

Organizational (Standard 1)						
Objectives: Provide effective, equitable, understandable, and respectful quality care and services that are responsive to diverse cultural health beliefs and practices, preferred languages, health literacy, and other communication needs.						
Objective	Action Steps	Assigned Parties	Measures	Completion Date	Status/ Progress Update	Identified Barriers/ Comments
1.1 Maintain the Diversity, Equity & Inclusion Alliance (The Alliance) that remains informed of relevant business practices; creates, improves or innovates culturally relevant ideas within the company; and shares and communicates ideas and needs throughout all levels of the agency.	<p>The Alliance will consist of representation from each site within Southwest Network and include diverse representation from all levels of the organization.</p> <p>The Alliance will meet at least quarterly to review objectives/progress and make adjustments to the Diversity, Equity & Inclusion Plan as needed.</p>	<p>Volunteer Alliance members</p> <p>Chief Quality and Compliance Officer</p>	<p>Minutes and updates from Alliance meetings</p>	<p>Meetings held ongoing on quarterly schedule.</p>	<p>The Alliance met: 10/10/2022, 2/9/2023 and 4/13/2023 via conference call.</p>	<p>Inconsistent membership attendance</p> <p>The Alliance agrees that the committee can be better marketed to the organization to positively impact member attendance.</p>

2. Governance, Leadership, and Workforce (Standards 2, 3 and 4)
Objectives: Create and maintain culturally appropriate policies; Recruit and promote a diverse workforce; Provide continuing education and training in culturally and linguistically appropriate policies and practices.

Objective	Action Steps	Assigned Parties	Measures	Completion Date	Status/Progress Update	Identified Barriers/Comments
2.1 It is the policy of Southwest Network to ensure that policies and procedures are culturally relevant, as well as in compliance with federal, state, AHCCCS, and health plan requirements. Policies are reviewed at least biennially.	Policies and procedures will be established, revised, and reviewed by subject-matter experts to ensure they remain culturally relevant. The Alliance will elevate feedback on policies and procedures to executive leadership for consideration.	Policy and forms will be reviewed by relevant subject-matter experts and/or other designees.	Updated policies and/or procedures. At least one member from The Alliance to make updates to policies and forms.	Ongoing	All policies and forms continue to be reviewed at a minimum of biennially.	
2.2 Southwest Network's Human Resources (HR) department will partner with community resources to actively recruit members of the community who mirror our diverse demographics. The recruiting team will also identify and attend job fairs (and diversity-themed job fairs) that attract a candidate pool that represents parity to our member population.	The recruiting team will send job opportunities to local diversity agencies and educational institutions so as to increase exposure to Southwest Network and our mission at least quarterly. Recruitment team will attend career fairs targeted to diversify candidates.	H.R./ recruiting team.	Using UKG, all applicants indicate their referral source; measurements on diversity recruiting can be identified by running reports.	Ongoing	Ongoing	Specificity of qualifications for our industry and cost for advertising are occasionally factors.
2.3 Increase education in culturally and linguistically appropriate policies and procedures for staff across	Southwest Network provides cultural competency training to direct care staff within 90	Executive team, clinical leadership team, Training department.	Signed attendance sheets, certificates of achievement.	Ongoing	Cultural competency training provided to all staff February 2023.	

<p>all disciplines of the organization.</p>	<p>days of hire and annually to all staff.</p> <p>Southwest Network is pursuing additional diversity, equality, and equity trainings. CLAS audit results are used to inform and update annual cultural competency training.</p> <p>The Diversity, Equity & Inclusion Plan, CLAS standards, and CLAS audit results will be part of the governance board meeting at least annually.</p>				<p>Organizational CLAS audit will occur by June 2023 and will be debriefed with leadership and governance board.</p> <p>Diversity, Equity & Inclusion Plan will be reviewed with the Board of Directors by May 2023.</p> <p>The Alliance instituted diversity boards at all sites to post educational information on DEI.</p> <p>The Alliance instituted a diversity and wellness calendar to increase organization wide commitment to embrace and celebrate days, traditions, and ideas from employees of all backgrounds.</p>	
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3. Communication and Language Assistance (Standards 5, 6, 7 and 8)

**Objectives: Ensure language assistance is available to individuals with limited English proficiency or other communication needs;
 Ensure staff is competent and proficient in utilizing interpretation, translation, and other culturally relevant services;
 Provide and maintain print, multimedia materials, and signage in languages commonly used by the populations in the service area.**

Objective	Action Steps	Assigned Parties	Measures	Completion Date	Status/Progress Update	Identified Barriers/Comments
3.1 Ensure an effective method for clinical/ important document translation is in place.	Implement and monitor workflow to incorporate procedures and existing documents for members with limited English proficiency (LEP).	Quality Improvement and Diversity, Equity & Inclusion Alliance	Workflows created and LEP documents reviewed as needed.	Ongoing	Continual education regarding desktop procedure for appropriate document translation when requested and at least annually. The bilingual workgroup will be re-instituted by October 2023 and include staff who speak any language other than English.	Due to small population of certified bilingual staff, information around training is not retained by staff as clinical/ important document translation is less frequently utilized.
3.2 Ensure interpreter/ interpretation services are being provided and appropriately used throughout the agency.	Training will be provided to staff for language line and interpreter services through contracted agencies, forms and policies. Utilize internal and external audit results to ensure tools and services are being utilized for members identified as LEP.	Chief Quality and Compliance Officer Clinical leadership Quality Improvement (Q.I.) dept. Training department	Internal and external audits Family Feedback Questionnaires, and Member Feedback Questionnaires Supervision notes Signatures on training rosters	Ongoing	Cultural competency training provided February 2023 for all staff.	Members request family members be used as preferred interpreters. Each health plan has its own contract and process by which interpretation services are requested.

4. Engagement, Continuous Improvement, and Accountability (Standards 9 – 15)
Objectives: Establish and maintain goals, policies, and accountability throughout the organization; Collect culturally relevant data through assessments and monitoring progress; Partner with the community to remain culturally and linguistically appropriate.

Objective	Action Steps	Assigned Parties	Measures	Completion Date	Status/Progress Update	Identified Barriers/Comments
4.1 The Alliance will provide feedback to the executive leadership team on a regular basis to help steer Southwest Network's diversity, equity & inclusion efforts.	The Alliance will consist of representation from each site/region within Southwest Network and include leadership, administrative, and direct care staff.	Volunteer Alliance members	Minutes and updates to Diversity, Equity & Inclusion Plan from quarterly meetings.	Quarterly	Alliance met: 10/10/2022, 2/9/2023 and 4/13/2023 via conference call.	
4.2 Continue to develop partnerships with community councils, ethnic/cultural/social entities, spiritual leaders, faith based communities, and volunteer associations.	Continue to assemble resources in areas of interest or need, and regarding services and supports that meet the needs of member and staff cultural preferences and/or educational needs. Creating and seeking continuous feedback from Clinic Advisory Councils (CACs).	All staff, executive team, office assistant. Alliance members CACs	<i>The Help Book</i> , ongoing updates. Meeting minutes and/or agendas; attendance records.	Ongoing	Southwest Network participated in the Phoenix Pride event on October 14 th and 15 th 2022. Southwest Network will participate in the Phoenix Pride event on October 21 st and 22 nd 2023. The Alliance will focus on building community partnerships to meet the diverse needs of members and employees.	Lack of participation in response due to COVID-19.