

Betsi Cadwaladr University Health Board's Welsh Language Services Delivery in line with 'More than just words'

Final Progress Report – January 2017

Action 1.7 – progress update on implementing 'More than just words'

BCUHB is required to put actions in place to deliver the strategic framework for Welsh language services in health, social services and social care, 'More Than Just Words'. This has been developed to meet the care needs of Welsh speakers, their families or carers. Actions to deliver the framework are to cover both primary and secondary care sectors.

Progress against key focus areas within 'More than just words' has been addressed as part of the Health Board's Welsh Language Strategic Plan. The Strategic Plan ensures that changes in the legislative landscape are reflected in our approach to planning high quality, language appropriate care. The Welsh Language Standards and the 'More than just words' Framework provides the foundation on which we continue to build and improve upon.

The Health Board has established three overarching dimensions, setting the required level of language planning and delivery:

- **Strategic Intervention** ensures that our aims are embedded into workforce planning through the organisation's Bilingual Skills Strategy. All policies and the commissioning and contracting of services reflect Welsh language considerations, ensuring clarity in terms of the commitment and engagement required. Welsh language will be rooted in operational planning and service delivery providing reassurance that language needs and choices influence the planning, commissioning and contracting of services.
- **Behavioural Change** ensures that the Health Board creates an environment that supports and encourages staff to develop and use their language skills. This dimension will also ensure corporate identity compliance and is paramount in actively promoting its Welsh language service and engaging with staff at all levels.

- **Performance and Monitoring** ensures a continuous cycle of governance with workstreams and actions measured against a set scoring matrix allowing for clear reporting and evidence of compliance. It also provides a platform for identifying good practice across the organisation as well as ensuring lessons learned in the face of any concerns.

This clear level of commitment to delivering the Welsh Language Standards ensures that dedicated aims have been embedded on an organisation wide level to deliver a seamless bilingual service to our patients and our staff.

Specific actions and progress within priority areas are outlined in the table below.

Priority Area	Position	Actions achieved and further actions established to deliver progress
Population Needs Assessment		
The organisation to identify the Welsh language needs of its population, using this as a base to plan its services	Compliant	<p>A population needs assessment has been undertaken on a county level, with the information incorporated as part of the Health Board’s Bilingual Skills Strategy.</p> <p>The Bilingual Skills Strategy is designed to enable effective workforce planning and the recruitment of staff to ensure the delivery of bilingual services through the medium of Welsh and English, according to individual choice and the needs of the population in the area. The vision is to provide a service that satisfies the needs of Welsh speakers and their families or carers, by ensuring that they were able to receive services in their own language through the care process.</p> <p>To deliver this, the Bilingual Skills Strategy has four key workstream areas to ensure that appropriate Welsh language skills are available within the workforce to deliver a bilingual service:</p> <ul style="list-style-type: none"> • Audit of current workforce Welsh language skills • Assessment of the Welsh/bilingual service needs • Identifying skills gaps • Workforce planning and recruitment <p>During the reporting year, progress has been made in terms of auditing the Welsh</p>

		<p>language skills of the workforce which are further detailed below. The Bilingual Skills Implementation Group, chaired by the Assistant Director of Workforce and Organisational Development, has also been focusing on reviewing the Welsh Language Operational Standards. This has allowed the Health Board to mainstream future requirements into the Bilingual Skills Strategy ensuring overall incorporation and inclusion.</p> <p>The strategy has been ratified by the Health Board's Strategy, Partnership and Population Health Committee, chaired by the Health Board's Vice Chair.</p>
Welsh Language Skills		
<p>The organisation to identify the Welsh language skill levels of its workforce</p>	<p>Ongoing</p>	<p>Work has been ongoing to increase the number of staff who have completed their Welsh Language Skills data on the ESR system. Areas of non-compliance have been highlighted, with the Director of Workforce and Organisational Development addressing these services and areas directly to ensure compliance. Latest compliance reports have demonstrated a 69% compliance rate. However, some areas have now reached the 100% compliance benchmark, and work is still ongoing to ensure completion across the Health Board.</p> <p>In order to ensure that this is addressed at a local level, individual e-mails containing a list of non-compliant staff (staff with no Welsh Language skills levels recorded in their ESR record) have been sent to line managers requesting them to update ESR with the employee's individual Welsh Language skills levels. Managers were given three options for updating employee ESR records:</p> <ul style="list-style-type: none"> • Employee or manager to update ESR using ESR Self Service • Manager to submit WL return for mass update • Employee to complete and submit individual WL skills questionnaires <p>It is anticipated that this work will progress significantly over the coming months</p>

		<p>with a 100% blanket compliance target set.</p> <p>Service managers to review completion data within their area of responsibility to directly address any non-completion.</p> <p>The Health Board has appointed a full time Welsh Language Tutor that will deliver training to staff across the organisation. Language skills data gathered as part of the data cleanse project will be utilised to identify areas requiring provision.</p>
Use data to identify Welsh Essential and Welsh Desirable posts		<p>Identifying posts as Welsh Essential or Welsh Desirable is a key element within the Health Board's Bilingual Skills Strategy. As such, the Workforce and Organisational Development Team have added Welsh language skills requirements assessment to the Health Board's position request form. This assists managers to determine whether posts should be advertised as Welsh Essential or Welsh Desirable. The tool ensures that recruiting managers follow set formulae, looking at language needs of the population, current skill mix and skills gap within the team. This allows services to ensure that individuals with the required level of Welsh language ability are recruited to ensure a comprehensive bilingual service is available.</p> <p>To allow for adequate training provision to upskill the workforce, the Health Board has included Welsh language training as part of its Study Leave Policy to ensure it is a key element of personal development. This will ensure that training is offered to both clinical and administrative staff to support the implementation of the Welsh Language Service Delivery Standards.</p> <p>Once the Tutor is in post, provision will be delivered initially to front line staff to upskill the workforce accordingly i.e. frontline services</p>
Commissioned and Contracted Services		
The organisation to ensure that	Ongoing	Work has been undertaking with the Contracts' Department within the Health

<p>Welsh language considerations are included in the commissioning and contracting of services</p>		<p>Board to develop processes to strengthen and clarify Welsh language requirements within contractual agreements. Whilst the majority of care is provided directly by the Health Board, care is also commissioned from a wide range of NHS and independent healthcare providers. It is imperative that Welsh language requirements are taken into account during the commissioning process. As a commissioner of care, there is a responsibility to ensure that external providers are formally contracted to deliver care in line with the Health Board's expectations, with specific reference to Welsh language needs.</p> <p>In order to ensure the robustness of contractual performance management, a Contracts Review and Governance Group has been established to oversee a robust assurance process, supporting Area, Secondary Care, Children's and Mental Health teams (the commissioners), Finance, Planning and Performance departments to take a multidisciplinary approach to support overall contract management arrangements. The Welsh Language Team is working as part of this multidisciplinary approach to performance management working in conjunction with Finance, Quality and Performance teams.</p> <p>Welsh language outcome measures have been identified with specification and monitoring controls to ensure an integrated approach to the delivery of bilingual care. A robust checklist has also been developed to ensure adherence to all aspects of performance issues and Welsh Language Scheme requirements. Contractors will be required to ensure the delivery of bilingual correspondence, telephone communication, signage, producing bilingual information, publicity and activities as well as staffing requirements before contracts are issued, i.e. in 'Pre-placement agreements'. During the course of the contract, monitoring controls will be established and performed via quarterly contract review meetings, spot visit checks as well as patient feedback.</p>
<p>The provision of the "Active Offer" to ensure patients are treated with dignity and</p>		

respect within dementia services		
Record the patient's language of choice to facilitate the delivery of the "Active Offer"	Ongoing	<p>An initiative has been developed on Ward Glaslyn in Ysbyty Gwynedd to include the 'Speaking Welsh' emblem magnets on patient white boards on the ward so that staff are able to identify Welsh speaking patients. This allows the ward to plan its workforce so that Welsh speaking staff are paired with Welsh speaking patients. This 'opt in' system has also ensured that large 'Speaking Welsh' magnets are displayed above a patient's bed. This has also ensured wider planning, allowing physiotherapists, pharmacists and the wider clinical workforce to plan their care when attending the ward. Following the success of this pilot, it has been rolled out with stroke patients on Ward Prysor, and will continue to be further rolled out.</p> <p>To support and reflect this development, the "Active Offer" principles has been included as part of the core documentation within the nursing assessment forms. This field has been placed on the first page of the documentation, and includes reference to ensure patient's first language has been identified, and that the magnetic 'Speaking Welsh' symbols have been displayed on ward boards.</p> <p>A new referral system is being developed within the Health Board's Community Paediatrics Service for children with possible autism or ADHD. The initial referral form asks the question of 'home language' which will assist the clinician to understand the linguistic and cultural identity of the family as this is integral for planning the child's care. This information will then be passed on to the relevant clinician, and as part of the Community Paediatric screening appointment, the family are asked what the child's preferred language will be for all future assessment. If there are no Welsh speaking assessors available, the Team will ensure that simultaneous translation is provided for families that have responded to say they want a Welsh medium service. The information provided will also be included on the administration care pathway so as to ensure this information is captured both electronically and within individual files.</p>



An important development during the last six months has been the establishment of the North Wales *More than just words...* Forum, which met for the first time in May 2016. BCUHB was primarily responsible for the formation of the new Forum, which pulls together representatives from local authorities (including Gwynedd Council) a number of relevant organisations that provide either healthcare or social care services in North Wales. It is both a stage for sharing information and good practice and for promoting collaborative work in order to accomplish some of the specific actions that are included within 'More than just words'.

Next Steps

The Health Board however believes that there is further scope to work with Gwynedd Council on developing certain elements within the framework and would welcome further discussions to identify collaborative ways of working.

As part of its Annual Operational Plan for 2017/2018, a specific Welsh Language Services Action Plan has been developed, with implementing 'More than just words' being one of its key objectives. Key performance indicators for each quarter have been outlined with implementation time frames.

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