Focus One: Increase the collection and use of race, ethnicity and language preference (REAL) data
- Ensure that REAL data collection is systematic and reliable
  - Health Research & Educational Trust Disparities Toolkit
  - Improving Health Equity Through Data Collection AND Use: A Guide for Hospital Leaders
- Use the data to stratify quality metrics
  - A Framework for Stratifying Race, Ethnicity and Language Data
- Identify disparities or confirm none exist
  - NEW: CMS Mapping Medicare Disparities Tool
  - NEW: CMS Guide to Preventing Readmissions Among Racially and Ethnically Diverse Medicare Beneficiaries
  - Reducing Health Care Disparities: Collection and Use of Race, Ethnicity and Language Data

Focus Two: Increase cultural competency training
- Make cultural competency training a part of the orientation of all employees and ensure all clinical staff receive the training
  - Building a Culturally Competent Organization: The Quest for Equity in Health Care

Focus Three: Increase diversity in leadership and governance
- Communicate across the organization the business imperative of having a leadership team and board reflective of the communities served
  - Rising Above the Noise: Making the Case for Equity in Care
- Develop chief diversity officer roles to elevate diversity as a strategic priority
  - The Role of the Chief Diversity Officer in Academic Health Centers
- Think long term to ensure a deep pool of qualified candidates
  - Best Practices for Building Leadership Diversity Programs

■ Include training on the following competency areas: language services; family / community interactions; religious beliefs affecting health care; languages spoken by patients; diverse health beliefs held by patient populations

■ Continually assess training and impact to gauge success and identify opportunities for improvement

Additional resources can be found on http://www.equityofcare.org/resources/index.shtml.