



In order to raise awareness of health disparities and create change in the workplace, effective communication and education are essential. This document was created to assist employers in identifying both key stakeholders involved in addressing disparities and some existing resources that can help address them.

Among the key stakeholders are:

- Employees or Patients and their Dependents
- Healthcare Providers
- Employers

The resources listed below for each key stakeholder are not exhaustive, but rather serve as a starting point for accessing some of the materials that are already available.

Resources for each stakeholder group:

## **I. Employees/Patients and Dependents**

Resources for this category include information for employees and dependents on health and health care disparities with tips to reduce barriers to service.

### **STAKEHOLDER QUESTION:**

#### **How can I overcome the barriers to better health that I encounter?**

##### **■ Ask Me 3 Patient PDF, National Patient Safety Foundation**

A resource from the National Patient Safety Foundation that offers tips for clear communication with healthcare providers and suggestions on when to ask questions.

Available at: [http://www.npsf.org/askme3/for\\_patients.php](http://www.npsf.org/askme3/for_patients.php)

*Agency for Healthcare Research and Quality (AHRQ) Resources:*

##### **■ Questions Are the Answer**

A website focused on improving communication between patients and their healthcare providers, including topics such as talking to health care providers, getting medical tests, planning for surgery and getting prescriptions. Additionally, an interactive tool allows patients to customize and print lists of questions in preparation for upcoming medical visits. The site also has links to information on steps to safer health care and tips to prevent medical errors.

Available at: <http://www.ahrq.gov/questionsaretheanswer/>

##### **■ Spanish-Language Subdirectory Page**

This website provides resources and links for Spanish speakers about quality of care, health plans, prescriptions, smoking cessation and preventive care, among other topics.

Available at: <http://www.ahrq.gov/consumer/espanoix.htm>

##### **■ Choosing a Doctor**

A resource that focuses on the major steps needed to select a physician.

Available at: <http://www.ahrq.gov/consumer/qntascii/qntdr.htm>

## II. Providers

This category of stakeholders may include physicians, nurses and other medical staff dealing with patients, and other health professionals who interact with employees, such as disease management specialists, health coaches and EAP providers.

### STAKEHOLDER QUESTION:

### How do I address racial and ethnic issues to improve the health of my patients and the effectiveness of my practice?

- **Think Cultural Health: Bridging the Health Care Gap Through Cultural Competency Continuing Education Programs, Office of Minority Health, U.S. Department of Health and Human Services**

This website offers free information on cultural competency and accredited online courses for providers, including A Physician's Practical Guide to Culturally Competent Care. Available at:

<https://www.thinkculturalhealth.org/>

- **Diversity in Health Care, Aetna Healthcare**

Free CME/CEU Quality Interactions<sup>®</sup> Courses for physicians, nurses and healthcare employees.

A website that links healthcare professionals to online classes related to their respective medical fields.

Available at: [http://www.aetnaushealthcare.com/provider/diversity\\_in\\_healthcare.html](http://www.aetnaushealthcare.com/provider/diversity_in_healthcare.html)

- **Working Together to End Racial and Ethnic Disparities One Physician at a Time, Toolkit, American Medical Association**

A link to a summary and ordering information for the American Medical Association Toolkit, which includes two CD-ROM discs and a facilitation guide.

Available at: [http://www.ama-assn.org/ama1/pub/upload/mm/433/health\\_disp\\_kit.pdf](http://www.ama-assn.org/ama1/pub/upload/mm/433/health_disp_kit.pdf)

Other materials from the AMA's work on eliminating health disparities, including CMEs and research findings, are available at:

<http://www.ama-assn.org/ama/pub/physician-resources/public-health/eliminating-health-disparities.shtml>

- **Training Materials, The California Endowment**

A resource listing training materials for "culturally competent health systems," including resources from the American Association of Colleges of Nursing, guides for managers, a workbook on "connecting worlds," and language services.

Available at: [http://www.calendow.org/Collection\\_Publications.aspx?coll\\_id=26&ItemID=316](http://www.calendow.org/Collection_Publications.aspx?coll_id=26&ItemID=316)

- **Provider's Handbook on Culturally Competent Care, American Academy of Family Physicians**

A website that discusses communications with different population groups, including Latino; African American; Asian and Pacific Islander; and Lesbian, Gay, Bisexual and Transgender. Information on ordering resources is provided. Available at:

<http://www.aafp.org/online/en/home/clinical/publichealth/culturalprof/cultural-comp.html>

- **Why the Difference?, Kaiser Family Foundation**

The Henry J. Kaiser Family Foundation and The Robert Wood Johnson Foundation are undertaking an initiative to raise physician awareness about disparities in medical care, beginning with cardiac care. The initiative has three main components: an advertisement campaign in major medical publications; a review of the evidence on racial/ethnic disparities in cardiac care; and an outreach effort to engage physicians in dialogue. Available at: <http://www.kff.org/whythedifference/>

■ **One Size Does Not Fit All: Meeting the Health Care Needs of Diverse Populations, The Joint Commission**

This website links to a resource that includes a framework and self-assessment tool for organizations that provide care. Available at:

[http://www.jointcommission.org/PatientSafety/HLC/one\\_size\\_meeting\\_need\\_of\\_diverse\\_populations.htm](http://www.jointcommission.org/PatientSafety/HLC/one_size_meeting_need_of_diverse_populations.htm)

*Literacy/Communication Issues*

■ **Health Literacy and Cultural Competency/Provider Toolkit, Blue Cross Blue Shield**

A Toolkit from BlueCross BlueShield of Tennessee. Available at:

<http://www.bcbst.com/providers/08-538CulturalCompProvToolKit.pdf>

■ **Free Online Health Literacy Training, Health Resources and Services Administration (HRSA)**

A website summarizing the Unified Health Communication 101 online learning tool, which discusses health literacy, cultural competency and English proficiency. Available at:

<http://www.hrsa.gov/healthliteracy/training.htm>

■ **Quick Guide to Health Literacy, U.S. Department of Health and Human Services (DHHS)**

This website provides information on key health literacy concepts, examples of literacy best practices, and suggestions and resources for strengthening literacy in your organization.

Available at: <http://www.health.gov/communication/literacy/quickguide/>

■ **Health Literacy, Harvard School of Public Health**

This site provides health literacy materials, including an overview PowerPoint presentation and a 15-minute video, “In Plain Language,” which was developed for medical and public health professionals interested in learning about adult literacy issues in the United States. It also includes health literacy literature, research and policy information, and information on how to create and assess print materials.

Readers can also subscribe to a health literacy listserv. Available at: [www.hsph.harvard.edu/healthliteracy/](http://www.hsph.harvard.edu/healthliteracy/)

■ **Addressing Language Barriers Between Physician and Patient: What are the Optimal Strategies? American Medical Association**

An interactive video from the American Medical Association and its Educating Physicians on Controversies in Health (EPoCH) program.

Available at: <http://www.bigshouldersdubs.com/clients/AMA/Language.htm>

■ **Ask Me 3 Provider, National Patient Safety Foundation**

Includes information on what providers can do to increase understanding of health literacy and encourage effective communication with patients. Offers tools for download.

Available at: [http://www.npsf.org/askme3/PCHC/what\\_can\\_provid.php](http://www.npsf.org/askme3/PCHC/what_can_provid.php)

■ **Tools to Address Disparities in Health: Communications Resources to Close the Gap, America’s Health Insurance Plans**

Provides a multitude of communication resources, including current research and discussions with diverse populations, ways to improve cross-cultural communication and steps to facilitate the communication process.

Available at: <http://www.ahip.org/content/fileviewer.aspx?docid=10760&linkid=143031>

### III. Employers

This category of stakeholders includes all levels of management in the executive suite (C-suite) of the company.

#### STAKEHOLDER QUESTION:

#### What is the business case for me to get involved?

- **Eliminating Racial and Ethnic Health Disparities: A Business Case Update for Employers, National Business Group on Health**

This Issue Brief provides an overview on how disparities affect the insured population, the importance of addressing disparities and strategies to do so. Available at:

<http://www.businessgrouphealth.org/pdfs/Final%20Draft%20508.pdf>

- **The Evidence Base for Cultural and Linguistic Competency in Health Care, The Commonwealth Fund**

Includes an executive summary and full version of the document, which reviews the evidence on the impact of cultural and linguistic competence in health and mental health care on health outcomes and well-being and describes the costs and benefits to the health system. Available at:

<http://www.commonwealthfund.org/Content/Publications/Fund-Reports/2006/Oct/The-Evidence-Base-for-Cultural-and-Linguistic-Competency-in-Health-Care.aspx>

- **Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care**

A panel of experts discusses the evidence and explores how people of color experience the health care environment. The book examines how disparities in treatment may arise in health care systems and looks at aspects of the clinical encounter that may contribute to these disparities. Patients' and providers' attitudes, expectations and behavior are analyzed. The book also offers recommendations for improvements in medical care financing, allocation of care, availability of language translation, community-based care, and other areas. Available for purchase or online reading at:

[http://www.nap.edu/catalog.php?record\\_id=10260](http://www.nap.edu/catalog.php?record_id=10260)

- **Toolkit to Reduce Disparities in Health Care (Chapter 4—Making the Business Case), National Health Plan Collaborative**

This section of the Toolkit provides tools and information to help make the business case for health plans to improve quality and address disparities. Many of the same principles apply to other business settings.

Available at: [http://www.nationalhealthplancollaborative.org/500\\_toolkit.html](http://www.nationalhealthplancollaborative.org/500_toolkit.html)

#### STAKEHOLDER QUESTION:

#### If I decide to learn more about racial and ethnic disparities in my organization, what do I need to do?

##### *Data Collection*

- **Toolkit To Reduce Disparities In Health Care (Chapter 2—Data Collection), National Health Plan Collaborative**

This section provides key information to consider when collecting data on race, ethnicity or language preference and shares multiple case studies from the experience of National Health Plan Collaborative members. Though this information is from the health plan perspective, many of the principles and practices are applicable to the provider setting.

Available at: [http://www.nationalhealthplancollaborative.org/500\\_toolkit.html](http://www.nationalhealthplancollaborative.org/500_toolkit.html)

■ **Obtaining Data on Patient Race, Ethnicity, and Primary Language in Health Care Organizations: Current Challenges and Proposed Solutions, The Commonwealth Fund**

This resource includes an executive summary and full version of this document, which discusses barriers to data collection and suggests strategies in hospital and health care settings. Available at:

<http://www.commonwealthfund.org/Content/Publications/In-the-Literature/2006/Aug/Obtaining-Data-on-Patient-Race--Ethnicity--and-Primary-Language-in-Health-Care-Organizations--Curren.aspx>

■ **Race, Ethnicity, and Language Data: Standardization for Health Care Quality Improvement**

This resource identifies current models for collecting and coding race, ethnicity, and language data; reviews challenges involved in obtaining these data; and makes recommendations for a nationally standardized approach for use in health care quality improvement. Released August 2009. Available for purchase or

online reading at: [http://www.nap.edu/catalog.php?record\\_id=12696](http://www.nap.edu/catalog.php?record_id=12696)

*Working with Health Plans*

■ **Mathematica Policy Brief: Reducing Racial and Ethnic Disparities in Health Care: Partnerships Between Employers and Health Plans, Mathematica Policy Research**

This brief draws on interviews with large employers, health plan representatives, government officials and national experts to assess health plan/employer partnerships focused on addressing disparities. The brief also looks at barriers that prevent partnerships from forming and discusses strategies to encourage increased involvement of employers in the future.

Available at: <http://www.mathematica-mpr.com/publications/pdfs/health/reducedisparities.pdf>

■ **Cultural and Linguistically Appropriate Services, Office of Minority Health**

This website lists the national standards on cultural and linguistic appropriate services (CLAS) that apply to health care organizations.

Available at: <http://www.omhrc.gov/templates/browse.aspx?lvl=2&lvlID=15>

*Patient Education—How are providers encouraging employees/patients?*

■ **The Communication Toolkit—Using Information to Get High Quality Care, National Business Group on Health**

Provides resources to help employers communicate with employees about high quality health care. Offers information on talking with providers, health literacy, etc.

Available at: <http://www.businessgrouphealth.org/usinginformation/Default.aspx>

*Patient Case Management*

■ **Innovative Practices in Multicultural Health Care Awards—2008, National Committee on Quality Assurance (NCQA)**

This resource recognizes health plans that have innovative practices and breakthroughs in reducing health care disparities.

Available at: [http://www.ncqa.org/Portals/0/HEDISQM/CLAS/CLASInnovativePrac\\_08.pdf](http://www.ncqa.org/Portals/0/HEDISQM/CLAS/CLASInnovativePrac_08.pdf)

■ **Cultural Competency Standards, Substance Abuse and Mental Health Services Administration**

A resource from SAMHSA's National Mental Health Information Center, entitled "Cultural Competence Standards in Managed Care Mental Health Services: Four Underserved/Underrepresented Racial/Ethnic Groups," including information on provider competencies.

Available at: <http://mentalhealth.samhsa.gov/publications/allpubs/SMA00-3457/ch4.asp>

■ **Mental Health: Culture, Race, and Ethnicity, Office of the Surgeon General**

A website focused on resources addressing the cultural, racial and ethnic aspects of mental health issues.

Available at: <http://www.surgeongeneral.gov/library/mentalhealth/cre/>

*Employee Health Education*

■ **Tools to address disparities in health: communication resources, America's Health Insurance Plans**

A resource that contains a multitude of communications resources, including current research and discussions with diverse populations, ways to improve cross-cultural communication and steps to facilitate the communication process. Available at: <http://www.ahip.org/content/default.aspx?bc=38|10760>

■ **Targeted Messaging Webinar Series—Reaching Specific Population Segments Part II: Culturally Sensitive Communications for Spouses, National Business Group on Health**

This webinar from the National Business Group on Health features UnitedHealthcare and provides perspective on the importance of tailoring communications for racially and ethnically diverse audiences.

Available at: <http://www.businessgrouphealth.org/events/webinars.cfm>

*Healthy Food at Corporate Cafeterias*

■ **Ethnic/cultural food guide pyramid, U.S. Department of Agriculture**

Provides a variety of food pyramids specific to the diets of various ethnic/cultural groups. Available at:

[http://fnic.nal.usda.gov/nal\\_display/index.php?info\\_center=4&tax\\_level=3&tax\\_subject=256&topic\\_id=1348&level3\\_id=5732&level4\\_id=0&level5\\_id=0&placement\\_default=0&debugMode=false](http://fnic.nal.usda.gov/nal_display/index.php?info_center=4&tax_level=3&tax_subject=256&topic_id=1348&level3_id=5732&level4_id=0&level5_id=0&placement_default=0&debugMode=false)

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