



Organizational Workbook

Please complete *one* copy of this survey with a team. The team should include managers, leaders, and staff members who are familiar with communication procedures in your organization. Questions that ask about **[ORG NAME]** staff include all staff, both clinical and non-clinical.

1. Organizational Commitment to Effective Communication

Plea	se check one box to answer each question.	No	In Developmen	Needs Improvement	Yes, Working Well	Not Sure
01	Do hospital policies make effective communication a high priority?					О
02	Do hospital policies help staff create a <i>welcoming environment</i> for patients (hours, accessibility, artwork, etc.)?					0
03	Does the hospital <i>commit resources</i> to improving communication with patients?					О
O3a O3b O3c	How much does the hospital budget for: In-person interpretation: \$ Telephonic interpretation (e.g. Cyracom, Language Line): \$ Document translation: \$					
04	Does the hospital adhere to <i>regulations and standards</i> for meeting its patients' communication needs (Joint Commission, CLAS, Title VI, state)?					0
05	Does the hospital have written <i>strategic and operational plans</i> that address the communication needs of diverse populations?					0
O5a	Do these plans have measurable indicators of success?					
O6	Do hospital leaders receive <i>regular reports</i> on how well the organization meets its goals for communicating with patients?					0
O6a	Which leaders receive these reports? (titles)					
O6b	How often are reports circulated?					

O7 Does at least one committee or department *primarily focus* on meeting the specific communication needs of vulnerable populations? (e.g., interpretation, cross cultural communication, diversity)
□ No
□ Yes
○ Not Sure

O7a What is the name of this committee/department?

	se check one box to answer each question. s the hospital…	No	In Development	Needs Improvement	Yes, Working Well	Not Sure
08	have a clear feedback/grievance process for patients and staff?					0
O9	have an incentive structure that encourages staff and departments to improve communication within the hospital?					0
O10	have a system that allows staff to report miscommunications to an appropriate supervisor?					0
O 11	have a disciplinary process that allows supervisors to intervene if staff are not respectful towards patients?					0
012	have an active process to detect discrimination against patients based on all of the following factors: age, race, ethnicity, religion, culture, language, physical or mental disability, socioeconomic status, sex, sexual orientation, and gender identity or expression?					0
013	work with clinicians to ensure they have enough time to communicate well with patients, (including those who have limited English proficiency or limited health literacy skills)?					0
014	have policies that help clinicians engage patients in shared decision making?					0

2. Workforce Development

	e check one box to answer each question. the hospital	No	In Development	Needs Improvement	Yes, Working Well	Not Sure
016	set goals for <i>recruiting staff</i> from the patient community?					0
O17	have written goals and policies for <i>training employees</i> to communicate with patients?					О
O18	effectively train employees to serve patients who speak <i>little or no English</i> ?					0
O19	effectively train employees to serve patients from diverse <i>cultural and ethnic groups</i> ?					О
O20	effectively train employees to serve patients with <i>limited health literacy</i> ?					0
O21	partner with local educational institutions to enable staff members to receive additional communication training?					0
O22	pay for or provide reimbursement for communication training?					0
O23	plan activities to help staff understand patients' cultures (diversity days, recognition of holidays, etc.)?					О
O24	have a <u>written</u> policy on presenting patients with information on durable power of attorney for health care and other forms of advance care planning in culturally appropriate ways?					0

O15 Committees at the hospital regularly interact *with each other* to discuss ways to improve communication with patients. (e.g., committees know what each other are doing)

Please check one box to answer each question. Does the hospital				Needs Improvement	Yes, Working Well	Not Sure
O25	ensure that employees are trained to approach end-of-life matters, including organ and tissue donation or specific ceremonies around death and dying, in culturally appropriate ways?					0
O26	ensure that employees are trained to present information on durable power or attorney for health care and other advance care planning in culturally appropriate ways?					0
O27	perform a learning needs assessment on each patient which considers the patient's cultural and religious beliefs, emotional barriers, desire and motivation to learn, physical or cognitive limitations, or barriers to communication?					О
O28	have a <u>written policy</u> on when to use assistive devices (such as communication boards, hearing aids, and eyeglasses) to facilitate communication with patients who have temporary communication impairments (such as those intubated during intensive care)?					0

Communication Aids						e
Please check one box to answer each question.			Poor	Good	Very Good	N/A or Not Su
O29	In practice, how would you rate the availability of the following assistive communication aids at the hospital:					
O29a	hearing aids?					0
O29b	glasses?					0
O29c	communication boards?					Ο

O30 How does the hospital assess its training programs?_____

3. Data Collection

	Please check one box to answer each question. Is it hospital policy to		In Development	Needs Improvement	Yes, Workina Well	Not Sure
O31	ask patients their race and ethnicity?					0
O31a	document a patient's race and ethnicity?					О
O32	have staff ask patients their language preference?					0
O32a	document a patient's language preference?					0
O33	have staff to ask patients if they need an interpreter?					0
O33a	document a patient's interpreter need?					О
O34	ask patients if they would like help filling out forms?					0

4. Community Engagement

	Please check one box to answer each question. Does the hospital	No	In Development	Needs Improvement	Yes, Workina Well	Not Sure
O35	have a <i>written plan</i> for developing relationships with the patient communities it serves?					0
O36	work with local community and advocacy groups to collect information about new and emerging populations?					О
O37	track the <i>literacy and education</i> levels of its community?					О
O38	track the <i>languages</i> spoken by its patient community?					О
O39	have a written policy that permits a support person (a friend or family member, designated by the patient) to be present with the patient throughout their stay?					О
O40	have a point-of-contact (person or office) for community members to provide complaints and feedback?					О
O40a	What is the title of this person or office?					
O41	have an individual or committee charged with outreach and maintaining ties to community partners?					О
O41a	What is the title of this person or committee?					
O42	work with community partners to promote health literacy?					О
O42a	What specific programs promote community health literacy?					
O43	involve community representatives in its planning processes?					0
O44	inform staff about resources for patients that are available in the community?					О

	Nutrition Preference Please check one box to answer this question.	Always	Sometimes	Rarely	Never	N/A or Not Sure
O45	When not medically contraindicated, how often does the hospital accommodate patients' cultural, religious, or ethnic food and nutrition preferences?					О

5. Language Services

Please	e check one box to answer each question.	No	In Development	Needs Improvement	Yes, Working Well	Not Sure
O46	Does the hospital have policies that govern the use of interpreters?					0
O46a	Staff members are aware of these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O46b	Staff members <i>follow</i> these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O47	Does the hospital have policies that describe when different modes of interpretation, (e.g. in person, over-the-phone,) should be used?					0
O47a	Staff members are aware of these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O47b	Staff members <i>follow</i> these policies.					
O48	Does the hospital have a process for scheduling interpretation services?					0
O48a	Staff members are aware of these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O48b	Staff members <i>follow</i> these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O49	Does the hospital have policies that govern bilingual workforce members' use of their language skills?					0
O49a	Staff members are <i>aware of</i> these policies.					
O49b	Staff members <i>follow</i> these policies.					
O50	Does the hospital have policies that prohibit the use of family members as interpreters?					0
O50a	Staff members are aware of these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					
O50b	Staff members <i>follow</i> these policies. □ Strongly Disagree □ Disagree □ Agree □ Strongly Agree ○ Not Sure					

O51. Briefly describe the process that occurs when a patient or staff member requests an interpreter.

	Translated Documents Please check one box to answer each question.				Yes, Working Well	Not Sure
O52	Does the hospital have a process to determine what documents to translate?					0
O53	Does the hospital have a process that allows staff to request translated documents?					0
O54	Does the hospital have copies of important documents in languages other than English?					0
O54a	Which languages?					
O55	Does the hospital translate patient surveys into languages commonly spoken at the hospital?					0
O55a	What languages?					
O56	Are translated documents reviewed for accuracy and understandability?					0
O56a	By whom?					

•	Interpretation Quality Assurance Please check one box to answer each question.			Needs Improvement	Yes, Working Well	Not Sure	
O57	Does the hospital monitor the quality of interpretation services?					0	
O58	Are hospital interpreters trained and tested?					0	
O59	Are employees who wish to communicate with patients in a language other than English trained and tested?					О	
O60	Does the hospital have an individual that coordinates interpretation services?					0	
O61	Does a hospital policy require that interpreters be present for informed consent discussions?					О	
O62	Does the hospital post signs informing patients that free language interpretation is available?					О	
O62a	How else is this information made available?						
O62b	b In what languages is this information available?						

Overall...

063	Community members are aware that the hospital provides language services.								
	□ Strongly Disagree	□ Disagree	□ Agree	□ Strongly Agree	O Not Sure				

064	The hospital meets the language assistance needs of its patient population.							
	□ Strongly Disagree	Disagree	□ Agree	□ Strongly Agree	O Not Sure			

- O65 What percent of the hospital's workforce can speak a language other than English well enough to speak that language as a part of their job?
- O66 What percent of your patients have limited English proficiency?

6. Health Literacy

Pleas	No	In Development	Needs Improvement	Yes, Workina Well	Not Sure	
O67	Is it hospital policy for staff members to ask patients to repeat instructions? (use the teachback or "show me" method")					0
O68	Are patient education materials reviewed for cultural appropriateness?					0
O69	Are important documents, educational materials, and surveys written in plain language, at low grade levels, and in formats that are easy to read?					0
O70	Does the hospital assess whether patients can understand important <i>documents, educational materials, and surveys</i> ?					0
O70a	If yes, how do you do this?					
O 71	Does the hospital assess whether patients can understand signs and maps?					0
072	Does the hospital assess whether patients can understand <i>informed consent forms</i> ?					0

7. Monitoring Effective Communication

Please check one box to answer each question.			In Development	Needs Improvement	Yes, Working Well	Not Sure
Does						
O73	when errors occur because of miscommunication?					0
O74	communication-related complaints?					0
O75	feedback from <i>patients</i> on communication issues?					0
O76	feedback from <i>staff members</i> on communication issues?					0
O77	feedback from <i>community members</i> on communication issues?					0
O78	requests for language services?					0
O79	how often trained, <i>in-person</i> interpreters are used?					0
O 80	how often trained, phone or video interpreters are used?					0
O81	how often interpretation is done by <i>untrained</i> interpreters (e.g., staff members or a patient's friends or family)?					0
082	how long <i>patients</i> wait for language services? (e.g. in-person, phone, video)					О
083	how long <i>staff members</i> wait for language services? (e.g. in-person, phone, or video)					О
O84	times when language services are not available?					О
O85	patients' perceptions of the quality of language services?					0
O86	staff members' perceptions of the quality of language services?					0

	Please check one box to answer each question.	No	In Development	Needs Improvement	Yes, Working Well	Not Sure
O87	Does the hospital evaluate how well it meets written goals for effective communication?					0
O87a	How often is this evaluation done?					
O88	Does the hospital compare clinical quality measures across patient demographic groups?					0
O89	Do <i>patient</i> surveys ask questions about how well hospital staff members communicate with patients?					0
O90	Do workforce surveys ask questions about how well hospital staff members communicate with <i>patients</i> ?					0
O91	Do workforce surveys ask questions about how well hospital staff members communicate with <i>each other</i> ?					0
O92	Does the hospital's Emergency Operations Plan specifically address communication with <u>critical staff</u> in the event of a crisis?					0
O93	Does the hospital's Emergency Operations Plan specifically address communication with patients and their families in the event that patients must be relocated to alternative care sites?					0
O94	Does the hospital's Emergency Operations Plan specifically address the special communication needs of vulnerable populations, including those with limited English proficiency, hearing/visual impairment, and low health literacy?					0
O95	Does the hospital's Emergency Operations Plan specifically address communication with the local community or the public (such as via television, radio, internet, etc.) during an emergency?					0
O96	Does the hospital's performance evaluation system allow managers to assess how well individual staff members communicate with patients?					0
O96a	How is communication evaluated?					
O97	Are the results of communication quality assessments shared with hospital staff?					0

8. Staff Demographics

Please provide the percentage or number of your staff from each of the ethnic/cultural groups listed below. Please provide estimates or ranges for the past year.

Indicate the calendar year for which you are reporting from ______ to _____.

	Leadership/	Physicians	Non-Physician	Non-Clinical
	Administration		Clinical Staff	Staff
African-American *				
Asian/Pacific Islander				
Hispanic/Latino				
European-American **				
American Indian/				
Eskimo/Aleut				
Other. Specify:				
Other. Specify:				
Total 100%				

* Includes persons of Caribbean descent and non-Hispanic

** Non-Hispanic

9. Patient Demographics

Please provide percentages or numbers of the patients seen from each of the ethnic/cultural groups listed below. Please provide estimates or ranges for the past year *for each of the units/clinics you surveyed*. Indicate the calendar year for which you are reporting : from ______ to ______.

Specify the units/clinics in which you surveyed patients.

Patient demographics in each unit	Patients in Unit/clinic	Patients in Unit/clinic	Patients in Unit/clinic	Patients in Unit/clinic
African-American *				
Asian/Pacific Islander				
Hispanic/Latino				
European-American **				
American Indian/ Eskimo/Aleut				
Other. Specify:				
Other. Specify:				
Total 100%				

* Includes persons of Caribbean descent and non-Hispanic

** Non-Hispanic