



Culturally and Linguistically Appropriate Services (CLAS) project

CLAS Standard #8: Strategic Planning Tool

A strategic plan should include the following:

I. **Mission Statement:** A brief description of the purpose of the organization. Your mission statement should be posted in a prominent location in your office. How do you wish to render value to your patients? Example:

Mission

To deliver the highest possible quality of care to each patient, with respect and special attention to each person's racial, ethnic and sociocultural background and needs.

II. **Vision:** A description of how you want the organization to operate in the future and how your patients will benefit. What do you want your practice to look like? Example:

Vision

To be known as the most caring health care facility and the most effective in diagnosing and treating every patient through better communication and understanding. In this manner, we will lower the critical effects of specific diseases such as diabetes by at least {enter % rate} within the next year.

III. **Values Statement:** Lists how you want the organization to operate. This often is on moral values such as integrity, honesty and respect, but it could include operational values such as increasing efficiency, timeliness and communication. Example:

Values

All patients are to be treated equally, regardless of race, ethnicity or socioeconomic background and given the best possible available care and consideration. Our values are to ensure open communication with the patient and to treat each patient holistically, not just as a disease or an illness. For this, we are committed to continuous performance improvement, both medically and in our patient focus. These values are the responsibility of each individual within our organization.

IV. **Objectives:** What health benefits will there be? Some examples might be to:

1. Increase immunization levels
2. Improve diagnosis of critical conditions such as diabetes
3. Increase compliance regarding treatment methods



V. **Goals:** What specific issues do you want to address for the next year and what results do you want to obtain? What must be achieved in order to improve culturally and linguistically appropriate services for your practice? Goals should be quantifiable, consistent, realistic and achievable. To be achievable, you may want to limit your goals for the next year to only two or three. Examples of such goals for the underserved population might be:

1. To increase pneumonia immunization among Hispanic speaking patients by {enter % rate}
2. To improve communications among the Vietnamese population in order to increase efficiency in providing better diagnosis, treatment and positive outcomes
3. To increase proper usage of inhalers for all asthmatic patients

VI. **Action Plan:** What actions or methods are needed to meet each goal? How will you obtain your objectives? What budget, if any might be set aside for training or special services? Make sure your goals and actions reflect your organization’s mission and values relating to cultural and linguistic competency. An example of an action plan for improving usage of inhalers might include the following steps:

1. Demonstrate how the inhaler is used
2. Be aware of the language and/or culture differences with your patient
3. Let the patient show how he/she thinks it should be done
4. Provide materials explaining, in the patient’s language, the use of an inhaler
5. For patients who need additional help, arrange for a nurse to visit their home and practice with them
6. Have staff follow up with patient to determine level of understanding/ compliance

VII. **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis:** In order to develop your strategic plan, you might first want to do an analysis of your current environment and situation to determine where you currently stand regarding cultural and linguistically appropriate services and where you would like to be. SWOTs help identify possible strategies for building on strengths, resolving or mitigating weaknesses, taking advantage of opportunities and avoiding threats. This information can be added to your strategic plan as an appendix.

Often a SWOT analysis is filled out in a table such as the one shown below:

<p>Strengths</p> <ul style="list-style-type: none"> • Excellent reputation • In business for {enter number} of years • Caring staff with {enter number} of years of experience • Modern equipment 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Only one physician is bilingual • Difficulty in working with a growing Vietnamese population • Not enough focus on obesity and related conditions
<p>Opportunities</p> <ul style="list-style-type: none"> • Greater ability to hire bilingual staff • Better relationships with affiliated hospitals 	<p>Threats</p> <ul style="list-style-type: none"> • Possible bilingual clinic opening near primary office



Template Instructions

The template on the next page is designed to help you produce your strategic plan. You can use this template for creating your final document.

Each topic title (in blue) on the template has a link back to the appropriate section of the Strategic Planning Guide, which you can access by clicking on the title. This link helps you decide what type of information is needed for each section and provides examples to consider as you develop your plan.

If you use the template electronically, you can refer back to the topic descriptions and examples by clicking on the links.

If you print out the template to fill out manually, you still have the Strategic Planning Guide as a reference.

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Strategic Plan for {Enter Name}

Mission Statement:

Vision:

Values Statement:

Objectives:

Goals and Action Plans:

Goal #1

- Action Plan: 1.
2.
3.

Goal #2

- Action Plan: 1.
2.
3.