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Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

Workforce Planning to Increase Welsh Language Clinical Consultations

5 Year Plan for 2020 – 2025

Compliance with Welsh Language Standard 110

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Section 1 – Background and Workforce Plan

Executive summary

In line with Section 44 Welsh Language (Wales) Measure 2011, in particular Standard 110, the Health Board is required to publish a plan for each 5 year period setting out –

- (a) The extent to which you are able to offer to carry out a clinical consultation in Welsh;
- (b) The actions you intend to take to increase your ability to offer to carry out a clinical consultation in Welsh;
- (c) A timetable for the actions that you have details in (b).

It is evident from Cwm Taf Morgannwg University Health Board's Welsh Language Electronic Staff Record (ESR) report 2019, to the Commissioner's Office establishing a baseline of current staff's Welsh language skills has been challenging over the last year. Due to the merging of the Bridgend area from Abertawe Bro Morgannwg University Health Board as records were not up to date. Good progress was made prior to the merger but the proportion of staff having recorded their skills on ESR dropped by 10% from 1st April 2018 to 1st April 2019 (the date of the merger).

Work to ensure Bridgend staff are able to record their Welsh language skills is now completed and it is a mandatory requirement to record this information. The Health Board's Welsh Language team has continued to raise staff awareness of the importance of completing their Welsh language competencies through continued staff engagement and communication.

The Welsh Language Team has also continued to support staff in developing an awareness of Welsh language and cultures well as the More than Just Words 'Active Offer' which ensures patients are offered a Welsh medium service without having to ask for it. This has been achieved through the provision of free Welsh lessons for staff, Welsh language awareness sessions during the induction process and regular Ward auditing. This is an integral part of embedding our Values and Behaviours within the Corporate Induction process.

The Welsh Language Team has successfully implemented a training programme developing staff confidence in using the Welsh language with the continued provision of Welsh Language Reception Skills training sessions and weekly lessons at three District General Hospital sites. This has been achieved by working in partnership with Merthyr Council's Working Skills for Adults team, local colleges and the University of South Wales.

Addressing the population need is a key factor in formulating the 5 year plan required by the Welsh Language Standards to demonstrate an increase in our ability to offer clinical consultations through the medium of Welsh.

Particular focus will be given to increase the offer of Welsh clinical consultation in services accessed by the 'vulnerable groups' noted in the 'More than Just Words' Strategy. These groups are:

- Children and young people
- People with learning disabilities
- People with mental health problems

- Older people

The focus of this five year plan will be to improve the Welsh language skills of the current workforce and increase the number of bilingual staff able to offer consultations through the medium of Welsh. In order to achieve this we will carry out the following targeted interventions:

- Monitoring of the completion of ESR data.
- Welsh language awareness and bilingual skills strategy training for Workforce Management
- Monitoring the use of the bilingual skills strategy to ensure the number of Welsh essential posts advertised increase each year
- Appropriate Welsh language lessons for staff across all areas of the Health Board
- Attendance at school and college careers and recruitment events in order to increase awareness of the need for Welsh speakers in health related careers
- Development and promotion of resources and toolkits for staff to use with patients
- Collaborative work with primary care services to ensure that the Welsh language isn't treated less favourably than the English language
- Support directorates with the implementation of their Welsh Language Standards action plans

Introduction and background

The Welsh Language (Wales) Measure 2011 was approved by the National Assembly for Wales and was given royal assent on 9 February 2011.

This legislation gives the Welsh language official status in Wales, and reinforces the principle that, in Wales, the Welsh language should not be treated less favourably than the English language.

The Measure also:

- created the procedure for placing duties on organisations in the form of Welsh Language Standards ("the Standards")
- established the role of the Welsh Language Commissioner ("the Commissioner") to scrutinise compliance
- gave the Commissioner power to investigate any allegations of interference with someone's freedom to use the Welsh language

This document has been produced in accordance with the requirements placed on the Health Board under the Welsh Language Standards, Section 26 of the Welsh Language (Wales) Measure 2011.

Section 26 of the 2011 Measure enables the Welsh Ministers to specify Standards, and Section 39 enables them to provide that a Standard is specifically applicable to a person by authorising the Commissioner to issue a notice of regulatory compliance.

A notice of regulatory compliance was placed on Cwm Taf Morgannwg University Health Board on 30 November 2018, in the form of Standards.

Standard 110 requires the Health Board to publish a corporate 5 year Welsh language plan, setting out the extent to which it is able to offer to carry out a clinical consultation in Welsh and the actions it intends to take to increase its ability to offer to carry out a clinical consultation in Welsh.

Our approach to ensuring an increase in the offer of delivering Welsh language clinical consultations

The Health Board's aim is that by 2025, our capacity to offer Welsh language clinical consultations to our service users in Rhondda Cynon Taf, Merthyr and Bridgend will be comparable with the linguistic needs of the communities we serve.

In order to achieve this, our priorities for increasing the offer of delivering Welsh language clinical consultations for the first 12 months are:

- Developing this corporate 5 year Welsh language plan, setting out the extent to which we are able to offer to carry out a clinical consultation in Welsh and the actions we intend to take to increase our ability to offer to carry out a clinical consultation through the medium of Welsh
- Gaining a better understanding of the linguistic needs of the communities we serve.
- Ensuring the best use of our Welsh Language resources in order to ensure effective support for the workforce. For example translation services and Welsh lessons.
- Identify the number of Welsh speaking staff currently employed by the Health Board that are confident to offer a clinical consultation in Welsh.
- Collaborating as appropriate on All-Wales projects to provide standardised assessments in Welsh in fields such as speech and language therapy, and on standardising Welsh clinical terminology.
- Developing and monitoring departmental Welsh Language Standards action plans

We will identify our progress against the following measures:

- Governance arrangements in place to support monitoring the implementation of the Welsh Language Standards.
- Increasing the number of staff completing their Welsh Language Competencies via ESR.
- Improving the Welsh language resources and training offer available to staff.
- Making the most of the Welsh Language skills within the workforce.
- Increasing staff awareness of the Welsh language, its culture and the positive impact this has on effective patient experience.
- Record and analyse achievement of departmental action plans.

This document aims to provide a baseline for where Cwm Taf Morgannwg University Health Board is; sets out the progress we have made against each of our priorities and describes the outcomes against which progress can be monitored.

The desire for a high-quality health and social care system is clear in Wales' legislation for sustainable development, through the Wellbeing of Future Generations (Wales) Act 2015, which sets out seven wellbeing goals.

Health Education and improvement Wales (HEIW) are developing an Integrated Health & Care Strategy which reflects the quadruple aim contained within "A Healthier Wales: our plan for Health and Social Care." The Quadruple Aim within the Healthier Wales Plan will support the seven key themes contained within our five year plan and will be monitored and developed to take forward specific actions to realise the ambition and deliver the Welsh Language strategy.

The following statement in relation to the Welsh Language is included in Health Education Inspectorate Wales' Workforce (HEIW) Strategy:

The strategy will build on the foundations of the Wellbeing of Future Generations Act (2015), and Cymraeg 2050: A million Welsh speakers to create an engaged, healthy, flexible, responsive and sustainable workforce for the future that is reflective of Wales' diverse population, Welsh language and cultural identity. The legislative framework relating to the use and delivery of services in the Welsh language that we are working within, will drive the embedding of the Welsh language into the care and support we provide.

Evidence of better clinical outcomes, and outcomes for people accessing care and support, highlights the vital importance we place on the delivery of health and social care in the language of Wales.

Our aim will be to understand, anticipate and plan to meet the Welsh language needs of health and social care students, our workforce and ultimately patients and people in receipt of care and support across Wales as we move forward.

Supporting our workforce to deliver care using the Welsh language where needed, is a fundamental principle which must underpin every area of this Workforce Strategy.

Outcome 1

An Engaged, Motivated and Healthy Workforce

Progress against this outcome will be measured by the following indicators:

- Monitor ESR data to ensure Welsh language skills are recorded and overall figures of completion increase by 5% each year.
- Numbers of staff enrolling and completing Welsh Language Training is monitored and increase by 10% each year.
- Numbers of Welsh speaking staff wishing to be included on the list of Welsh speakers on Sharepoint increases by 10% each year.
- Welsh language activities including 'Dysgwyr y Tymor' and good practice is celebrated and shared with staff via a biannual Welsh newsletter.

Outcome 2

Attraction and Recruitment

Progress against this outcome will be measured by the following indicators:

- Monitor and aim to increase the number of Welsh essential jobs advertised to ensure the Bilingual Skills Strategy is implemented across key areas of the More than Just Words Framework.
- Develop and promote the use of the bilingual skills strategy with Workforce Business Partners through targeted training.
- Increase the collaborative work with local schools and colleges to promote and attract Welsh speakers to pursue health related careers. Progress will be monitored through the analysis of pupil destination data.

Outcome 3

Seamless Workforce Models

Progress against this outcome will be measured by the following indicators:

- Development and implementation of a primary care policy (standard 78)
- Promote and encourage primary care staff to attend Welsh language training provided by the health board.
- Increase and promote the use of Welsh speaker's list on sharepoint to encourage staff to offer a seamless Welsh language service for patients.

Outcome 4

Building a Digitally Ready Workforce

Progress against this outcome will be measured by the following indicators:

- Increase and monitor the use of the work Welsh logo on ward digital screens to identify patients who speak Welsh through Ward Auditing.
- Promote and increase the use of online interpretation to support Welsh speaking patients.
- Staff wishing to learn Welsh complete the 10 hour online Welsh course.

Outcome 5

Excellent Education and Learning

Progress against this outcome will be measured by the following indicators:

- Numbers of staff enrolling on and completing Welsh Language training is monitored and increases by 10% each year.
- All staff wishing to learn Welsh complete the 10 hour online Welsh course.
- All new staff receive Welsh language awareness training during induction.

Outcome 6

Leadership and Succession

Progress against this outcome will be measured by the following indicators:

- Staff resource in the Welsh language team will be monitored to ensure there is sufficient support for staff to access resources and deliver Welsh language services.
- Develop and promote the use of the bilingual skills strategy with Heads of Workforce and Organisational Development and Integrated Locality Groups through targeted training.
- Staff in the Welsh language team will undertake training to provide effective leadership and services such as translation and interpretation.

Outcome 7 Workforce Supply and Shape

Progress against this outcome will be measured by the following indicators:

- Monitor ESR data ensure Welsh language skills are recorded and overall figures of completion increase by 5% each year.
- Numbers of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% each year.
- Numbers of Welsh speaking staff wishing to be included on the list of Welsh speakers on sharepoint increases each year.
- Monitor and aim to increase the number of Welsh essential jobs to ensure the Bilingual Skills Strategy is implemented across key areas of the More than Just Words Framework.
- Develop and promote the use of the Bilingual Skills Strategy with Workforce Business Partners through targeted training.

SECTION TWO

Performance Measures and Management

The Health Board is required to produce and publish a plan to identify, monitor and evaluate action needed within timescales. The Health Board's Executive Director of Workforce and Organisational Development, is responsible for Welsh language. Progress is reported formally to the Board via established governance arrangements, which include a Strategic Welsh Language Working Group, the People and Culture Committee and Executive Management Board. Reporting of progress to the Board will be published on our website as required after a 3 and 5 year period.

Development of a Cwm Taf Morgannwg University Health Board Action Plan for Standard 110 (2020 – 2025)

Following our assessment of progress against priorities we have reviewed how service provision may need to change. We have developed actions to be undertaken during the period of this plan and in particular actions and outcomes we want to see happen over the coming 5 year period. The action plan will be updated and published on the Health Board's intranet. Progress will also be reported in the Health Board's Welsh Language Annual report.

Given our current rate of compliance with ESR Welsh language recording in the Bridgend area it has proved difficult to fully assess our current capacity to provide Welsh language clinical consultations. It has therefore been necessary to include the data collection on ESR as a baseline to measure to monitor progress as an outcome for the early stages of this plan.

Priorities for the coming year

This Action Plan sets out to improve outcomes between 2020 and 2025. We have also identified within the plan priorities which reflect our local challenges. There are to increase the:

- Number of staff recording Welsh Language skills on ESR.
- Uptake of Welsh Language Training online.
- Uptake of the Welsh language training offer.
- Uptake of Welsh language awareness training with particular focus on the 'vulnerable groups' noted in the More than Just Words Strategy.
- Use of online-interpretation when there are no Welsh speaking staff available.
- Work with individual departments to develop resources and processes to enable them to achieve compliance with the Welsh Language Standards.

The focus of the first 3 years of this plan will be on services provided to support the vulnerable groups identified in the 'More Than Just Words Strategy'. The Strategy Review published in year 3 will build on best practice and inform identified actions to implement across the remaining services to embed this strategy across the Health Board.

Performance Measures and Management

The Strategic Welsh Language Working Group has agreed the outcome measures identified in section 3 with performance measures that will be used to monitor progress.

Year 1 - 2021	Year 2 - 2022	Year 3 - 2023	Year 4 - 2024	Year 5 - 2025
Outcome 1: An Engaged, Motivated and Healthy Workforce				

<p>Actions:</p> <ul style="list-style-type: none"> • Create a profile of staff's Welsh language skills and compare with the linguistic needs of the communities they serve • Monitor staff engagement with ESR to ensure Welsh language skills are recorded and overall figures of completion increase by 5% each year. • Numbers of Staff enrolling on and completing Welsh Language training is monitored and increase by 10% from the previous year with particular focus on staff in priority areas of 	<p>Actions:</p> <ul style="list-style-type: none"> • Evaluate the actions of Year 1 • Continue to promote and encourage staff to update their Welsh language skills on ESR. Carry out a baseline assessment of the Health Board's ability to offer clinical consultations in Welsh • Assess Locality/departmental representation on training. • Identify gaps in service representation on the sharepoint list of Welsh speaking staff. <ul style="list-style-type: none"> • Success is celebrated and communicated Health 	<p>Actions:</p> <ul style="list-style-type: none"> • Strategy review to evaluate first 3 years. • Continue to promote and encourage staff to update their Welsh language skills on ESR. • Increase training provision to include all areas of the Health Board. • Continue to develop the list of Welsh speakers signing up on sharepoint and monitor use of the list through ward auditing. <ul style="list-style-type: none"> • Success is celebrated and communicated Health Board wide. • Feedback 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor outcome of actions in years 1-3 and ensure they are embedded into Workforce and OD strategies and processes • Continue to develop the list of Welsh speakers signing up on the Welsh speakers list on sharepoint and monitor use of the list through ward auditing. • Success is celebrated and communicated Health Board wide. • Feedback compliance with the Welsh language standards through Welsh Language governance 	<p>Actions:</p> <ul style="list-style-type: none"> • Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; Ensure published data is analysed at a local level and any potential service improvements are considered and implemented where necessary.
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Outcome 2: Attraction and Recruitment

<p>Actions:</p> <ul style="list-style-type: none"> • Monitor the number of Welsh essential jobs to ensure the Bilingual Skills Strategy is implemented across key areas of the More than Just Words Strategy • Develop and promote the use of the bilingual skills strategy with Workforce Business Partners through targeted training • Increase the collabor 	<p>Actions:</p> <ul style="list-style-type: none"> • Evaluate snapshot of % of Welsh essential jobs advertised • Assess and evaluate the use of the bilingual skills strategy in particular in targeted areas highlighted in the More than Just Word Strategy. • Evaluate Careers Wales' school and college destination data to monitor progression of Welsh speakers to health 	<p>Actions:</p> <ul style="list-style-type: none"> • Establish a formal mechanism to monitor recruitment on Trac to ensure jobs are advertised as Welsh essential. • Increase bilingual skills strategy training to include all departments. • Publish report on progress -Ensure published data is analysed at a local level and any potential service improvements are considered 	<p>Actions:</p> <ul style="list-style-type: none"> • Establish a formal mechanism for monitoring recruitment on Trac to ensure job have been assessed prior to advertisement. • Monitor outcome of actions in years 1-3 and consider potential to work with other agencies e.g. youth organisations, DWP. 	<p>Actions:</p> <ul style="list-style-type: none"> • Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; • Ensure published data is analysed at a local level and any potential opportunities for collaborative work are explored and implemented where necessary.
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Outcome 3: Seamless Workforce Models

<p>Actions:</p> <ul style="list-style-type: none"> • Development and implementation of a primary care policy (standard 78) focussing on GP practices in year 1 • Welsh language team to attend primary care management meetings to ensure staff are aware of the support available. • Increase and promote the use of Welsh speaking staff list on sharepoint to encourage staff to offer 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor progress with the implementation of the policy in GP practices and promoting use in Dental practices. • Increase in uptake of Welsh language training by primary care staff. • Increase and promote the use of Welsh speaking staff list on sharepoint to encourage staff to offer a seamless Welsh language service for 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor outcome of actions in years 1-3 by auditing primary care services . • Identify gaps in service representation on the sharepoint list of Welsh speaking staff. • Strategy review to evaluate first 3 years - evaluation to inform actions to be rolled out across all areas of primary care. • Monitor usage of the sharepoint site and other 	<p>Actions:</p> <ul style="list-style-type: none"> • Promote and aim to Increase the uptake of Welsh language training by primary care staff. • Establish patient Forums across all counties. • Increase and promote the use of Welsh speaking staff list on sharepoint to encourage staff to offer a seamless Welsh language service for patients 	<p>Action:</p> <ul style="list-style-type: none"> • Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; • Ensure published data is analysed at a local level and any potential service improvements are considered and implemented where necessary.
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Outcome 4: Building a Digitally Ready Workforce

<p>Actions:</p> <ul style="list-style-type: none"> • Increase and monitor the use of the Work Welsh logo on ward digital screens to identify patients who speak Welsh through Ward auditing . Focus on key areas such as children 's wards and elderly care. • Increase the use of online interpretation to support patients with Welsh language interpretation when there are no Welsh speakers 	<p>Actions:</p> <ul style="list-style-type: none"> • Carry out Ward audits to monitor usage and raise awareness with staff. • Monitor usage of Welsh on the language line service, raise awareness with staff through induction and ward auditing . • Encourage staff who have completed the 10 hour course to progress to other online learning platforms such as say something in Welsh 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor progress and continue to audit wards to raise awareness with staff and expand auditing into all other services . • Collect examples of good practice on the use of online interpretation to share across all areas of the Health Board. 	<p>Actions:</p> <ul style="list-style-type: none"> • Ensure data from previous year is analysed at a local level and any potential deficit in resources are considered and addressed where necessary. 	<p>Actions:</p> <ul style="list-style-type: none"> • Ensure data from previous year is analysed at a local level and any potential deficit in resources are considered and addressed where necessary.
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Outcome 5: Excellent Education and Learning

<p>Actions:</p> <ul style="list-style-type: none"> • Number s of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% each year. • Focus on Key areas of the More Than Just Words Strategy to ensure staff within children and elderly care services are engaged with Welsh language awareness training . • Increase in 	<p>Actions:</p> <ul style="list-style-type: none"> • Assess Locality / departmental representation on training . • Encourage staff who have completed the 10 hour course to progress to other online or classroom learning • Deliver Welsh language awareness training for medical students 	<p>Actions:</p> <ul style="list-style-type: none"> • Strategy review to evaluate first 3 years. • Continue to promote and encourage staff to learn Welsh. • Increase training provision to include all areas of the Health Board • Deliver Welsh language awareness training to all students from all clinical areas. 	<p>Actions: Build on Actions in years 1-3</p>	<p>Actions:</p> <ul style="list-style-type: none"> • Create a profile of staff's Welsh language skills and compare with the linguistic needs of the communities they serve to recognise potential; • Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; Ensure published data is analysed at a local
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Outcome 6: Leadership and Succession

<p>Actions:</p> <ul style="list-style-type: none"> Welsh language team to lead and support services / departments with the implementation of the Welsh language standards through regular communication – sharepoint, newsletter and working group meetings. Develop and promote the use of the bilingual skills strategy with Workforce Business Partners through targeted 	<p>Actions</p> <ul style="list-style-type: none"> Increase the capacity of the team with work experience placements. (local colleges and universities) Assess and evaluate the use of the bilingual skills strategy in particular in targeted areas highlighted in the More than Just Word Strategy. Welsh Language Manager to lead senior management 	<p>Actions:</p> <ul style="list-style-type: none"> Review current staffing levels and assess effectiveness of support through regular ward and departmental audits. Assess and evaluate the use of the bilingual skills strategy in particular in all areas. Welsh Language Manager to lead senior management with the implementation of the Welsh language standards – Equality 	<p>Actions:</p> <ul style="list-style-type: none"> Build on actions in years 1-3. 	<p>Actions:</p> <ul style="list-style-type: none"> Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; Ensure published data is analysed at a local level and any potential service improvements are considered and implemented where necessary.
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Outcome 7: Workforce Supply and Shape

<p>Actions:</p> <ul style="list-style-type: none"> • Monitor staff engagement with ESR to ensure Welsh language skills are recorded and overall figures increase by 5% • Numbers of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% with particular focus on staff working in key areas outlined in the More Than Just Words Strategy 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor staff engagement with ESR to ensure Welsh language skills are recorded and overall figures increase by 5% • Numbers of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% with particular focus on staff working in key areas outlined in the More Than Just Words Strategy 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor staff engagement with ESR to ensure Welsh language skills are recorded and overall figures increase by 5% • Numbers of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% with particular focus on staff working in key areas outlined in the More Than Just Words Strategy 	<p>Actions:</p> <ul style="list-style-type: none"> • Monitor staff engagement with ESR to ensure Welsh language skills are recorded and overall figures increase by 5% • Numbers of staff enrolling on and completing Welsh Language Training is monitored and increases by 10% with particular focus on staff working in key areas outlined in the More Than Just Words Strategy 	<p>Actions:</p> <ul style="list-style-type: none"> • Create a profile of staff's Welsh language skills and compare with the linguistic needs of the communities they serve to recognise potential; • Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; Ensure published data is analysed
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