



In collaboration with the CMS Hospital Improvement and Innovation Network, MHA has created the Health Equity Organizational Assessment Road Map to assist hospitals and health systems. Like other MHA's road maps, the health equity organizational assessment was developed based on evidence-based recommendations and standards that reflect published literature and guidance from relevant professional organizations and regulatory agencies, as well as identified proven practices.

Each road map is tiered into fundamental, intermediate and advanced strategies:

- **Fundamental strategies** should be prioritized for implementation, and generally have a strong evidence base in published literature in addition to being supported by multiple professional bodies and regulatory agencies.
- **Intermediate strategies** should be considered in addition to the fundamental strategies where there is evidence the fundamental strategies are being implemented and adhered to consistently.
- **Advanced strategies** should be considered in addition to intermediate and fundamental strategies when there is evidence the above strategies are being implemented and adhered to consistently.

Operational definitions are included to assist organization teams with roadmap auditing and identifying whether current work meets the intention behind each road map element.

Resources linked within the road map include journal articles, expert recommendations, electronic order sets and other pertinent tools that organizations need to assist in implementation of best practices.

Road map sections	Road map questions (if not present at your hospital or answering no, please see next column for suggested resources)	If specific road map element is missing, consider the following resources:
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Data Collection</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Hospital uses a self-reporting methodology to collect demographic data from the patient and/or caregiver</p>	<p><i>Best practice recommendations include the collection of patient demographic data to help hospitals and health care systems understand their patient populations and measure patient outcomes to ensure health equity.</i></p> <p><i>National/state reporting requirements emphasize the need for obtaining Race Ethnicity And Language (REAL) and disability information.</i></p> <p><i>Federal policies govern racial, ethnic and primary language data collection and reporting.</i></p> <p><i>Meaningful Use Certification Criteria requires the recoding of demographic information including Race and Ethnicity in accordance with the OMB standards.</i></p> <p><i>Using a self-reporting methodology to collect patient demographic data removes guesswork and ensures accurate data is being collected.</i></p> <p>FUNDAMENTAL (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital uses self-reporting methodology to collect race, ethnicity and language (REAL) data for all patients.</p> <ul style="list-style-type: none"> - All race and ethnicity categories collected should, at a minimum, roll up to the OMB categories and should be collected in separate fields. Engage patient/family advisors in the collection of REAL data to gain their insights and feedback. 	<ul style="list-style-type: none"> • Building an Organizational Response to Health Equity https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Health-Disparities-Guide.pdf • Disparities Action Statement https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Disparities-Impact-Statement-508-rev102018.pdf • Compendium of Resources for Standardized Demographic and Language Data Collection https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Data-Collection-Resources.pdf • Sexual and Gender Minority Clearinghouse https://www.cms.gov/About-CMS/Agency-Information/OMH/resource-center/hcps-and-researchers/data-tools/sgm-clearinghouse/index • OMB Categories for Data Collection https://aspe.hhs.gov/basic-report/hhs-implementation-guidance-data-collection-standards-race-ethnicity-sex-primary-language-and-disability-status • Advancing Effective Communication, Cultural Competence and Patient and Family Centered Care: A Roadmap for Hospitals https://www.jointcommission.org/-/media/tjc/documents/resources/patient-safety-topics/health-equity/aroamapforhospitalsfinalversion727pdf.pdf?db=web&hash=AC3AC4BED1D973713C2CA6B2E5ACD01B
	<p>INTERMEDIATE (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital collects REAL data for at least 95% of their patients with opportunity for verification at multiple points of care (beyond just registration) to ensure accuracy of the data and to prevent any missed opportunities for data collection (e.g., preregistration process, registration/admission process, inpatient units, etc.).</p>	
	<p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Workforce training is provided to staff regarding the collection of additional patient self-reported demographic data (beyond REAL) such as disability status, sexual orientation/gender identity (SOGI), veteran status, geography and/or other social determinants of health (SDOH) or social risk factors.</p>	

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Data Collection, cont.</p>	<ul style="list-style-type: none"> - SDOH/social risk factors may include education level, access to housing, food availability, migrant status, income, incarceration history, access to healthcare, employment status, etc. 	<ul style="list-style-type: none"> • Advancing Effective Communication, Cultural Competence and Patient and Family Centered Care for the Lesbian, Gay, Bisexual and Transgender (LGBT) Community https://www.jointcommission.org/-/media/tjc/documents/resources/patient-safety-topics/health-equity/lgbtfieldguide_web_linked_verpdf.pdf?db=web&hash=FD725DC02CFE6E4F21A35EBD839BBE97 • ASHRM Risk Management Equity of Care Assessment Tool https://www.ashrm.org/system/files?file=media/file/2019/06/ASHRM-Equity-of-Care-Assessment-Tool.pdf • Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data http://www.hpoe.org/resources/ahahret-guides/1431 • Equity of Care: A Toolkit for Eliminating Health Care Disparities https://ifdhe.aha.org/essential-health-equity-diversity-inclusion-resources • Improving Health Equity Through Data Collection and Use: A Guide for Hospital Leaders http://www.hpoe.org/resources/ahahret-guides/817 • Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned http://www.hpoe.org/Reports-HPOE/eliminating_health_care_disparities.pdf • Health Equity and Race and Ethnicity Data: The Colorado Trust https://www.coloradotrust.org/sites/default/files/CT_Race_EthnicityBrief_vFinal2.pdf

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Data Collection, cont.		<ul style="list-style-type: none"> • Guide to Demographic Data Collection in Healthcare Settings https://www.colleaga.org/sites/default/files/attachments/Measuring-Health-Equity-Guide-to-Demographic-Data-Collection.pdf • New York State Toolkit to Reduce Health Care Disparities: Improving Race and Ethnicity Data https://www.albany.edu/cphce/mrt_nys_toolkit_to_reduce_healthcare_disparities.pdf • A Toolkit for Collecting Data on Sexual Orientation and Gender Identity in Clinical Settings https://doaskdotell.org • Commissioned Paper: Healthcare Disparities Measurement https://mgghdisparitiessolutions.files.wordpress.com/2015/10/dsc-commissioned-paper.pdf • Improving Quality and Achieving Equity: A Guide for Hospital Leaders https://mgghdisparitiessolutions.files.wordpress.com/2015/12/improving-quality-safety-guide-hospital-leaders.pdf • Race, Ethnicity, Language Data Collection Best Practices http://forces4quality.org/af4q/download-document/6011/Resource-validated_final_rel_data_collection_best_practice_guidelines_updated_11-28.pdf • Ready, Set, Go! Guidelines and Tips for Collecting Patient Data on Sexual Orientation and Gender Identity (SOGI) https://www.lgbthealtheducation.org/publication/ready-set-go-guidelines-tips-collecting-patient-data-sexual-orientation-gender-identity/

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Data Collection, cont.		<ul style="list-style-type: none"> • PRAPARE Assessment Tool: Protocol for Responding to and Assessing Patients’ Assets, Risks and Experiences https://www.nachc.org/research-and-data/prapare/ • AHCS: Accountable Health Communities Screening Tool (Health-Related Social Needs Screening Tool) https://innovation.cms.gov/files/worksheets/ahcm-screeningtool.pdf • Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085
Data Validation Hospital verifies the accuracy and completeness of patient self-reported demographic data	<p><i>Hospital has a standardized process in place to evaluate and validate the accuracy of patient self-reported demographic data including percent of “unknown,” “unavailable” or “declined” for REAL data (aiming for a cumulative goal of <5%).</i></p> <p><i>Hospital evaluates and addresses system-level issues throughout evaluation processes to continually improve the collection of self-reported patient demographic data.</i></p> <p>FUNDAMENTAL (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has a standardized process in place to both evaluate the accuracy and completeness (percent of fields completed) for REAL data and a process to evaluate and compare hospital-collected REAL data to local demographic community data.</p> <hr/> <p>INTERMEDIATE (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital addresses any system level issues (e.g. changes in patient registration screens/fields, data flow, workforce training, etc) to improve the collection of self-reported REAL data.</p>	<ul style="list-style-type: none"> • Compendium of Resources for Standardized Demographic and Language Data Collection https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Data-Collection-Resources.pdf • A Framework for Stratifying Race, Ethnicity and Language Data http://www.hpoe.org/Reports-HPOE/REAL-data-FINAL.pdf • Health Equity and Race and Ethnicity Data: The Colorado Trust https://www.coloradotrust.org/sites/default/files/CT_Race_EthnicityBrief_vFinal2.pdf • Guide to Demographic Data Collection in Healthcare Settings https://www.colleaga.org/sites/default/files/attachments/Measuring-Health-Equity-Guide-to-Demographic-Data-Collection.pdf • Race, Ethnicity, Language Data Collection Best Practices http://forces4quality.org/af4q/download-document/6011/Resource-validated_final_rel_data_collection_best_practice_guidelines_updated_11-28.pdf

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Data Validation, cont.	<p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has a standardized process in place to evaluate the accuracy and completeness (percent of fields completed) for additional demographic data (beyond REAL) such as disability status, sexual orientation/gender identity (SOGI), veteran status, geography and/or other social determinants of health (SDOH) or social risk factors and has a process in place to evaluate and compare hospital-collected patient demographic data to local demographic community data</p> <ul style="list-style-type: none"> - SDOH/social risk factors may include education level, access to housing, food availability, migrant status, income, incarceration history, access to healthcare, employment status, etc. 	<ul style="list-style-type: none"> • Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085
Data Stratification Hospital stratifies patient safety, quality and/or outcome measures using patient demographic data	<p><i>Examine patient safety, quality or outcome measures with an equity lens to determine if differences in patient outcomes exist, identify areas in need of quality improvement and targeted interventions.</i></p> <p>FUNDAMENTAL (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital stratifies at least one patient safety, quality and/or outcome measure by REAL.</p> <hr/> <p>INTERMEDIATE (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital stratifies more than one (or many) patient safety, quality and/or outcome measure by REAL.</p> <hr/> <p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital stratifies more than one (or many) patient safety, quality and/or outcome measure by REAL and other demographic data (beyond REAL) such as disability status, sexual orientation/gender identity (SOGI), veteran status, geography and/or other social determinants of health (SDOH) or social risk factors.</p>	<ul style="list-style-type: none"> • Building an Organizational Response to Health Equity https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Health-Disparities-Guide.pdf • Disparities Action Statement https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Disparities-Impact-Statement-508-rev102018.pdf • Mapping Medicare Disparities https://www.cms.gov/About-CMS/Agency-Information/OMH/OMH-Mapping-Medicare-Disparities • ASHRM Risk Management Equity of Care Assessment Tool https://www.ashrm.org/system/files?file=media/file/2019/06/ASHRM-Equity-of-Care-Assessment-Tool.pdf • Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data http://www.hpoe.org/resources/ahahret-guides/1431

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Data Stratification, cont.</p>	<ul style="list-style-type: none"> - SDOH/social risk factors may include education level, access to housing, food availability, migrant status, income, incarceration history, access to healthcare, employment status, etc. 	<ul style="list-style-type: none"> • A Framework for Stratifying Race, Ethnicity and Language Data http://www.hpoe.org/Reports-HPOE/REAL-data-FINAL.pdf • Equity of Care: A Toolkit for Eliminating Health Care Disparities https://ifdhe.aha.org/essential-health-equity-diversity-inclusion-resources • Improving Health Equity Through Data Collection and Use: A Guide for Hospital Leaders http://www.hpoe.org/resources/ahahret-guides/817 • Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned http://www.hpoe.org/Reports-HPOE/eliminating_health_care_disparities.pdf • Health Equity and Race and Ethnicity Data: The Colorado Trust https://www.coloradotrust.org/sites/default/files/CT_Race_EthnicityBrief_vFinal2.pdf • Guide to Demographic Data Collection in Healthcare Settings https://www.colleaga.org/sites/default/files/attachments/Measuring-Health-Equity-Guide-to-Demographic-Data-Collection.pdf • Improving Patient Safety Systems for Patients with Limited English Proficiency: A Guide for Hospitals https://www.ahrq.gov/health-literacy/systems/hospital/lepguide/index.html • Commissioned Paper: Healthcare Disparities Measurement https://mghdisparitiessolutions.files.wordpress.com/2015/10/dsc-commissioned-paper.pdf

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Data Stratification, cont.</p>		<ul style="list-style-type: none"> Improving Quality and Achieving Equity: A Guide for Hospital Leaders https://mgghdisparitiessolutions.files.wordpress.com/2015/12/improving-quality-safety-guide-hospital-leaders.pdf Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Communicate Findings Hospital uses a reporting mechanism (e.g. equity dashboard) to communicate outcomes for various patient populations</p>	<p><i>Hospital communicates identified gaps in disparities with the intent to create organization- and community-wide awareness of potential differences in patient outcomes and promotes understanding of patient population needs.</i></p> <p><i>A regular reporting mechanism (e.g. quarterly, semiannually, etc.) is in place that leadership can visually assess for potential differences in patient outcomes. This may include equity dashboards, scorecards or reports.</i></p> <p>FUNDAMENTAL (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital uses a reporting mechanism (e.g. equity dashboard) to routinely communicate patient population outcomes to hospital senior executive leadership (including medical staff leadership) and the board.</p> <p>INTERMEDIATE (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital uses a reporting mechanism (e.g. equity dashboard) to routinely communicate patient population outcomes widely within the organization (e.g. quality staff, front-line staff, managers, directors, providers, committees and departments or service lines)</p> <p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital uses a reporting mechanism (e.g. equity dashboard) to share/communicate patient population outcomes with patients and families (e.g. PFAC members) and/or other community partners or stakeholders.</p>	<ul style="list-style-type: none"> Building an Organizational Response to Health Equity https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Health-Disparities-Guide.pdf Disparities Action Statement https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Disparities-Impact-Statement-508-rev102018.pdf A Guide to Presenting Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/OMH_Readmissions_Guide.pdf Equity of Care: A Toolkit for Eliminating Health Care Disparities https://ifdhe.aha.org/essential-health-equity-diversity-inclusion-resources #123forEquity Pledge to Act to Eliminate Health Care Disparities https://ifdhe.aha.org/123forequity Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned http://www.hpoe.org/Reports-HPOE/eliminating_health_care_disparities.pdf

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Communicate Findings, cont.		<ul style="list-style-type: none"> • Improving Quality and Achieving Equity: A Guide for Hospital Leaders https://mgghdisparitiessolutions.files.wordpress.com/2015/12/improving-quality-safety-guide-hospital-leaders.pdf • Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085
Address and Resolve Gaps in Care Hospital implements interventions to resolve differences in patient outcomes	<p><i>Ensure proper provision of resources to resolve differences in patient outcomes.</i></p> <p><i>Tailor interventions to resolve differences in patient outcomes and educate staff about gaps in care.</i></p> <p><i>To every extent possible, existing teams should be utilized to address gaps in care.</i></p> <p>FUNDAMENTAL <i>(check each box if “yes”)</i></p> <p><input type="checkbox"/> Hospital engages multidisciplinary team(s) to develop and test pilot interventions to address identified disparities in patient outcomes</p> <ul style="list-style-type: none"> - Multidisciplinary teams can include: diversity and inclusion committee, data/analytics, Patient and Family Advisory Councils (PFACs), patient safety committee, information technology, quality/performance improvement, patient experience, corporate auditing and finance, etc. <p>INTERMEDIATE <i>(check each box if “yes”)</i></p> <p><input type="checkbox"/> Hospital implements interventions (e.g., redesigns processes, conducts system improvement projects and/or develops new services) to resolve identified disparities and educates staff/workforce regarding findings.</p>	<ul style="list-style-type: none"> • Building an Organizational Response to Health Equity https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Health-Disparities-Guide.pdf • Disparities Action Statement https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Disparities-Impact-Statement-508-rev102018.pdf • A Guide to Presenting Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/OMH_Readmissions_Guide.pdf • Equity of Care: A Toolkit for Eliminating Health Care Disparities https://ifdhe.aha.org/essential-health-equity-diversity-inclusion-resources • #123forEquity Pledge to Act to Eliminate Health Care Disparities https://ifdhe.aha.org/123forequity

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Address and Resolve Gaps in Care, cont.</p>	<p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has a process in place for ongoing review, monitoring and recalibrating interventions (as needed) to ensure changes are sustainable.</p>	<ul style="list-style-type: none"> • Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned http://www.hpoe.org/Reports-HPOE/eliminating_health_care_disparities.pdf • Improving Quality and Achieving Equity: A Guide for Hospital Leaders https://mghdisparitiessolutions.files.wordpress.com/2015/12/improving-quality-safety-guide-hospital-leaders.pdf • Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Organizational Infrastructure and Culture Hospital has organizational culture and infrastructure to support the delivery of care that is equitable for all patient populations</p>	<p><i>Hospital has a commitment to effectively deliver services that meet the cultural and linguistic diversity of the population served (according to CLAS standards).</i></p> <p><i>Hospital has designated an individual (or individuals) with leadership responsibility and accountability for health equity efforts (this person or team may wear more than one hat, be full-time or dedicate a portion of their time to equity efforts).</i></p> <p><i>Hospital actively involves key stakeholders including patients and families and/or community partners in the planning, development and implementation of health equity efforts.</i></p> <p><i>Hospital explicitly prioritizes equity in organization mission and goals.</i></p> <p>FUNDAMENTAL (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has a standardized process to train its workforce to deliver culturally competent care and linguistically appropriate services (according to the CLAS standards).</p> <ul style="list-style-type: none"> - Training should routinely involve patient and family input (e.g., Patient and Family Advisory Councils (PFACs)) and can include cultural competency/intelligence regarding racial and ethnic minorities; patients with physical and mental disabilities; veterans; patients with limited English proficiency; lesbian, gay, bisexual and transgender (LGBT) patients; elderly patients; etc. 	<ul style="list-style-type: none"> • Building an Organizational Response to Health Equity https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Health-Disparities-Guide.pdf • Disparities Action Statement https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Disparities-Impact-Statement-508-rev102018.pdf • A Practical Guide to Implementing the National CLAS Standards https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/CLAS-Toolkit-12-7-16.pdf • A Guide to Presenting Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/OMH_Readmissions_Guide.pdf

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Organizational Infrastructure and Culture, cont.	<p>INTERMEDIATE (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has named an individual (or individuals) who has leadership responsibility and accountability for health equity efforts (e.g., manager, director or chief equity, inclusion and diversity officer/ council/committee) who engages with clinical champions, patients and families (e.g., Patient and Family Advisory Councils (PFACs)) and/or community partners in strategic and action planning activities to reduce disparities in health outcomes for all patient populations. Note: This doesn’t have to be a member of the c-suite.</p>	<ul style="list-style-type: none"> • Providing Language Services to Diverse Populations: Lessons from the Field https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Lessons-from-the-Field-508.pdf • Guide to Developing a Language Access Plan https://www.cms.gov/About-CMS/Agency-Information/OMH/Downloads/Language-Access-Plan-508.pdf • Advancing Effective Communication, Cultural Competence and Patient and Family Centered Care: A Roadmap for Hospitals https://www.jointcommission.org/-/media/tjc/documents/resources/patient-safety-topics/health-equity/aroamapforhospitalsfinalversion727pdf.pdf?db=web&hash=AC3AC4BED1D973713C2CA6B2E5ACD01B • Advancing Effective Communication, Cultural Competence and Patient and Family Centered Care for the Lesbian, Gay, Bisexual and Transgender (LGBT) Community https://www.jointcommission.org/-/media/tjc/documents/resources/patient-safety-topics/health-equity/lgbtfieldguide_web_linked_verpdf.pdf?db=web&hash=FD725DC02CFE6E4F21A35EBD839BBE97 • ASHRM Risk Management Equity of Care Assessment Tool https://www.ashrm.org/system/files?file=media/file/2019/06/ASHRM-Equity-of-Care-Assessment-Tool.pdf • Equity of Care: A Toolkit for Eliminating Health Care Disparities https://ifdhe.aha.org/essential-health-equity-diversity-inclusion-resources • #123forEquity Pledge to Act to Eliminate Health Care Disparities https://ifdhe.aha.org/123forequity
	<p>ADVANCED (check each box if “yes”)</p> <p><input type="checkbox"/> Hospital has made a commitment to ensure equitable health care is prioritized and delivered to all persons through written policies, protocols, pledges or strategic planning documents by organizational leadership and board of directors (e.g., mission/vision/values reflect commitment to equity and is demonstrated in organizational goals and objectives). Example: #123forEquity Pledge.</p>	

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Organizational Infrastructure and Culture, cont.		<ul style="list-style-type: none"> • Becoming a Culturally Competent Health Care Organization http://www.hpoe.org/resources/ahahret-guides/1395 • Eliminating Health Care Disparities: Implementing the National Call to Action Using Lessons Learned http://www.hpoe.org/Reports-HPOE/eliminating_health_care_disparities.pdf • Guide to Demographic Data Collection in Healthcare Settings https://www.colleaga.org/sites/default/files/attachments/Measuring-Health-Equity-Guide-to-Demographic-Data-Collection.pdf • Improving Patient Safety Systems for Patients with Limited English Proficiency: A Guide for Hospitals https://www.ahrq.gov/health-literacy/systems/hospital/lepguide/index.html • Improving Quality and Achieving Equity: A Guide for Hospital Leaders https://mgghdisparitiessolutions.files.wordpress.com/2015/12/improving-quality-safety-guide-hospital-leaders.pdf • Healthcare Equality Index LGBTQ https://assets2.hrc.org/files/assets/resources/HEI-2018-FinalReport.pdf?_ga=2.43857452.881598132.1531919085-1028451165.1531919085