GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Cwm Taf Morgannwg University Health Board

Internal Welsh Language Promotion Strategy for Bilingual Services in Cwm Taf Morgannwg University Health Board 2022-2025

Y Gymraeg yn CTM
Welsh at CTM

Cymraeg

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Introduction

Becoming a fully bilingual organisation means a change in culture, which means enabling people to change their behaviours. But change in behaviour doesn't happen in a vacuum, and our staff will need the support and resources to do so. If we accept this, then we can start to think strategically about what needs to happen to encourage the change in behaviours we need to see across the system, so that whenever a person who speaks Welsh wants to use Welsh, they are able to do so without any friction or hassle.

This strategy outlines how we will work to promote Welsh throughout CTM using a strategic approach based on behavioural insights, to ensure our staff are fully supported to offer the 46,000 strong Welsh-speaking population our Health Board cares for services in their language of preference. [1]

This is the first promotional strategy for Welsh we've written at CTMUHB and the first time we've looked at our provision of bilingual services through the lens of behaviour in a structured way. This means there will no doubt be things some may feel we should have concentrated on or done differently as well as things we get right. We'll consider lessons learned when we evaluate our success in 2025. We will then be able to repeat the cycle and see what we can do in areas other than the ones we've chosen to focus on this time.

Purpose

Improving the provision of bilingual services throughout CTMUHB will require a significant shift in how the Welsh language is portrayed and how Welsh language provision is described and promoted. CTMUHB has responded well to some aspects of statutory bilingual provision but not so well to others, and there is inconsistency across the organisation where some areas have strong bilingual provision and others very weak. How the language is portrayed and how Welsh language provision is described and promoted has a direct bearing on the organisation's ability to improve on this situation and ensure consistency of approach across all services, because:

- Improving bilingual provision and compliance is a matter of long-term behaviour change; whilst there are various models for changing behaviour, having a sound rationale for doing so and knowing how are commonly essential factors, both of which are strongly influenced by the way the need for change is communicated;

- People's awareness of the need for change, in terms of understanding the nature of bilingualism and the relevance of this to care and understanding the actual use of Welsh in society, varies greatly. Communication around Welsh needs to embed the message that Welsh is a vibrant and widely-used language in the area CTMUHB serves and that for some Welsh language provision is a need as well as a right.

This strategy outlines how we will talk about Welsh and promote it to improve our bilingual provision. It describes the key principles when communicating around Welsh at all times and the behaviour change principles that will structure our promotional work internally, in order to reach the organisational goal that CTMUHB is a bilingual organisation that understands the impact care in one's preferred language can have.

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[1] Welsh Government, More Than Just Words 5 Year Plan 2023-2025. Cardiff: Welsh Government: Online: https://www.gov.wales/sites/default/files/publications/2022-07/more-than-just-words-action-plan-2022-2027.pdf

What is our core message, and what are our core principles when communicating this message?

In communicating around the Welsh Language in CTMUHB as part of this strategy, we will aim to communicate one core message, using also insights from behavioural science around persuasive and effective strategic communication. [2]

The core message
All communications around Welsh will be based on the core messages below, by aiming to engender the belief:

1. That the language belongs to all in CTMUHB, whether we speak Welsh or not, and that the Welsh we have is good enough

   » which will mean using clear and concise language in English and Welsh when talking about our language, being inclusive using the keywords 'us' [ni], 'our' [ein] and 'together' [gyda'n gilydd] and using a friendly and warm tone;

2. That our bilingual provision is important to us because it's important to our patients, and because we know it's better for the care outcomes and patient satisfaction of many

   » which means avoiding the words 'compliance', 'regulation' and 'law' outside of formal reporting, talking about the nature of bilingualism where the opportunity arises including when setting action plans, and treating bilingual provision as a need leading with the 'Active Offer' [Cynnig Rhagweithiol] rather than the solely 'Welsh Language Standards' [Safonau'r Gymraeg]. It also means embedding the message that Welsh is a vibrant language in our communities.

3. That there is support available from the Welsh Language Team for various aspects of implementing More Than Just Words and the Standards

   » which means promoting the team widely and ensuring   there are quality resources and information available to staff:

This can be summarized in a short paragraph as below, as the overall core message of this communication strategy: All actions taken to promote Welsh in CTMUHB will aim to embed this core message, supported by the checklist below when communicating it.

> **Welsh belongs to everyone in CTMUHB no matter how much Welsh we know, and we provide Welsh language services when we've asked patients what their language need is because we know it's important to many as part of a vibrant and large Welsh-speaking community. I am strongly supported by my organisation to do this in various ways and know where to get support.**

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[2] Service, Owain et al,. 2012. EAST: Four Simple Ways to Apply Behavioural Insights. London: BIT; Government Communication Service, 2012. Strategic Communication: A Behavioural Approach. London: Government Communication Service.

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Principles checklist for communicating this message strategically

Aside from specific communications and promotion initiatives, all communication will be based on the principles below. These will form the bedrock of all communication, inspired by the EAST Framework. [3] [4]

Table 1: Principles checklist for strategic communication

Principle	Checklist	
Present it as **Easy**	Simplify the messaging » Is the key message presented early? » Is the language simple in English and Welsh? » Where there's an action, is it clear what needs to be done (e.g. using the AACTT Framework?) [5] » Is there a single point of contact? » Is there any unnecessary information? » Have verbs been favoured to inspire action? » Does the language present the message as something that is easy, with any potential sources of friction or barriers mentioned and mitigated?	
Present it as **Attractive**	Is the asset designed attractively and colourful, using the CTM Welsh Language and corporate branding? Is the messaging positive, with negative language and scenarios avoided? Is it coming from the right person? Is it personalized or personal enough?	
Present it in a way that relevant in a **Social** sense	Has the message been presented in a way that reaffirms Welsh as something that belongs to all at CTM and those we care for? Has any opportunity been taken to promote action as one other staff are doing? Can we build in reciprocity and active commitments?	
Present it in a **Timely** way	Are we communicating at the right time? Are we capitalizing on an event or occasion that could be harnessed?	

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[3] Service et al,. 2012.
[4] Some of the EAST principles are also relevant to the specific actions we will use to promote Welsh as we outline below, and these can be seen in Table 4 below along with other behaviour change-informed techniques.
[5] Specifying Action, Actor, Context, Target & Time, Presseau et al., 2019. Action, actor, context, target, time (AACTT): a framework for specifying behaviour. Implementation Science 14:102

Who are the main stakeholders and their key messages?

This section discusses audience segmentation and who our stakeholders are. The core message can be seen below for each internal audience segment, as described above. Whilst the core message is important for all staff, some elements are more important than others depending on the role of that segment in service delivery. For clarity, this message is repeated below:

The core message:

> Welsh belongs to everyone in CTMUHB no matter how much Welsh we know, and we provide Welsh language services when we've asked patients what their language need is because we know it's important to many as part of a vibrant and large Welsh-speaking community. I am strongly supported by my organisation to do this in various ways and know where to get support.

Table 2: Brief stakeholder analysis

Stakeholder	Why Overall Objective	What Key messages or opportunuties	When Frequency
All staff in general	All staff need to feel ownership over the language and feel confident to use the Welsh they have	That Welsh belongs to everyone in CTM no matter how much Welsh we know, and that support is available to facilitate this	Several times a year
Ward and service managers	Operational managers need to take responsibility for Welsh in their area	That Welsh belongs to everyone in CTM no matter how much Welsh we know, and that support is available to facilitate this	Once yearly through annual auditing once all areas have had an initial action plan and the conversation on why we offer services in Welsh
Senior staff and Leads Band 8a/b and above	Senior managers need to ensure that where progress is slow, that ward and service managers are asked to improve their bilingual provision	That bilingual provision is important for the patient experience and can be relevant to clinical outcomes for some groups	Once yearly through annual auditing once all areas have had an initial action plan
Members of WL Steering Group	Very senior leads within Care Groups and Hosted Bodies (membership as noted in TOR for WL Steering Group) are accountable for bilingual provision in their area of responsibility	That bilingual provision is important for the patient experience and can be relevant to clinical outcomes for some groups	Bi-monthly

Changes to how we will communicate

The Welsh Language Team and the People Directorate have a significant role to play in developing bilingual provision throughout CTMUHB. The way it communicates and engages itself with staff is of paramount importance as the Welsh Language Team within this directorate is the organisation's central team for all matters relating to Welsh. As part of this plan, the following changes will be made in how it communicates with staff and how it engages with teams and managers on a daily basis. This will aim to ensure the positive start to developmental work around MTJW through the launch event (see below) is continued using the appropriate messaging. The changes below will also be consistent with the principles for communication around Welsh outlined above.

Change in approach for action planning
When the Welsh Language Standards were first introduced in 2019, areas were asked to complete an action plan based on the Standards themselves, to evidence how their areas were working to meet the requirements. Following the creation of the Integrated Locality Group Operating Model in 2019, each ILG was then resent an action plan template to complete to evidence how their areas were working to comply, but few completed plans were received.

This was the logical approach given the size of the organisation. Due to a lack of success with this approach however, a different approach has been taken since February 2022. Each ward or service area, in co-operation with the Welsh Language Services Manager, will develop a Welsh Language Action Plan together. This will allow for the work already completed to be taken into account, the requirements to be explained based on the nature of the service and for the Welsh Language Services Manager crucially to explain the benefits of Welsh language provision. This local and bespoke approach is also more considerate of each area and facilitates more meaningful discussions, particularly around what challenges those areas may foresee in implementing changes and responding with targeted support. The discussing of challenges and planning for them is also an important element of planning for behaviour change, as any barriers to action can be resolved in time so that they do not become a hindrance in future. Having a method for action planning is essential as this is the mechanism through which improvement work around Welsh is completed.

New Action Plan template
The Action Plan Template used as part of the above process will have a cover page indicative of care so that the action plan itself is presented as a document relating to care and not solely statutory provision. It will also contain a brief introduction explaining why the action plan has been set include messaging around the importance of care in Welsh, will name the manager responsible and be dated. The template will therefore reflect the template as a 'commitment device' tool, whereby people are more likely to adhere to a commitment made if it's made by them or with them and is recorded. It will also comply with the requirements set by Internal Audit following CTMUHB's audit of its arrangements for monitoring compliance with the Welsh Language Standards in 2021.

Cases of lack of progress within areas
Within some areas, and for various reasons, there will likely be a lack of progress and unwillingness to engage. It is hoped the change of approach in how the Welsh Language team communicate and engage will allow for progress, however it cannot be reasonably expected that all areas will be willing to improve. Where this is the case, it is not the role of the Welsh Language team to continue to engage nor to remind those areas repeatedly what the requirements and consequences of non-compliance are. This would be detrimental to working relationships. The organisation will have a structure in place, through its Welsh Language Steering Group, where a concerning lack of progress can be escalated for action by the appropriate level of management, based on the evidence and professional advice the Welsh Language Services Manager provides. In terms of complaints and investigations, it will not be possible to avoid

communication where it will need to be stressed that responding to evidence requests and the results of investigations are a matter of law where non-compliance carries material legal risk. The success of this overall approach however would mean that these interventions would be infrequent.

Y Gymraeg yn CTM and internal branding
That Welsh belongs to CTM and its staff can be further strengthened by having an internal logo for Welsh. This would coincide with the work in this strategy to portray the language as something that belongs to everyone in the organisation no matter how much Welsh we know, and it will contribute to fostering a sense of ownership over the language for the organisation. This logo will incorporate the organisation's name and the NHS Wales logo.
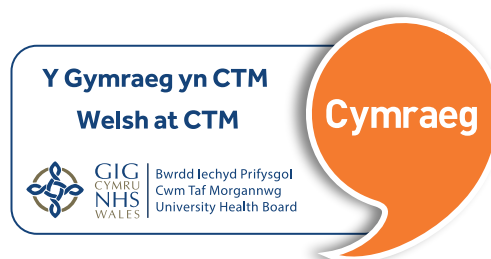
We will also ensure all information documents, reports, templates and resources follow the same design template using this logo.

Taking a behavioural insights perspective

Improvements in bilingual provision, and long-term changes in behaviour whereby Welsh is considered consistently, are much more likely to happen if Welsh has a positive and inclusive image, which is why the strategic communications checklist will be followed as above. However, it is also essential staff appreciate the need for change, know it isn't an unachievable target and understand the relevance and importance of their actions in ensuring bilingual provision to the population CTMUHB serves. That a lack of knowledge on why and how has hitherto hindered progress with improving bilingual services in NHS Wales has been shown to be the case in recent research.

Why behavioural insights?

The recent review of More Than Just Words (MTJW) published in 2021 made it clear that progress had not been universal and that there appeared to be several reasons for this, with the following among them: [6]

- MTJW appears to have successfully won the 'hearts and minds' of many strategic level policy makers and some frontline practitioners, but the challenge of changing the culture and mind-set has been greater at the level of operational planning and delivery;

- There is a discrepancy between understanding of why increasing Welsh language provision is necessary and understanding of how to do this effectively in practice. This sits alongside a perception among some operational level managers that implementation is too difficult. A lack of time and resources was identified as a challenge;

- There is an under-utilisation of those who already have Welsh language skills, due to a number of factors but chiefly among them, a lack of confidence on behalf of Welsh speakers to use the language in a work setting.

[6] Stuart & Bryer.

COM-B and the Behaviour Change Wheel as an appropriate theoretical model

These issues, alluded to by a comprehensive piece of research across NHS Wales (including CTMUHB) involving various different stakeholders from senior management to frontline staff, show that the three conditions necessary for behaviour change have not been met. Michie et al., in a comprehensive review of the literature on behaviour change models, put forward a tested system for behaviour change based around 'Capability', 'Motivation' and 'Opportunity'. [7] When these factors are planned for together, they lead to the conditions for the 'Behaviour' to be performed, or the 'B' in the model. This model has been called 'COM-B' and is described below.

Capability: The psychological belief (perceived or real) an agent has as to whether they have the ability and/or knowledge to carry out the behaviour (i.e. knowing they need to answer the phone bilingually and being able to do so, knowing what the Active Offer is and why it is made, and then having confidence to speak Welsh to the patient once the Active Offer has been made for example). This also inludes physical capability, somebody's physical capacity or skill to perform a task.

Opportunity: The environment surrounding the agent that facilitates or hinders the behaviour, known as physical opportunity. This includes their literal environment and the amount of Welsh seen and heard around people. Opportunity also includes social opportunity, or cultural norms, the commitment of others to bilingualism and the support that is available to staff such as advice and translation and the availability of quality resources.

Motivation: In order to change their behaviour and for that new behaviour to become a habit, the agent has to want to change. Within motivation there is 'reflective motivation' and 'automatic motivation'. By allowing staff to reflect on 'why' we need to offer services in Welsh, explaining the clear rationale in terms of patient experience and patient safety, this will ensure an understanding is developed about why we offer services in Welsh leading in turn to a consious awareness of the need for an increase in provision. This leads to 'automatic motivation', or a desire to perform a behaviour that eventually becomes habit. This can also be considered an 'intrinsic motivator', or 'I do this because it's what I know is best for the patient which gives me satisfaction in my role as a care giver' rather than solely an extrinsic one, or 'I do this because I have to, although I wouldn't do it otherwise'. [8]

Which behaviours?
Knowing the barriers to progress from a behavioural perspective and understanding the framework within which those behavioural barriers can be understood, it is then possible to hone in what specific behaviours need to be targeted. It also important at this stage to be strategic and select those behaviours that have the greatest impact and are likely to lead to successful outcomes. Based on their high impact on bilingual services and how common these elements of service delivery are, the below behaviours have been selected: [9]

- Making the Active Offer;
- Ensuring we have a robust bilingual ethos when dealing with the public. We will concentrate on receptions and telephony for this;
- Ensuring our 'linguistic landscape' is bilingual, concentrating on signage and displays;
- Ensuring documents and correspondence are bilingual.

[7] Michie et al, The behaviour change wheel: A new method for characterising and designing behaviour change interventions. Implementation Science 2011, 6:42, 1-11.
[8] Mitchell, S. E. (2013). Self-determination theory and Oklahoma equestrians: A motivation study. Oklahoma State University.
[9] They were also chosen as these behaviours cannot easily be controlled through other means or are in areas where there has been comparatively lower progress. Whilst there are recruirements around bilingual recruitment for example, current processes are in place as a checkpoint to ensure bilingualism here. This is more difficult in making the Active Offer for example, where this could potentially impact hundreds of interactions a day which are difficult to monitor.

Looking at these behaviours within the COM-B framework, we can begin to see how 'no' to the answers below will mean the behaviours chosen above cannot be expected to happen across the system.

Table 3: Analysing barriers to behaviour within COM-B

COM-B Component	Possible Barriers
Capability	• Do I know that I'm expected to make the Active Offer and what this means, and do I know how? • Do I know I'm expected to greet callers and visitors bilingually, and do I know how? • Do I know I'm expected to display bilingual signage, and do I know where to get support? • Do I know I'm expected to ensure I have bilingual documents and correspondence? • Do I believe my Welsh is good enough?
Opportunity	• Are there resources available to me to help me make the Active Offer? • Are there resources available to me to support me to greet callers and visitors? • Are there internal policy initiatives my organisation has put in place in terms of Learning & Development to support me to develop my skills in Welsh? • Is there a service available to me for policy advice and translation? • Is the wider environment around me structured in such a way that normalises and cues bilingualism?
Motivation	• Do I believe I should make the Active Offer? • Do I believe I should greet callers and visitors bilingually • Do I believe I should ensure my documents and correspondence is available in Welsh?

Once the particular behaviours necessary for the outcome have been chosen and a diagnosis has been made of the factors influencing these behaviours within the COM-B framework as above, the interventions to change the three influences on behaviour are then taken from the Behaviour Change Wheel. This can be seen below. The broad 'policy' categories refer to the overall interventional strategy that could be chosen, where as the interventions themselves in red guide how that policy category could be implemented. Once the policy category and intervention(s) have been chosen, the relevant behaviour change technique can then also be selected to ensure success.

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Figure 1: The Behaviour Change Wheel and the COM-B Model (Mitchie et al, 2011)

The interventions chosen and the appropriate techniques within the overall policy option will vary according to context. It is recommended the APEASE framework is used to analyse which interventions are likely to be most useful and successful, and following a workshop to do this when forming this strategy in February 2023, the following interventions were chosen to focus on for the next 3 years as shown in Table 4.

These interventions have the potential to reach the majority of staff in the organisation, either through strategic communication, the provision of resources, corporate and local inductions or the action planning process. Coupled with focussing on the most common elements of bilingual service delivery as we outlined above, this strategy has the potential to make a significant contribution to the success of MTJW and the implementation of the Welsh Language Standards, which themselves could be considered under 'Legislation/Regulation' in the wheel, by ensuring that other important elements of behaviour change are also given due attention. As shown by the recent independent review of MTJW in 2021, this is timely as many of the barriers staff themselves described can be understood within the behaviour change framework of COM-B.

What specific actions will we take to communicate the message, and when?

These are the specific initiatives we will take between 2022-2025, informed by the BCW and the overall COM-B Framework. How these interventions link to COM-B and the BCW are also indicated in the table. Having noted 'what' the underlying principles are and 'who' the main stakeholders are above, below details 'how' we will promote Welsh in order to improve our provision of bilingual services.

Table 4: Specific strategic interventions by policy option type and their link to COM-B and the BCW

Overall Policy Option Type: Communications and Marketing						CAP.		OPP.		MOT.	
Guiding Intervention Type	Initiative and main stakeholder	Method of delivery	Schedule	Rationale	Behaviour Change Technique	Physiolog.	Physical	Social	Physical	Automatic	Refelective
Education, Modelling, Persuasive Messaging	Initial launch event, all staff	Online meeting with presentation and video	October 2022	To gain momentum for improvement. This will be an opportunity to present the rationale for Welsh Language services using expert testimony and patient experience vide-os. The outline of a delivery plan will also be presented along with new resources to ensure staff know	**Framing and reframing:** Opportunity to frame Welsh language provision as an act which improves the patient experience and quality of care, rather than solely as regulatory compliance, fitting well with the core message of MTJW. **Credible source:** Event to be opened by CEO with support for Welsh language agenda to give credibility and authority to message. Event to be closed by Independent Board Member, in Welsh, with final comments in support from the Executive Sponsor for Welsh to	■		■			■

| | | | | how bilingual provision can be improved. This will aim to rebrand Welsh in the organisation. | show further Board-level support.

Feedback on outcome(s) of behaviour:
Patient experience videos to talk about positive effect using Welsh in care has, showing real-world impact of bilingual provision.

Salience of consequences:
Section of event to also discuss the effect bilingual provision has for particular conditions such as Dementia (from clinical expert), showing the measured clinical effect of bilingual provision as well as a lack of bilingual provision.

Information about others' approval:
Other staff to talk about the importance of Welsh to them. | | | | | | |
| Language awareness | Patient Story for Welsh at Board Meeting/Away Day | January 2024 | To ensure the impact of bilingual provision on the patient experience is understood at the highest level as part of 'why'. | **Framing and reframing:**
Opportunity to frame Welsh language provision as an act which improves the patient experience and quality of care, rather than solely as regulatory compliance, fitting well with the core message of MTJW, for all Board members. | | | | | | |

					Salience of consequences: To show the measured clinical effect of bilingual provision as well as a lack of bilingual provision.						▮
	Language awareness video and sessions	Presentation	March 2023	This will ensure a professionally-designed and engaging video can be shown during local inductions, events and when setting action plans, to ensure the 'why' and 'how' of what staff need to do is understood.	**Framing and reframing:** Video content to frame Welsh language provision as an act which improves the patient experience and quality of care, rather than solely as regulatory compliance, fitting well with the core message of MTJW. **Verbal persuasion about ability:** Video content to be based on the EAST checklist described above and will aim to build confidence in using Welsh by encouraging staff to use the Welsh they have.	▮					▮
Persuasive Messaging, Environment Restructuring, Enablement	Ward and Service Packs Attractively-designed packs with printed elements			These will contain various resources to use Welsh on the ward and in services including emotion and feeling cards, magnets to denote Welsh-speakers, A3 poster checklist,	**Prompts/Cues:** The ward and service packs will contain attractive posters, one of which will explain what the requirements are around Welsh to remind and prompt staff to use Welsh at work. Ward & Service Packs, as with the Action Plan template, will also be personalised ensuring the relevant manager or area is named,	▮			▮		▮

				phrase cards, posters, desk triangles and a booklet. The booklet will be structured according to 'why', 'how' and 'what' and be written according the communications principles set out above. This will be a physical pack as well as a digital one.	as personalisation is also an important element of persuasive communication.
Persuasive Messaging	Annual events (St David's Day, Su'mae Shw mae Day, Welsh Language Rights Day) to also focus on the use of Welsh by staff as well as the use of Welsh with patients		Annually	These events can also be used staff-side to promote Welsh in the organisation as well as the availability of Welsh language services. Internal staff updates will be an ideal vehicle for promoting Welsh.	Depending on message. EAST principles to be used throughout.

				These messages will follow the verbal strategy above, and will have a specific aim. For St David's Day, courses on gaining confidence to use Welsh, for WL Rights Day, celebrating the work of colleagues who have embedded Welsh for example. Each annual event will have its own theme.								
Incentivisation	Awards and celebration			For those areas who have completed a bilingual action plan, this needs to be publicised appropriately (e.g. through staff Facebook group and during Welsh Language Rights Day) and rewarded materially.	**Material Reward:** Rewarding the required behaviour **Incentive:** Encouraging required behaviour through incentive							

				This may also act as an incentive to others. This reward will need to be substantial and something staff will appreciate.							▉
Training	Promoting Welsh Language training			Courses for staff to learn or improve the level of Welsh they have will be regularly promoted, as will courses aimed at supporting staff to use Welsh in the workplace e.g. at interviews	**Instruction on how to perform the Behaviour:** Courses aimed at specific staff groups for a specific purpose will ensure staff have the knowledge and skills to offer bilingual services.	▉		▉			

Policy Option Type: Guidelines						CAP.		OPP.		MOT.	
Guiding Intervention Type	Initiative and main stakeholder	Method of delivery	Schedule	Rationale	BTT	Physiolog.	Physical	Social	Physical	Automatic	Refelective
Education, Modelling, Persuasive Messaging	Staff Guide to Welsh Language Services	Printed and digital guide	November 2022	Attractively-de-signed guide to…	**Information about others' approval:** The 'Guide to Welsh Language Services' will include an example of how one ward or service has successfully implemented a specific requirement, showing other staff the progress made by colleagues. This draws on the important concept of 'social proof' in behaviour change whereby people are influenced by what others do. **Instruction on how to perform the Behaviour:** The 'Guide to Welsh Language Services' will explain how to make the Active Offer as well as how to get support to implement other requirements.			■	■		
	SharePoint to be trimmed down for ease of navigation and	Webpage	April 2023 (Interim version by January 2023)	To ensure awareness of the Welsh Language team and offer advice	**Verbal persuasion about ability:** SharePoint to include messaging around using the Welsh staff have, and introduction to	■					■

	aligned to the communication strategy and its core messaging. Interim site to be used until migration to SharePoint 365. This will include patient stories, research and all resources added along with a clear and intuitive interface so that staff know where to find relevant contact details for WL Team.			and resources as part of 'how'.	guide on SharePoint will begin with message of encouragement and the explanation that improving bilingual provision does not require fluency

Framing and reframing: SharePoint to be redesigned around three pillars of 'Why, How & What', with 'Why' section to include patient experience video and document library showcasing clinical research on the positive impact of using Welsh in care

Salience of consequences: Patient video and document library of research to show the high impact care in Welsh can have | | | | | | |
| Training | Corporate induction content and local inductions | Corporate induction is an essential method of ensuring new starters are welcomed and exposed to a positive ethos around Welsh, where the requirements on CTM staff can | When induction material is requested | | **Verbal persuasion about ability:** Corporate induction content for Welsh will include inclusive messaging to ensure staff feel comfortable using the Welsh they have, and information on how they can be supported to offer services in Welsh.

Framing and reframing: It will also explain the rationale for Welsh language services from | | | | | | |

	be explained. Material for Welsh will be structured according to 'why', 'how' and 'what'. Local inductions to also include Welsh language session for same rationale as above			the patient experience and quality of care perspective, using patient testimony. The timing of this (new starters) is also crucial as this can be seen as a relevant 'critical moment' when attitudes and behaviours are being formed. Social proof will also be an element as it will include CTM staff talking about how they use Welsh.	■		■	■		■
Enablement	UHB Policy for L&D and support	Policy					■		
Environmental Restructuring, Modelling, Enablement, Education	Link Champion role inspired by RCN's Link Nurse Framework	Standardised and recognised champion role	Champions network in place by 2025 across CTM		**Restructuring the physical environment:** Creating a network of staff across clinical environments that are visible and vocal champions for bilingualism **Role-modelling:** Staff showing other staff what bilingualism in care means **Enabling bilingual practice and education:** Champions able to explain importance of bilingualism in care and	■		■		■

what we do bilingually in CTM

Policy Option Type: Service Provision						CAP.		OPP.		MOT.	
Guiding Intervention Type	Initiative and main stakeholder	Method of delivery	Schedule	Rationale	BTT	Physiolog.	Physical	Social	Physical	Automatic	Refelective
Enablement	WL Team and how this is advertised					■			■	■	
Enablement	Action Planning			Each ward and service area requiring one to have received a bespoke action plan including conversation on why as part of process	**Goal setting behaviour:** Setting agreed and specific actions makes clear what needs to be done, by whom, where and when. This ensures the particular behaviours that are expected are more likely to be achieved as they are clear and recorded. **Commitment:** An action that a person has pledged to complete in a signed agreement (action plan) is more likely to be completed as people tend to adhere to what they have overtly pledged to do.				■		■

| Enablement | Desktop link on all staff desktops to the Welsh Language SharePoint Page, with title 'Welsh Language Support/ Cymorth Cymraeg'. | July 2023 | | Specific link on staff desktops to Welsh Language SharePoint page so that staff can easily find advice and support, using the orange 'Cymraeg' speech bubble logo. | Specific link on staff desktops will make it clear how advice and support can be found and will in itself promote the language. In terms of a behavioural approach, this will remove a barrier to access as staff will only need to click on the link, rather than search for the page on the intranet. | | | | |

Policy Option Type: Environmental/Social Planning						CAP.		OPP.		MOT.	
Guiding Intervention Type	Initiative and main stakeholder	Method of delivery	Schedule	Rationale	BTT	Physiolog.	Physical	Social	Physical	Automatic	Refelective
Environmental Restructuring, Enablement	UHB Policy on Using Welsh Internally	Policy		To promote the use of Welsh internally and clearly set out what rights staff have to use Welsh at work (also as required by WL Standard 79). This is essential to ensure an encouraging and welcoming environment for bilingualism, which will be pivotal in ensuring staff feel able to use Welsh and that the language is normalised in the workplace. Despite being a 'policy', this will be an enabling document	**Restructuring the physical environment:** The policy will aim to ensure that various different areas of the UHB come together and use Welsh more in their various capacities, so that CTMUHB becomes a workplace where Welsh is normalised. The more Welsh is visible, audible and can be used at work, the more this enabling environment will nurture and support the use of Welsh with the public. **Prompts/Cues:** The ward and service packs will also contain attractive posters, one of which will explain what the requirements are around Welsh to remind and prompt staff to use Welsh at work. This will ensure prompts and cues for staff also as per above, 'Restructuring the environment'.			✓	✓	✓	

Environmen-tal Restructuring, Enablement	Ward and Service Packs			to bring various departments and teams together to formalise how they can make more use of Welsh internally, and all communication around it and through it will be in accordance with the commu-nication principles above.							
Environmen-tal Restructuring, Enablement	Ward and Service Packs			As above for this intervention under 'Communications and Marketing' and associated techniques, but posters will also prompt	**Restructuring the physical environment:** The ward and service packs will also contain attractive posters, one of which will explain what the requirements are around Welsh to remind and prompt staff to use Welsh at work. This will ensure prompts and cues for staff also as per above, 'Restructuring the environment'.							

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Welsh at CTM
Cymraeg

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Measuring impact

The evaluation of MTJW showed that there were several barriers to successful implementation. These barriers in large part were due (although not entirely) to a lack of understanding of why progress should be made, as well as how progress could be made. The behavioural approach taken deals with these specific issues, understanding that change cannot happen unless individuals believe they can perform the behaviour, are in the right environment for that behaviour and know why they should perform that behaviour in the first place. The success of this behavioural approach therefore will be seen in the increase in bilingual provision across the organisation, as staff are communicated with in a way that encourages them to use the Welsh they have, explains why we offer bilingual provision and explains how they will be supported to do this. This will be measured through the number of completed action plans as well as through data from regular auditing. Oversight of actions plans and of auditing will be provided by the Welsh Language Steering Group.

Summary

- Progress with previous iterations of MTJW and the WL Standards has been inconsistent and very slow in some organisations, despite the importance of Welsh provision to people who speak Welsh and despite how a lack of Welsh provision for certain patient groups has been shown to be detrimental to care outcomes;
- The new 5-year MTJW Plan aims to see a step-change in the consistency and quality of Welsh provision across the Health and Social Care system, as an enabling framework which will complement the WL Standards;
- To ensure this is achieved, a robust performance management framework will be put in place including stronger scrutiny on the IMTP, Duty of Quality reporting to include Welsh provision, an annual report published, more robust expectations for reporting and a National Dashboard for Welsh provision improvements among other measures;
- This Communications Strategy sets out:
  - How Welsh should be portrayed in the organisation and how work to increase bilingual provision should be framed, with reference to a communications strategy for Welsh and an appropriate behaviour change model which fits well with the narrative of MTJW;
  - As part of changes to how Welsh is portrayed, the narrative of bilingual provision as need and the Active Offer within MTJW should be the prime focus for frontline services rather than the WL Standards and compliance;
  - How an internal brand and logo can also contribute to the feeling of ownership over Welsh among staff;
  - How specifically Welsh will be promoted and how the Welsh Language Team will communicate in general.

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