Health Board Wide Procedure: Increasing the Ability to offer to carry out a clinical consultation in Welsh

Welsh Language Framework Author & Title:	
Approved by:	
Date approved:	
Documents to be read alongside this document:	Notice of Compliance Welsh Language 5 year Plan
Date of next review:	
Date EqIA completed:	
First operational:	
Previously reviewed:					
Changes made Yes/ No:					

Table of Contents

Introduction and Welsh Language Process Statement

The Betsi Cadwaladr University Health Board are required, to implement Welsh Language Standard 110 in line with the Welsh Language Standards under the Welsh Language (Wales) Measure 2011. The standard embodies the principle that offering to carry out clinical consultations in Welsh to patients is a matter of quality and patient safety, as well as ensuring consistency and creating more opportunities for people to use the Welsh language. It puts the patient first and highlights the practical importance of planning services based on people's language needs. This is the standard that sets the foundations for a health service in a bilingual country.

The Health Board's Welsh Language offering, and availability will therefore need to increase to meet the requirements of Standard 110, by;

1) Keeping staff aware of completing their Welsh language competencies
2) Continued support for staff in developing an awareness of Welsh language and culture.
3) Underpinning the importance of the 'Active Offer' which ensures that patients are offered a Welsh medium service without having to ask for it.

This will form an integral part of embedding our Values and Behaviours within the organisation. This Process Document is to be used in all areas within Betsi Cadwaladr University Health Board to drive standard 110 and the achievement of the "Active Offer" for all patients.

Purpose of the Document

The purpose of this document is to set out the procedures, roles and responsibilities for putting into action the Welsh Language Programme at Betsi Cadwaladr University Health Board (BCUHB). This will also, allow reporting; at an operational level to guide timely interventions locally; at an Executive level to enhance the vision and direction of the Programme; at a governmental level to easily identify the achievement of the goals set.

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) A timetable for the actions that you have detailed in (a).

To fulfil these objectives, it is evident, Betsi Cadwaladr University Health Board (BCUHB) must implement Processes and Procedures to allow there to be Planning, Implementation and Reporting, highlighting the plan and the changes, implemented and required, to deliver Welsh Language Standard 110. This will highlight the outcomes of any implementation and inform any further actions to be undertaken.

Aims and Objectives

Betsi Cadwaladr University Health Board Welsh Language Programme is being created to allow Standard 110 and "Active Offer" to become a normal/ business as usual part of the offering to the patients of North Wales. Therefore, the aim of the BCUHB Welsh Language Programme is.

"To deliver the Welsh Language Standard 110 and "Active Offer" as part of the business as usual offering across BCUHB and improve planning to allow BCUHB to understand when the needs of patients are not met and institute corrective action plans to overcome this."

The Objectives for delivery of this aim, are chronologically shown below;

- Create a 5 year Plan for the achievement of Welsh Language Standard 110
- A clear and accurate understanding of our Welsh Language population across BCUHB
- A clear and accurate understanding of the proficiency across that Welsh Language Population
- A clear and accurate target for the required volume and proficiency in the Welsh Language across BCUHB
- An Action Plan to raise the baseline of Welsh Language Population and Proficiency to the required level
- Create reporting that allows targeted operational decision making in Welsh Language Services
- Targeted interventions to improve any locally underperforming areas
- Increased Communication and Engagement with BCUHB colleagues on the Welsh Language Needs and the availability of Welsh Language training within BCUHB
- Input Welsh Language planning into all operational areas from recruitment to shift planning and make it a Business as Usual Task
- Create reporting to highlight progress to Strategic Welsh Language Group, BCUHB Executive Team & Welsh Government

The paragraphs below, will highlight the work BCUHB will need to undertake to create a successful Welsh Language Programme. It will then describe the changes required and outline the new processes and process changes that will be required to underpin these objectives. Finally, the reporting framework required to support this Programme will be identified. The reporting framework will support the Welsh Language Department in making targeted interventions and also support the reporting of progress to the Strategic Welsh Language Forum and Welsh Language Commissioner.

Planning Activities - Welsh Language

The Welsh Language Standard 110 states, what we are trying to achieve;

"Increasing the offer of the delivery of Welsh language clinical consultation"

This would suggest that the delivery, is the main driver for this Programme. To make sure that the delivery is at the forefront, operationally will require intervention within operational areas to create an understanding that the identification and planning of Welsh Language availability is a vital part of any planning undertaken. Therefore the Programme will need to create interventions within all operational planning areas to achieve this.

Planning will need to be considered in;

- Workforce Recruitment - Process
- Orientation - Process
- Workforce Records (ESR) - Process

- Workforce Records Updating (ESR) - Process
- Shift Planning - Process

Workforce Recruitment – Process

The Job Description & Person Requirement will state that Welsh Language proficiency is essential or desirable, i.e. as in Standard 50 for Receptionists. For further guidance, please refer to the Bilingual Skills Policy and Procedure. It will also highlight Welsh Language Training is available within BCUHB and that time taken to train will be included in work time.

There will be information given to Hiring Mangers identifying the priority of Welsh Language availability and proficiency within their area. This will include an understanding of the order of preference for Welsh Language within the hiring criteria, i.e., if 2 candidates are tied does proficiency in Welsh identify the person to be hired?

Orientation – Process

During the Orientation Process for all new colleagues, there will be an introduction to the Welsh Language and a presentation on BCUHB's commitment to Welsh Language Standard 110 and "Active Offer". The presentation will also include the learning options for the Welsh Language and an URL to the Welsh Language Page on BetsiNet.

Requests for further Welsh Language training will be referred to the BCUHB Welsh Language Tutor for further contact and follow up.

Workforce Records (ESR) – Process

Upon Recruitment, information on Welsh Language proficiency, which is collated on TRAC will routinely be uploaded to the ESR. This information will be used in Shift Planning and 6-monthly reporting of Welsh Language proficiency across BCUHB by specialty and region.

Workforce Updates (ESR) – Process

When a colleague undertakes a Welsh Language course and improves their level of proficiency the individual colleague will update their ESR with the latest information on Welsh Language proficiency. This must be completed within a month of the successful completion of the course, this will be monitored by the Welsh Language Services & Welsh Language Tutor and updates to ESR requested.

This will be used in Shift Planning and 6- monthly reporting of Welsh Language proficiency across BCUHB by specialty and region.

Shift Planning – Process

Within the 642 Process and shift planning there will be a minimum acceptable target for Welsh Language availability on every shift, this will be provided by the Welsh Language Services identified by the specialty and region. The shift planner will use the available Welsh Speakers within the Department and attempt to maximise the availability of Welsh Language across the various shifts, they will be given a guide identifying the minimum requirement and using the information available on ESR they will plan the shift to achieve at least the minimum on each shift planned. If there is a knowledge that the shifts will require more Welsh Language provision, due to the patient profile, the shift planner will make the adjustment or, if this isn't possible,

highlight that extra Welsh translation will be required that shift and in discussion with the Welsh Language Services strive to achieve that requirement.

Operational Activities - Welsh Language

The Welsh Language Standard 110 states, what we are trying to achieve;

"Increasing the offer of the delivery of Welsh language clinical consultation"

This would suggest that the delivery, is the main driver for this Programme. To make sure that the delivery is at the forefront, operationally, there will need to be process adjustments or new processes developed to achieve this objective. Therefore, the Programme will need to create interventions within all operational planning areas to achieve this.

Operational changes will need to be considered in;

- Appointment Changes - Process
- Reception Desk (Greeting and Wayfinding) - Process
- Reception Desk (Expressions of Language Preference) - Process
- Consultation (Expressions of Language Preference) - Process
- PROMS / PREMS - Process
- Welsh Language Preference on Wards - Process
- Mystery Shopper – Process

Appointment Changes – Process

During an appointment change phone call there is an opportunity to interact with the patient and ascribe preferences to allow better meeting of their needs in consultation. During the appointment change phone call the colleague can ask for the patient's language preference and record this on their patient records. This will allow easier shift planning to meet the needs of the patient each time, or allow them to be streamed towards a Welsh Language proficient Senior practitioner.

Reception Desk (Greeting & Wayfinding) – Process

A patient's first physical interaction will be, on many occasions, with the Reception Desk Colleagues. On approaching the Reception Desk, it is a priority that the patient feels comfortable using their language preference, therefore the first interaction, "Bore Da", will be in Welsh and a question as to their language preference for their consultation, if this isn't already shown on the patient records.

There will be "Active Offer" pamphlets available at Reception as well as Welsh Language Posters detailing the "Active Offer" and identifying commonly use phrases and wordings used in a clinical setting in Welsh.

If they express a preference for Welsh and the colleague dealing with them at reception is not proficient, then they should look to transfer the patient to a colleague who is proficient, or look for help from that colleague, as with Welsh Language Standard 50.

Reception Desk (Expressions of Language Preference) – Process

After the first physical interaction with the patient and giving them the relevant information, the following question, if no language preference is expressed on the patient record, will be, "what is your language preference, for the consultation?". If

they answer their preference should be recorded at the Reception Desk. This information is fed through to the relevant Clinic or Ward. The Ward or Clinic will then make every effort to conduct any consultation with that patient in their preferred language.

There should be availability of Symphony Software at ED AND A&E this links to WPAS and should give the Welsh Language Preference or allow an update to be given after discussion with the patient.

The language preference will be recorded on the patient's record/ file and then this becomes information the gets fed into the planning process for requirements and for matching availability and proficiency of Welsh Language in BCUHB to requirement.

Consultation (Expressions of Language Preference) – Process

As with the Reception Process, the first interaction between a Health Practitioner and the patient will be in Welsh, "Bore Da". If a Language preference is shown on the Patients records then the consultation will be addressed in the preferred language. If the Health Practitioner sees no Language preference is recorded, then they will ask the question and record the outcome.

This outcome is then fed to the patient's record/ file becomes information the gets fed into the planning process for requirements and for matching availability and proficiency of Welsh Language in BCUHB to requirement.

PROMS/ PREMS – Process

Feedback to be received via the PALS service

Welsh Language Preference on Ward – Process

As with the Reception Process the first interaction between a Health Practitioner on a ward and the patient will be in Welsh, "Bore Da". If a Language preference is shown on the Patients records then the contact with that patient, as much as possible, will be in their preferred language. If the Health Practitioner sees no Language preference is recorded, then they will ask the question and record the outcome. There will be availability to use the Welsh Nursing Care Records, and the preference will be recorded/ updated in that system. This will trigger the use of the "ORANGE CYMRAEG MAGNET"

If they have a preference for the Welsh Language then the "ORANGE CYMRAEG MAGNET" should be put on their board identifying them as Welsh speaking, this allows the conversations to start via the visual management of the ward rather than continually asking. This is an example of Visual Management.

This will be monitored as part of the Ward accreditation scheme, and spot checks by the Welsh Language Team.

The recorded Language Preference is then fed to the patient's record/ file becomes information the gets fed into the planning process for requirements and for matching availability and proficiency of Welsh Language in BCUHB to requirement.

Mystery Shopper – Process

The Mystery Shopper process will be conducted quarterly and will monitor visual bilingualism in wards and departments. The results will be reported to the quarterly Welsh Language Strategic Forum meetings and also fed back to the relevant wards and departments.

Reporting Activities - Welsh Language

The Welsh Language Standard 110 states, what we are trying to achieve;

"Increasing the offer of the delivery of Welsh language clinical consultation"

This would suggest that the delivery, is the main driver for this Programme. To make sure that the delivery is at the forefront, there will need to be a number of baselines, key volume indicators, key performance indicators measured and targets for achievement set. Therefore, the Programme will need to create a reporting framework that informs local timely interventions, Senior Management Review, Strategic Welsh Language Group and Welsh Government.

Reporting - Measures, Use and RACI

The table extracts below identifies the reports, the timeframes and the RACI for each KPI and KPI;

Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
No. of Welsh Language Page - New Vistors	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Language Page - Hits	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
Top 5 pages - Welsh Language Site	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison monthly	Internal measure to identify the intenal engagement	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Language Page - Visits	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

The above Key Volume Indicators will be available every 30 days from the Welsh Language page on BetsiNet.

The Baseline for this information will be set as January 2023 to March 2023. This will be fed into internal meetings to identify the impact of any Welsh Language Programme interventions or exposure of the Welsh Language Programme to BCUHB. This becomes the initial step in the pipeline of information to identify the current interest in the Welsh Language amongst BCUHB colleagues.

The Top 5 pages information will also identify the subjects that are interesting most colleagues on the Welsh Language pages and may inform further interventions to gain colleagues' interest.

Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
No. of Welsh Speakers at Level 1 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 2 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 3 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 4 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 5 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Region (East, Central, West)	KPI	Via E Roster information/ Welsh Language Team	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Hospital	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Ward	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Specialty	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Band/ Department	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

The above table identifies the Key Volume Indicators and the Key Performance Indicators that can be derived from the information available on ESR. It will be collected every 6 months from ESR to create the reporting into Strategic Welsh Language Group.

This information will allow the Local Welsh Language Team to identify the regions where most of the interventions will be required and allow planning for such interventions.
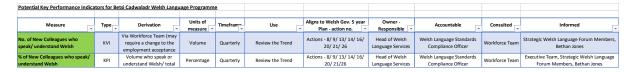
Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
% Hospital/ Department wearing Iaith Gwaith badges or lanyards (Identifying Welsh Speakers)	KPI	Via Spot checks and and questionnaire Feedback	Percentage	Quarterly	Comparison against the (expected standard)	Actions - 8/ 9/ 13/ 14/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

The above table Identifies the Key Performance Indicator derived from the Mystery Shopper exercises undertaken in random departments, every quarter.   There is other information and indicators that can be derived from this, around observed "Active Offer", use of Welsh Language materials and guides, obvious use of Welsh Language posters and information. These will also give the local Welsh Language Department the ability to target interventions where they give the most benefit and use their resource wisely.

Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
Consultations Conducted in Welsh by Region/ Hospital/ Specialty	KVI	Count of How many were conducted in Welsh	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Strategic Welsh Language Forum Members, Bethan Jones
Consultations Requested in Welsh	KVI	Count of requests made for a Welsh Consultation (requires a change to letters or booking process)	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Strategic Welsh Language Forum Members, Bethan Jones
Volume Active Offer for Welsh Consultations	KVI	Count of number of offers of Consultation in Welsh - via questionnaire feedback, spot checks, and Met Needs Form	Volume	Quarterly	Feed the % Calculation and Review Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% Satisfaction with Welsh Provision	KPI	Review of the "Met Needs" Form feedback to identify positives and negatives	Percentage	Monthly/ Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 18/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

The above table Identifies the Key Performance Indicators involving "Voice of the Customer" feedback, in this case the patient. Either via the Needs Met form, PROMS/ PREMS by a questionnaire to be developed. The Welsh Language Team will also use the information created by the "Listen" Programme, headed by the Patient & Service User Experience Team, to collect and act on. These will also give the local Welsh Language Team the ability to target interventions where they give the most benefit and use their resource wisely.

Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
No. of New Colleagues who speak/ understand Welsh	KVI	Via Workforce Team (may require a change to the employment acceptance	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 20/ 21/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
% of New Colleagues who speak/ understand Welsh	KPI	Volume who speak or understand Welsh/ total	Percentage	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 20/ 21/26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

The above table identifies the Key Performance Indicators involving Workforce and orienting of new colleagues. This will identify if the intake of new colleagues is enhancing BCUHB's Welsh Language capabilities, and allows the opportunity for the local Welsh Language Team to develop "ways of working" with Workforce to action plan improvements for the intake of Welsh Language or the uptake on courses to improve the Welsh Language capabilities. These indicators will also give the local Welsh Language Team the ability to target interventions where they give the most benefit and use their resource wisely.
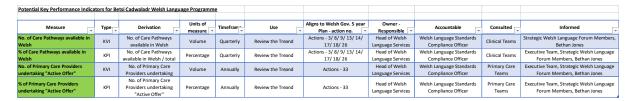
Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme											
Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed	
Volume of Colleagues undertaking Welsh Courses (split by course type)	KVI	Via feed back from Welsh Training Manager/ Facility	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Welsh Language Training Team	Strategic Welsh Language Forum Members, Bethan Jones	
Volume of Colleagues passing Welsh Courses (split by course type)	KVI	Via feed back from Welsh Training Manager/ Facility	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Welsh Language Training Team	Strategic Welsh Language Forum Members, Bethan Jones	
No. of/ % of Executive Team who are actively learning Welsh	KVI	Volume of Executive Team who speak/ understand	Volume	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team & Managers	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	
No. of Executive Team who Speak /understand Welsh	KPI	Percentage of Executive Team who speak/ understand Welsh	Percentage	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team & Managers	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	
% of Executive Team who Speak /understand Welsh	KPI	Percentage of Executive Team who speak/ understand Welsh	Percentage	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team & Managers	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	

The above table identifies the Key Performance Indicators involving Welsh Language Training and the involvement of the Executive Team in Understanding and speaking Welsh. The volumes and percentages for training and passing Welsh examinations will allow an understanding of what more BCUHB will require to achieve the targets set by the Welsh Language Programme, and will allow planning of the correct volumes of places to achieve what we require.

Understanding the involvement of the Executive Team in the training and the endeavour to use and understand Welsh Language will give people in the structure that the BCUHB as a whole is committed to achieving Welsh Language Standard110.

Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme											
Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed	
No. of Care Pathways available in Welsh	KVI	No. of Care Pathways available in Welsh	Volume	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Clinical Teams	Strategic Welsh Language Forum Members, Bethan Jones	
% of Care Pathways available in Welsh	KPI	No. of Care Pathways available in Welsh / total	Percentage	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Clinical Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	
No. of Primary Care Providers undertaking "Active Offer"	KVI	No. of Primary Care Providers undertaking	Volume	Annually	Review the Treand	Actions - 33	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Primary Care Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	
% of Primary Care Providers undertaking "Active Offer"	KPI	No. of Primary Care Providers undertaking "Active Offer"	Percentage	Annually	Review the Treand	Actions - 33	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Primary Care Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones	

The above table identifies the Key Performance Indicators involving Clinical Teams and Primary Care. The availability of Care Pathways in Welsh will help embed the use of Welsh Language within Clinical Teams and also give a useful aid to talk through the Pathway with a patient again reinforcing the Welsh Language Standard 110, within BCUHB.

Most peoples' 1st interaction with the Health Service is via Primary Care. The understanding of what Welsh Language understanding is available in the BCUHB area is a useful guide and will allow targeted intervention by region or Practice to improve the availability and proficiency of Welsh Language.

Reviews - Terms of Reference and Outcomes

There will need to be regular BCUHB reviews of the progress that has been made at a local level and develop action plans that will continue to drive the achievement of Welsh Language Standard 110 within the Health Board. Therefore there will need to be a Framework of meetings to create the opportunity for operational intervention, but also the governance and scrutiny to make sure that the direction is given and all internal BCUHB standards are being met.

This Framework of meetings will operate to adjust course on plans if they are not being met or change direction, if necessary. They will also be the review body internally on achievement of the goals and objectives for the Welsh Language Programme, reviewing regularly enough to allow the course correction needed to achieve the goals set by Welsh Government and affect the reporting of progress to them.

Quarterly Welsh Language Review

This will be monitored by the Welsh Language Team continuously through the life of the 5 year plan

Output - Action Log

Welsh Language Strategic Forum - Quarterly

The 5 year plan will be a regular Agenda item for the Welsh Language Strategic Forum

Welsh Language Services Annual Report

Progress with the Welsh Language Standards and the 5 year plan will be reported in the Welsh Language Services Annual Report, which is approved by the Executive Board.

Appendix 1 – Welsh Language Programme KPIS AND KVIs Table and RACI

__Potential Key Performance Indicators for Betsi Cadwaladr Welsh Language Programme__

Measure	Type	Derivation	Units of measure	Timeframe	Use	Aligns to Welsh Gov. 5 year Plan - action no.	Owner - Responsible	Accountable	Consulted	Informed
No. of Welsh Language Page - New Vistors	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Language Page - Hits	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
Top 5 pages - Welsh Language Site	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison monthly	Internal measure to identify the intenal engagement	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Language Page - Visits	KVI	From Welsh Language Page Settings Information	Volume	Monthly	Comparison Monthly against Baseline/ Target	Internal measure to identify the intenal engagement, Action - 15	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Comms Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 1 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 2 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 3 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 4 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of Welsh Speakers at Level 5 - by Hosp./ Ward	KVI	Via E Roster information/ Welsh Language Team	Volume	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Region (East, Central, West)	KPI	Via E Roster information/ Welsh Language Team	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Hospital	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Ward	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Specialty	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Welsh Speakers by Band/ Department	KPI	Via E Roster information/ Welsh Language Team information	Percentage	6 monthly	Comparison Monthly against Baseline/ Target	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% Hospital/ Department wearing Iaith Gwaith badges or lanyards (Identifying Welsh Speakers)	KPI	Via Spot checks and and questionnaire Feedback	Percentage	Quarterly	Comparison against the (expected standard)	Actions - 8/ 9/ 13/ 14/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
Consultations Conducted in Welsh by Region/ Hospital/ Specialty	KVI	Count of How many were conducted in Welsh	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 17/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Strategic Welsh Language Forum Members, Bethan Jones
Consultations Requested in Welsh	KVI	Count of requests made for a Welsh Consultation (requires a change to letters or booking process)	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Strategic Welsh Language Forum Members, Bethan Jones
Volume Active Offer for Welsh Consultations	KVI	Count of number of offers of Consultation in Welsh - via questionnaire feedback, spot checks, and Met Needs Form	Volume	Quarterly	Feed the % Calculation and Review Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% Satisfaction with Welsh Provision	KPI	Review of the 'Met Needs Form feedback to identify positives and negatives	Percentage	Monthly/ Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 17/ 18/ 26/ 35	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Local Hospital/ Department Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of New Colleagues who speak/ understand Welsh	KVI	Via Workforce Team (may require a change to the employment acceptance	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 20/ 21/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Strategic Welsh Language Forum Members, Bethan Jones
% of New Colleagues who speak/ understand Welsh	KPI	Volume who speak or understand Welsh/ total	Percentage	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 20/ 21/26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
Volume of Colleagues undertaking Welsh Courses (split by course type)	KVI	Via feed back from Welsh Training Manager/ Facility	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Welsh Language Training Team	Strategic Welsh Language Forum Members, Bethan Jones
Volume of Colleagues passing Welsh Courses (split by course type)	KVI	Via feed back from Welsh Training Manager/ Facility	Volume	Quarterly	Review the Trend	Actions - 8/ 9/ 13/ 14/ 16/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Welsh Language Training Team	Strategic Welsh Language Forum Members, Bethan Jones
No. of/ % of Executive Team who are actively learning Welsh	KVI	Volume of Executive Team who speak/ understand	Volume	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team & Managers	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Executive Team who Speak /understand Welsh										
% of Executive Team who Speak /understand Welsh	KPI	Percentage of Executive Team who speak/	Percentage	Quarterly	Review the Treand	Actions - 3/ 8/ 9/ 13/ 14/ 17	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Workforce Team & Managers	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Care Pathways available in Welsh	KVI	No. of Care Pathways available in Welsh	Volume	Quarterly	Review the Trend	Actions - 3/ 8/ 9/ 13/ 14/ 17/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Clinical Teams	Strategic Welsh Language Forum Members, Bethan Jones
% of Care Pathways available in Welsh	KPI	No. of Care Pathways available in Welsh / total	Percentage	Quarterly	Review the Trend	Actions - 3/ 8/ 9/ 13/ 14/ 17/ 18/ 26	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Clinical Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
No. of Primary Care Providers undertaking "Active Offer"	KVI	No. of Primary Care Providers undertaking	Volume	Annually	Review the Trend	Actions - 33	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Primary Care Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones
% of Primary Care Providers undertaking "Active Offer"	KPI	No. of Primary Care Providers undertaking "Active Offer"	Percentage	Annually	Review the Trend	Actions - 33	Head of Welsh Language Services	Welsh Language Standards Compliance Officer	Primary Care Teams	Executive Team, Strategic Welsh Language Forum Members, Bethan Jones

Appendix 2 – Draft ESR Report on Welsh Language Availability and Proficiency by Specialty by Region

		Paediatrics			Orthopaedics			Care of the Elderly			Mental Health			Dementia			Stroke Services			Total			Total
		East	Central	West	East	Central	West	East	Central	West	East	Central	West	East	Central	West	East	Central	West	East	Central	West	BCUHB
Staff Welsh Language Level 1	Staff																						
	%																						
Staff Welsh Language Level 2	Staff																						
	%																						
Staff Welsh Language Level 3	Staff																						
	%																						
Staff Welsh Language Level 4	Staff																						
	%																						
Staff Welsh Language Level 5	Staff																						
	%																						
Welsh Language - not identifying	Staff																						
	%																						
Non Welsh Language speaking	Staff																						
	%																						
Total Staff																							