

Appendix B

National CLAS Standards Health & Health Care Organization Evaluation
 Evaluation Question/Instrumentation Crosswalk

The following crosswalk aligns evaluation questions to project instrumentation (Stakeholder interview guides and HHCO survey). It is intended to identify the extent to which questions are similar across instrumentation for ensuring evaluation questions are completed attended and for analysis purposes.

Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
Awareness and Knowledge of the National CLAS Standards					
1. What is the level of awareness of the <i>National CLAS Standards</i> among health and health care organization (HCO) governance, leadership, and staff?	(Q9) With which version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable?	(Q9) When did you first hear the term “culturally and linguistically appropriate services” or “CLAS”? (Q10) How have you learned about CLAS? (Q18) What do you think has been helpful in increasing awareness of the <i>National CLAS Standards</i> among leadership and staff in health and health care organizations? (Q19) What do you think have been the main challenges in increasing awareness of the <i>National CLAS</i>	(Q12) How familiar are you with the term, “culturally and linguistically appropriate services” or “CLAS”? (Q13) When did you first hear the term “culturally and linguistically appropriate services” or “CLAS”? (Q14) How have you learned more about CLAS? (Q22) What has been helpful in increasing awareness of (CLAS)/the <i>National CLAS Standards</i> among your organization’s governance, leadership,	(Q15) Have you ever heard of the <i>National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care</i> (the <i>National CLAS Standards</i>)? (Q16) In approximately what year did you first hear about the <i>National CLAS Standards</i> ?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis

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		Standards among leadership and staff?	management, and staff? (Q23) What have been the main challenges in increasing awareness of (CLAS)/the <i>National CLAS Standards</i> among your organization’s governance, leadership, management, and staff?		
2. How did health and health care organization, governance, leadership, and staff become aware of the <i>National CLAS Standards</i> ?	(Q10) How do you think leadership and staff in health and health care organizations become aware that the <i>National CLAS Standards</i> exist? (Q13) What do you think has been helpful in increasing awareness of the <i>National CLAS Standards</i> among	(Q13) How did you first become aware that the <i>National CLAS Standards</i> existed? (Q14) When did you first become aware that the <i>National CLAS Standards</i> existed? (Q15) How do you think leadership and staff in health and health care organizations become	(Q14) How have you learned more about CLAS? (Q16) How did you first learn that the <i>National CLAS Standards</i> existed? (Q17) When did you first become aware that the <i>National CLAS Standards</i> existed? (Q18) How do you think leadership and staff in your	(Q17) How did you first learn that the <i>National CLAS Standards</i> existed?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis

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	<p>leadership and staff in health and health care organizations?</p>	<p>aware that the <i>National CLAS Standards</i> exist?</p> <p>(Q18) What do you think has been helpful in increasing awareness of the <i>National CLAS Standards</i> among leadership and staff in health and health care organizations?</p> <p>(Q19) What do you think have been the main challenges in increasing awareness of the <i>National CLAS Standards</i> among leadership and staff?</p>	<p>organization became aware that (CLAS)/the <i>National CLAS Standards</i> exist?</p> <p>(Q22) What has been helpful in increasing awareness of (CLAS)/the <i>National CLAS Standards</i> among your organization’s governance, leadership, management, and staff?</p>		
<p>3. What knowledge do health and health care organization governance, leadership, and staff possess about the <i>National CLAS Standards</i>?</p>	<p>(Q11) Given your knowledge and experience, how would you describe the <i>National CLAS Standards</i> to leadership and staff in</p>	<p>(Q12) With which version of the <i>National CLAS Standards</i>, the original (2001) or enhanced (2013), are you most knowledgeable?</p>	<p>(Q12) How familiar are you with the term, “culturally and linguistically appropriate services” or “CLAS”?</p> <p>(Q15)With which</p>	<p>(Q18) Using the scale below, how knowledgeable of the <i>National CLAS Standards</i> are you?</p> <p>(Q19) With which of the following aspects</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-</p>

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	<p>health and health care organizations?</p> <p>(Q12) What are the <i>National CLAS Standards'</i> purpose or purposes?</p> <p>(Q14) What do you think have been the main challenges in increasing awareness of the <i>National CLAS Standards</i> among leadership and staff?</p> <p>(Q13) What do you think has been helpful in increasing awareness of the <i>National CLAS Standards</i> among leadership and staff in health and health care organizations?</p>	<p>(Q16) Given your knowledge and experience, how would you describe the <i>National CLAS Standards</i> to leadership and staff in health and health care organizations?</p> <p>(Q17) What are the <i>National CLAS Standards'</i> purpose or purposes?</p> <p>(Q14) What do you think has been helpful in increasing public awareness of the <i>National CLAS Standards</i>?</p>	<p>version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable?</p> <p>(Q16) How did you first learn that the <i>National CLAS Standards</i> existed?</p> <p>(Q19) What is the perception of (CLAS)/the <i>National CLAS Standards</i> within your organization?</p> <p>(Q20) How would you describe (CLAS)/the <i>National CLAS Standards</i> to colleagues or others in your organization?</p> <p>(Q21) (What is the purpose or purposes of CLAS?)/What are the <i>National CLAS Standards'</i> purpose or</p>	<p>of the <i>National CLAS Standards</i> are you knowledgeable?</p>	<p>case analysis</p> <p>Data display - generate theoretical maps and visual displays of analysis</p>

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			<p>purposes?</p> <p>(Q22) What has been helpful in increasing awareness of (CLAS)/the <i>National CLAS Standards</i> among your organization's governance, leadership, management, and staff?</p> <p>(Q23) What have been the main challenges in increasing awareness of (CLAS)/the <i>National CLAS Standards</i> among your organization's governance, leadership, management, and staff?</p>		
<p>4. From where do health and health care organization governance, leadership, and staff acquire knowledge</p>	<p>(Q15) What resources would you suggest to leadership and staff who want to learn more about the</p>	<p>(Q10) How have you learned about CLAS?</p> <p>(Q11) What resources would you suggest to leadership and staff in</p>	<p>(Q24) What resources do you suggest to others in your organization who want to learn more</p>	<p>(Q20) How did you gain knowledge about the <i>National CLAS Standards</i>?</p> <p>(Q21) Does your</p>	<p>Data reduction and consolidation - categorize and connect qualitative and quantitative data</p>

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about the <i>National CLAS Standards</i> ?	<i>National CLAS Standards</i> ?	health and health care organizations who want to learn more about CLAS? (Q20) What resources would you suggest to leadership and staff who want to learn more about the <i>National CLAS Standards</i> ?	about (CLAS)/the <i>National CLAS Standards</i> ?	organization/agency provide opportunities to learn about the <i>National CLAS Standards</i> ? (Q22) Of the opportunities your organization/agency may offer to learn more about the <i>National CLAS Standards</i> , which have you participated in?	Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis
Adoption of the <i>National CLAS Standards</i>					
5. How was the decision made to adopt the <i>National CLAS Standards</i> in a health or health care organization?			(Q25) Which version of the <i>National CLAS Standards</i> is your organization currently adopting, the original (2001) or enhanced (2013)? (Q26) First, how was the decision made to adopt (CLAS)/the <i>National CLAS Standards</i> in your organization?	(Q24) Were you involved in your organization’s/agency’s decision to adopt the <i>National CLAS Standards</i> ? (Q25) How were you involved in your organization’s/agency’s decision to adopt the <i>National CLAS Standards</i> ?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis

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Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
			<p>(Q16) What were the difficulties or challenges in your organization deciding to adopt the <i>National CLAS Standards</i>?</p> <p>(Q27) To your knowledge, what were the major factors that contributed to the final decision to adopt (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q28)To your knowledge, what, if anything, could have made the decision to adopt (CLAS)/the <i>National CLAS Standards</i> easier?</p> <p>(Q29) What were the difficulties or challenges in your organization deciding to adopt (CLAS)/the <i>National CLAS</i></p>		

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<p>6. How was the decision to adopt the <i>National CLAS Standards</i> communicated within a health or health care organization?</p>			<p><i>Standards?</i></p> <p>(Q30) Once the decision to adopt (CLAS)/the <i>National CLAS Standards</i> in your organization was made, how was that decision communicated throughout the organization?</p>	<p>(Q23) To your knowledge, has your organization/agency officially adopted (i.e., formally decided to use) the <i>National CLAS Standards</i>?</p> <p>(Q26) How did you learn of your organization's/agency's decision to adopt the <i>National CLAS Standards</i>?</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p> <p>Data display – generate theoretical maps and visual displays of analysis</p>
<p>7. What are the anticipated outcomes related to the adoption of the <i>National CLAS Standards</i>?</p>	<p>(Q15) Based on your knowledge and experience, what do you think organizations gain by adopting and implementing the <i>National CLAS Standards</i>?</p> <p>(Q16) What do you think are the costs to organizations adopting and implementing the <i>Standards</i>?</p>			<p>(Q27) What changes have you observed based on your organization's/agency's decision to adopt the <i>National CLAS Standards</i>?</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p> <p>Data display – generate theoretical maps and visual displays of analysis</p>
<p>Implementation of the <i>National CLAS Standards</i></p>					

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<p>8. What are the anticipated outcomes related to the implementation of the <i>National CLAS Standards</i>?</p>	<p>(Q22) What outcomes do you think could be achieved after several years (e.g., 5+ years) of a health or healthcare organization implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(Q22) Based on your knowledge and experience, what do you think health and health care organizations gain by implementing the enhanced <i>National CLAS Standards</i>?</p> <p>(Q27) What outcomes do you think could be achieved after several years (e.g., 5+ years) of a health and healthcare organization implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(Q37)What are the costs to your organization in implementing (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q45) What changes were expected in your organization as a result of implementing (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q46) What changes in your organization have actually been achieved as a result of implementing (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q48) What outcomes do you think could be achieved in your organization after several years (e.g., 5+ years) of implementing</p>	<p>(Q31a) Based on your organization's/agency's implementation of the <i>National CLAS Standards</i>, what changes have you observed?</p> <p>(Q31b) Based on your organization's/agency's implementation of the <i>National CLAS Standards</i>, what additional changes do you expect to see if your organization/agency continues to implement?</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p> <p>Data display – generate theoretical maps and visual displays of analysis</p>

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			(CLAS)/the <i>National CLAS Standards</i> ?		
9. How are the <i>National CLAS Standards</i> implemented in a health or health care organization?	(Q16) What do you think organizational implementation of the enhanced <i>National CLAS Standards</i> should look like?	(Q21) What do you think organizational implementation of the enhanced <i>National CLAS Standards</i> should look like?	(Q31) To what extent was your organization already implementing culturally and linguistically appropriate services before deciding to adopt and implement (CLAS) /the <i>National CLAS Standards</i> ? (Q32) Once the decision to adopt (CLAS)/the <i>National CLAS Standards</i> in your organization was made, how was the decision made to implement or start using them? (Q33) How was the decision to implement (CLAS)/the <i>National CLAS Standards</i> communicated throughout the organization?	(Q9) Which of the following have you observed happening in your organization/agency? (Q10) Overall, how successful do you think your organization/agency has been in implementing the activities in question #9? (Q11) Which of the following have you observed happening in your organization/agency? (Q12) Overall, how successful do you think your organization/agency has been in implementing the activities in question #11?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis

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			<p>(Q34) What steps or actions have your organization taken to actually implement (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q35) Who in your organization is involved in the implementation of (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q36) Please tell me about the resources available in and to your organization that support implementation of (CLAS)/the <i>National CLAS Standards</i>?</p>	<p>(Q13) Which of the following have you observed happening in your organization/agency?</p> <p>(Q14) Overall, how successful do you think your organization/agency has been in implementing the activities in question #13?</p>	
<p>10. What factors facilitate implementation of the <i>National CLAS Standards</i> in a health or health care organization?</p>	<p>(Q18) What are some factors that could make (or drive) a health and health care organization to decide to implement the enhanced <i>National</i></p>	<p>(Q23) What are some factors that could make (or drive) a health and health care organization to decide to implement the enhanced <i>National</i></p>	<p>(Q36) Please tell me about the resources available in and to your organization that support implementation of (CLAS)/the <i>National CLAS Standards</i>?</p>	<p>(Q29) Using the following scale for each item, please rate how helpful each of the following has been to your organization/agency in</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p>

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	<p>CLAS Standards?</p> <p>(Q19) What is helpful to health and healthcare organizations in implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>CLAS Standards?</p> <p>(Q24) What is helpful to health and healthcare organizations in implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(Q38) What factors made implementation of (CLAS)/the <i>National CLAS Standards</i> in your organization easier?</p> <p>(Q42) How is implementation of (CLAS)/the <i>National CLAS Standards</i> evaluated in your organization?</p>	<p>implementing the <i>National CLAS Standards</i>?</p>	<p>Data display – generate theoretical maps and visual displays of analysis</p>
<p>11. What factors hinder implementation of the <i>National CLAS Standards</i> in a health or health care organization?</p>	<p>(Q20) What are barriers to health and health care organizations in implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(Q25) What are barriers to health and health care organizations in implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(Q39) What barriers or challenges has your organization faced in implementing (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q40) How have the barriers or challenges to implementation been handled in your organization?</p>	<p>(Q30) Using the following scale for each item, please rate how difficult each of the following has made implementing the <i>National CLAS Standards</i> in your organization/agency?</p>	<p>Data reduction and consolidation – categorize and connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p> <p>Data display – generate theoretical maps and visual displays of analysis</p>
<p>12. What has been the perceived short and long-term impact of</p>	<p>(Q17) Based on your knowledge and experience, what do</p>	<p>(Q22) Based on your knowledge and</p>	<p>(Q41) How is implementation of</p>		<p>Data reduction and consolidation – categorize and</p>

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<p>the <i>National CLAS Standards'</i> implementation?</p>	<p>you think health and health care organizations gain by implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>experience, what do you think health and health care organizations gain by implementing the enhanced <i>National CLAS Standards</i>?</p>	<p>(CLAS)/the <i>National CLAS Standards</i> monitored in your organization?</p> <p>(Q42) How is implementation of (CLAS)/the <i>National CLAS Standards</i> evaluated in your organization?</p> <p>(Q43) What have been the lessons learned as your organization has implemented (CLAS)/the <i>National CLAS Standards</i>?</p> <p>(Q44) Looking ahead, what changes in implementing (CLAS)/the <i>National CLAS Standards</i> do you think your organization will make?</p>		<p>connect qualitative and quantitative data</p> <p>Data comparison – descriptive and cross-case analysis</p> <p>Data display – generate theoretical maps and visual displays of analysis</p>

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			(Q48) What outcomes do you think could be achieved in your organization after several years (e.g., 5+ years) of implementing (CLAS)/the <i>National CLAS Standards</i> ?		
13. What is the perceived and actual return on investment (ROI) for implementing the <i>National CLAS Standards</i> ?	(Q21) What do you think are the costs to health and health care organizations implementing the enhanced <i>National CLAS Standards</i> ?	(Q26) What do you think are the costs to health and health care organizations implementing the enhanced <i>National CLAS Standards</i> ?	(Q37)What are the costs to your organization in implementing (CLAS)/the <i>National CLAS Standards</i> ? (Q47) Given the costs that you mentioned earlier, what do you think is your organization’s return on investment of implementing (CLAS)/the <i>National CLAS Standards</i> ? (Q48) What outcomes do you think could be achieved in your		Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and cross-case analysis Data display – generate theoretical maps and visual displays of analysis

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			organization after several years (e.g., 5+ years) of implementing (CLAS)/the <i>National CLAS Standards</i> ?		