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.

NCS Stakeholder	CLAS Stakeholder	HCO Stakeholder	HCO/Public Health	Analyses					
Interview	Interview	Interviewer	Dept. Survey						
Awareness and Knowledge of the National CLAS Standards 1. What is the level of (Q9) With which (Q9) When did you (Q12) How familiar are (Q15) Have you ever Data reduction and									
(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 National CLAS Standards among leadership and staff in health and health care organizations? (Q19) What do you think have been the main challenges in	(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 National CLAS Standards among your organization's	(Q15) Have you ever heard of the National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (the National CLAS Standards)? (Q16) In approximately what year did you first hear about the National CLAS Standards?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and crosscase analysis Data display – generate theoretical maps and visual displays of analysis					
1	Interview ge of the National CLAS (Q9) With which version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most	Interview ge of the National CLAS Standards (Q9) With which version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable? (Q10) How have you learned about CLAS? (Q18) What do you think has been helpful in increasing awareness of the National CLAS Standards among leadership and staff in health and health care organizations? (Q19) When did you first hear the term "culturally and linguistically appropriate services" or "CLAS"? (Q18) What do you think has been helpful in increasing awareness of the National CLAS Standards among leadership and staff in health and health care organizations? (Q19) What do you think have been the main challenges in	Interview ge of the National CLAS Standards (Q9) With which version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable? (Q10) How have you learned about CLAS? (Q18) What do you think has been helpful in increasing awareness of the National CLAS Standards among leadership and staff in health and health care organizations? Interviewer (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? (Q14) How have you learned more about CLAS? (Q19) What do you think have been the CLAS Standards among awareness of (CLAS)/the National CLAS Standards among	Interview ge of the National CLAS Standards (Q9) With which version of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable? (Q10) How have you learned about CLAS? (Q18) What do you think has been helpful in increasing awareness of the National CLAS Standards among leadership and thalth care organizations? Interviewer (Q19) With which veryounders of the National CLAS Standards, the original (2001) or enhanced (2013), are you most knowledgeable? (Q10) How have you learned about CLAS? (Q110) How have you learned about CLAS? (Q110) How have you learned about CLAS? (Q110) What do you learned more about CLAS Standards among leadership and staff in health and health care organizations? (Q19) What do you think have been the main challenges in your organization's					

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

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

Evaluation Question	NCS Stakeholder	CLAS Stakeholder	HCO Stakeholder	HCO/Public Health	Analyses
	Interview	Interview	Interviewer	Dept. Survey	
	leadership and staff in	aware that the	organization became		
	health and health care	National CLAS	aware that (CLAS)/the		
	organizations?	Standards exist?	National CLAS		
			Standards exist?		
		(Q18) What do you			
		think has been helpful	(Q22) What has been		
		in increasing	helpful in increasing		
		awareness of the	awareness of		
		National CLAS	(CLAS)/the National		
		Standards among	CLAS Standards among		
		leadership and staff in	your organization's		
		health and health care	governance,		
		organizations?	leadership,		
			management, and		
		(Q19) What do you	staff?		
		think have been the			
		main challenges in			
		increasing awareness			
		of the National CLAS			
		Standards among			
		leadership and staff?			
3. What knowledge do	(Q11) Given your	(Q12) With which	(Q12) How familiar are	(Q18) Using the scale	Data reduction and
health and health care	knowledge and	version of the National	you with the term,	below, how	consolidation -
organization	experience, how	CLAS Standards, the	"culturally and	knowledgeable of the	categorize and
governance, leadership, and staff	would you describe	original (2001) or	linguistically appropriate services"	National CLAS	connect qualitative and quantitative data
possess about the	the National CLAS	enhanced (2013), are	or "CLAS"?	Standards are you?	and quantitative data
National CLAS	Standards to	you most	5. SE 15 1	(0.40) 1.51	Data comparison –
Standards?	leadership and staff in	knowledgeable?	(Q15)With which	(Q19) With which of	descriptive and cross-
				the following aspects	

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

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

Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
about the National CLAS Standards?	National CLAS Standards?	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 National CLAS Standards?	about (CLAS)/the National CLAS Standards?	organization/agency provide opportunities to learn about the National CLAS Standards? (Q22) Of the opportunities your organization/agency may offer to learn more about the National CLAS Standards, 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 Nation	nal CLAS Standards			7	
5. How was the decision made to adopt the <i>National CLAS Standards</i> in a health or health care organization?	iai cero statiunius		(Q25) Which version of the National CLAS Standards is your organization currently adopting, the original (2001) or enhanced (2013)? (Q26)First, how was the decision made to adopt (CLAS)/the National CLAS Standards in your organization?	involved in your organization's/agency's decision to adopt the National CLAS Standards? (Q25) How were you involved in your organization's/agency's decision to adopt the National CLAS Standards?	Data reduction and consolidation – categorize and connect qualitative and quantitative data Data comparison – descriptive and crosscase analysis Data display – generate theoretical maps and visual displays of analysis

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

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

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Evaluation Question	NCS Stakeholder	CLAS Stakeholder	HCO Stakeholder	HCO/Public Health	Analyses
	Interview	Interview	Interviewer	Dept. Survey	
8. What are the	(Q22) What outcomes	(Q22) Based on your	(Q37)What are the	(Q31a) Based on your	Data reduction and
anticipated outcomes	do you think could be	knowledge and	costs to your	organization's/agency's	consolidation -
related to the implementation of the	achieved after several years (e.g., 5+ years)	experience, what do	organization in	implementation of the	categorize and connect qualitative
National CLAS	of a health or	you think health and	implementing	National CLAS	and quantitative data
Standards?	healthcare	health care	(CLAS)/the National	Standards, what	and quantitative data
	organization	organizations gain by	CLAS Standards?	changes have you	Data comparison -
	implementing the	implementing the	(0.45) \\/\beta	observed?	descriptive and cross-
	enhanced National	enhanced National	(Q45) What changes	(O21h) Boood on your	case analysis
	CLAS Standards?	CLAS Standards?	were expected in your	(Q31b) Based on your organization's/agency's	Data diambar
		(Q27) What outcomes	organization as a result of implementing	implementation of the	Data display – generate theoretical
		do you think could be	(CLAS)/the National	National CLAS	maps and visual
		achieved after several	CLAS Standards?	Standards, what	displays of analysis
			CLAS Staridards:	additional changes do	
		years (e.g., 5+ years) of a health and	(O46) What changes in	you expect to see if	
		healthcare	(Q46) What changes in	your organization/agency	
			your organization have actually been achieved	continues to	
		organization implementing the	as a result of	implement?	
		enhanced <i>National</i>	implementing	•	
		CLAS Standards?	(CLAS)/the National		
		CLAS Standards:	CLAS Standards?		
			CLAS Staridards:		
			(Q48) What outcomes		
			do you think could be		
			achieved in your		
			organization after		
			several years (e.g., 5+		
			years) of		
			implementing		

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Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
			(CLAS)/the National CLAS Standards?	Dopured. vey	
9. How are the National CLAS Standards implemented in a health or health care organization?	(Q16) What do you think organizational implementation of the enhanced National CLAS Standards should look like?	(Q21) What do you think organizational implementation of the enhanced National CLAS Standards 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 National CLAS Standards? (Q32) Once the decision to adopt (CLAS)/the National CLAS Standards 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 National CLAS Standards 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 crosscase 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
			(Q34) What steps or		
			actions have your		
			organization taken to		
			actually implement		
			(CLAS)/the National		
			CLAS Standards?		
			(Q35)Who in your organization is involved in the implementation of (CLAS)/the National CLAS Standards? (Q36) Please tell me about the resources available in and to your organization that support implementation of (CLAS)/the National	(Q13) Which of the following have you observed happening in your organization/agency? (Q14) Overall, how successful do you think your organization/agency has been in	
			CLAS Standards?	implementing the activities in question #13?	
10. What factors facilitate implementation of the <i>National CLAS Standards</i> in a health or health care	(Q18) What are some factors that could make (or drive) a health and health care organization to decide	(Q23) What are some factors that could make (or drive) a health and health care organization to decide	(Q36) Please tell me about the resources available in and to your organization that support implementation of	(Q29) Using the following scale for each item, please rate how helpful each of the following has been to	Data reduction and consolidation – categorize and connect qualitative and quantitative data
organization?	to implement the enhanced <i>National</i>	to implement the enhanced <i>National</i>	(CLAS)/the National CLAS Standards?	your organization/agency in	Data comparison – descriptive and cross- case analysis

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

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Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
Standards'	health care	you think health and	CLAS Standards		and quantitative data
implementation?	organizations gain by implementing the enhanced National CLAS Standards?	health care	monitored in your		
		organizations gain by	organization?		Data comparison – descriptive and cross-case analysis
		implementing the			
		enhanced National	(Q42) How is		
		CLAS Standards?	implementation of		Data display –
			(CLAS)/the National		generate theoretical
			CLAS Standards		maps and visual displays of analysis
			evaluated in your		
			organization?		
			(0.40) \\		
			(Q43) What have been		
			the lessons learned as		
			your organization has		
			implemented		
			(CLAS)/the National		
			CLAS Standards?		
			(Q44) Looking ahead,		
			what changes in		
			implementing		
			(CLAS)/the National		
			CLAS Standards do you		
			think your		
			organization will		
			make?		

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Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
	IIICIVICW	Interview	(Q48) What outcomes	Dept. Survey	
			do you think could be		
			achieved in your		
			organization after		
			several years (e.g., 5+		
			years) of		
			implementing		
			(CLAS)/the National		
			CLAS Standards?		
13. What is the	(Q21) What do you	(Q26) What do you	(Q37)What are the		Data reduction and
perceived and actual	think are the costs to	think are the costs to	costs to your		consolidation -
return on investment	health and health care	health and health care	organization in		categorize and connect qualitative
(ROI) for	organizations	organizations	implementing		
implementing the	implementing the	implementing the	(CLAS)/the National		and quantitative data
National CLAS Standards?	enhanced National	enhanced National	CLAS Standards?		Data comparison –
Standards.	CLAS Standards?	CLAS Standards?			descriptive and cross-
			(Q47) Given the costs		case analysis
			that you mentioned		
			earlier, what do you		Data display – generate theoretical maps and visual displays of analysis
			think is your		
			organization's return		
			on investment of		
			implementing		
			(CLAS)/the National		
			CLAS Standards?		
			(2.42)		
			(Q48) What outcomes		
			do you think could be		
			achieved in your		

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Evaluation Question	NCS Stakeholder Interview	CLAS Stakeholder Interview	HCO Stakeholder Interviewer	HCO/Public Health Dept. Survey	Analyses
			organization after		
			several years (e.g., 5+		
			years) of		
			implementing		
			(CLAS)/the National		
			CLAS Standards?		