as intended?
- Is the program running efficiently?

Evaluation of programs to improve cultural and linguistic competency and to reduce racial and ethnic disparities in health care is critical to understanding the extent of their success.
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This section presents suggestions for developing a project plan. The project plan should map out the process for implementing the solution and for collecting data. This data can be used to justify the need for the program and reveal its potential benefits.

Plan for Evaluation
Evaluating the entire project after implementation is essential to inform next steps in any quality improvement initiative. The best time to plan for evaluation is during the project planning stage when the team determines what results to expect, how the results will be evaluated and what data will support an informative evaluation.

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1. How well is the program running?
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2. How effective is the program?
   - Is it having the desired results?
   - Should it be continued?
   - Is it worth the investment of time and resources?

3. What factors contribute to the program’s success?
   - What are its strengths and weaknesses?
   - What aspects should be continued or enhanced, or what additions are needed?
   - What should be discontinued or deemphasized?

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A community
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Are staff making contributions
Is it worth the investment of
Practitioners
Is the program running
What is the organization’s
What is the motivation
How does the concept of equity
Should it be continued?
A health care organization
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Effective project planning ensures that resources and stakeholders are on board with an intervention.

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A well-developed assessment can equip the organization for change.
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