

OPERATIONAL PLAN

2022 - 2023



CONTENTS



- About Us
- Overview
- Foreword
- Priority 1 - 4
- Resourcing
- Contact



ABOUT US

Healthcare Inspectorate Wales (HIW) is the independent inspectorate and regulator of healthcare in Wales.

We look at the **quality, safety and effectiveness** of the services that are being provided to people and communities, **drawing attention to good practice** where we find it and **calling out practice that could cause harm** to those who are receiving it. What matters to people and communities is core to what we do.

Healthcare exists for people and communities, and the work we carry out looks at whether it meets the **needs of a community** and whether it is of a **good quality**. Where we **find inequalities** in healthcare provision, where a service is not designed for the needs of the community it serves, **we will challenge this**.

Equality and diversity is embedded in the work we do and we consider how healthcare services reach those who face the greatest barriers to accessing quality healthcare.

Our responsibilities in relation to mental health span both the NHS and the independent sector. HIW also works with other review and inspectorate bodies to consider the **quality of healthcare** delivered in non-healthcare settings such as prisons.



OVERVIEW

Welcome to our Operational Plan for 2022 - 2023, this document sits alongside our Strategic Plan and outlines our priorities for the next year.

In our plan we will set out our programme of work for 2022 - 2023, defining our key deliverables and how they will be measured. We have set a challenging work programme for the year and, following a period in which there have been extraordinary pressures on our people, we will focus more than ever on supporting their wellbeing to enable them to provide the best possible service.

We welcome feedback, so please get in touch if you have any comments on our work or wish to feedback on healthcare services in Wales.



FOREWORD

Welcome to our Operational Plan for 2022 to 2023



This year we launched our Strategic Plan for the next three years, with the purpose of influencing and driving improvement across healthcare services in Wales.

This Operational Plan outlines our priorities and actions over 2022 - 2023 to achieve our strategy effectively and efficiently. The deliverables within this plan set out key measurables of how we will meet our actions and statutory duties. This includes a focus this year on driving and strengthening engagement, improving, and modernising our ways of working and understanding our communities better in relation to equality, diversity and inclusion. In response to the pandemic, we have continued to evolve and adapt, and this plan builds upon that work, so we can continue to provide assurance about the quality and safety of the services we regulate and inspect.

We have seen a period of significant change and this plan continues to support how we develop, to ensure we continue to monitor and check that people in Wales are receiving good quality healthcare. We have introduced many new ways of working to continue to fulfil our organisational functions, whilst being flexible to any emerging risks. People are at the heart of what we do, and it is important we strive to share lessons learnt, reflect on what has worked well and take forward this learning to continuously improve. We will continue to listen and support the wellbeing of our people to enable them and our organisation to do the best possible job and keep our communities safe and well.

We have set out a varied work programme for the year and we welcome any feedback, so please get in touch if you have any comments on our work or wish to feedback on healthcare services in Wales.

We want to deliver and drive improvements that make a real difference, and I am confident this plan will support us in doing this.

Alun Jones
Interim Chief
Executive



PRIORITY

1




We will focus on the quality of healthcare provided to people and communities as they access, use and move between services.

Actions

- We will consider the quality of care given to people during their time on a clinical pathway
- We will seek out opportunities to listen to people about what matters to them on their healthcare journey
- We will build on our approach to exploring care delivered both in and outside of a hospital setting, recognising that many people receive care in the community.



Year 1 Deliverables	Measured By	Outcome
<p>Establish a stakeholder advisory group with diverse and inclusive representation</p>	<ul style="list-style-type: none"> • Explore, build and maintain new working relationships with stakeholders who champion equality, diversity and inclusion considering the needs of the people who use healthcare services in Wales • Continually review and consult on the diverse representation within the group • Evaluate the impact of the group to ensure we are listening and communicating their views effectively to inform our work. 	<p>Stakeholder views will have helped to shape our work programme.</p>
<p>Increase the range of tools we have for engaging with people about our work</p> 	<ul style="list-style-type: none"> • Develop a toolkit exploring the different methods of engagement available • Improve how we establish and run focus groups • Introduce and review new and alternative engagement methods to target new audiences. 	<p>Our work will be supported by wider engagement opportunities which will increase our understanding of issues affecting a variety of people from diverse backgrounds.</p>

Year 1 Deliverables

Measured By

Outcome

Develop a new methodology for carrying out onsite inspections of General Practices (GPs) which explores the wider primary care provision that GPs are part of in order to provide patient care

- Implementation of the new methodology framework that reflects the role of GPs within the wider primary care landscape
- Roll out training on the new GP methodology for inspectors and peer reviewers
- Number of GP inspections carried out using the new methodology
- Obtain feedback from GP settings following inspections.


Our assurance work for GP practices will have explored the wider context within which GPs operate, providing HIW with a more holistic understanding of the primary care system and impact on patients.

Design options which enable patient pathways to be built into our inspection and assurance methodology and programme of work

- Produce a set of strategic principles to complement a risk-based approach to planning our programme of inspection and assurance methodology work
- Patient journeys are considered at the point of planning.

Our work will have given greater consideration to the care delivered to patients within different parts of the healthcare system and how this impacts on their care overall.



Year 1 Deliverables	Measured By	Outcome
<p>Review our quality assurance process for applications for registrations</p>	<ul style="list-style-type: none"> • Circulate case studies of good practice and share lessons learnt • Review the quality of applications received against the revised standards. 	<p>Our registration work will provide a source of intelligence on the quality of newly registered providers, which will mean we can undertake assurance work on new services in accordance with risk.</p>
<p>Deliver a programme of national and local reviews which explores the quality of care delivered to patients during their time on a pathway.</p> 	<ul style="list-style-type: none"> • Deliver a national review of patient flow • Commence a national review of planned care • Deliver a local review of mental health discharge in Cwm Taf Morgannwg University Health Board • Commence two other local reviews • Commence a further joint review with Audit Wales of Cwm Taf Morgannwg University Health Board, to review progress from 2019 joint report on the health board's quality governance arrangements. 	<p>Our work will have explored national issues of high risk and delivered recommendations which improve the care delivered to patients in Wales.</p>

PRIORITY

2





We will adapt our approach to ensure we are responsive to emerging risks to patient safety.

Actions

- We will build on the flexible models of assurance and inspection work that we developed during the pandemic, using all tools available to us to help us carry out our work
- We will use our internal intelligence function and our work with others to direct our work at areas of highest risk
- We will build on our engagement methods, so that we can communicate our messages quickly to drive improvement.



Year 1 Deliverables	Measured By	Outcome
<p>Review our suite of inspection and assurance tools</p>	<ul style="list-style-type: none"> • Formalise an approach to more complex offsite work • Strengthen our process for offsite assurance work • Evaluate the impact of offsite work. 	<p>Our assurance tools will enable us to be agile in the way we deploy our resources, targeting the level of risk with the appropriate assurance tools.</p>
<p>To actively share our findings and recommendations with stakeholders, service providers and the public to influence and drive improvements in healthcare</p>	<ul style="list-style-type: none"> • Produce and establish a ‘Quarterly Insight Bulletin’ with a ‘learning and insight’ section • Develop and embed a new process within core business for the production and circulation of such learning bulletins • Review the number of bulletins issued and their engagement analytics • Development of a partnership section on the HIW external facing website to host such content. 	<p>Our findings and recommendations will have been shared regularly and promptly, helping contribute to improvements in healthcare services.</p>
<p>Consult and develop an Engagement Strategy to support us in our work</p> <div data-bbox="593 1289 900 1581">  </div>	<ul style="list-style-type: none"> • Consult with key stakeholders to obtain a wider understanding of how we can improve our engagement • Produce an initial draft of the strategy. 	<p>Our work will be supported by a better understanding of how stakeholders, service providers and the public want us to engage with them.</p>

Year 1 Deliverables	Measured By	Outcome
<p>Ensure all inspection and assurance processes are aligned to any changes to the Health and Care Standards</p>	<ul style="list-style-type: none"> • Communicate the standards to all HIW service area leads for implementation • Revise and develop assurance methodology to ensure our work aligns with the standards. 	<p>Our work will accurately reflect the way in which healthcare services in Wales measure quality within their services.</p>
<p>Ensure all our processes are prepared to reflect the change from Deprivation of Liberty Safeguards (DOLS) to Liberty Protection Safeguards (LPS)</p>	<ul style="list-style-type: none"> • Review and update the impact assessment for the introduction of LPS • Consider any changes to inspection tools. 	<p>Our work programme will be ready to fulfil our statutory responsibilities against the Liberty Protection Safeguards once they are introduced.</p>
<p>Evaluate the Service of Concern (SoC) process for the NHS and update our enforcement approach for independent healthcare services</p> 	<ul style="list-style-type: none"> • Evaluate how the NHS SoC process has been implemented, seeking feedback, with a view to improving it where necessary • Refresh the current enforcement and criminal investigation guidance for the independent sector • Formalise a media and communications process for SoCs in independent healthcare. 	<p>Our approach to escalation and enforcement across all healthcare services will be clearly defined and we will be able to confidently apply this to services that are not providing safe patient care.</p>

Year 1 Deliverables

Continue to deliver a programme of assurance and inspection work to independent healthcare settings in line with our statutory duties and promote the findings



Measured By

Deliver up to 97 inspections or quality checks to a variety of independent healthcare settings broken down further into:

- Up to 9 inspections to private only dental practices (additional work to mixed NHS and private dental practices is accounted for in NHS deliverable)
- Up to 45 inspections of laser services
- Up to 2 Ionising Radiation Medical Exposure Regulations (IR(ME)R) inspections
- Up to 10 mental health hospital inspections
- Up to 6 independent hospital inspections
- Up to 5 independent hospice inspections
- Up to 20 independent clinic inspections
- Percentage of reports published within seven weeks of each quality check
- Percentage of reports published within three months and one day following each onsite inspection.

Outcome

We will have checked the quality of care provided to patients at a range of independent healthcare settings across Wales, contributing to improvement in services for patients.

Year 1 Deliverables

Measured By

Outcome

Continue to deliver a programme of assurance and inspection work in the NHS to a range of settings, informed by analysis of risk and promote the findings

Deliver up to a total of 169 inspections or quality checks to a variety of NHS settings broken down further into:

- Up to 27 GP inspections
- Up to 95 dental inspections (two NHS, 93 to practices providing mixed private and NHS dental contracts)
- Up to 5 IR(ME)R inspections
- Up to 10 NHS mental health service inspections
- Up to 24 NHS hospital inspections
- Up to 3 community mental health team inspections
- Up to 5 NHS learning disability setting inspections
- Percentage of reports published within target time following each inspection and quality check.

We will have checked the quality of care provided to patients at a range of NHS healthcare settings across Wales, contributing to improvement in services for patients.



PRIORITY

3






We will work collaboratively to drive system and service improvement within healthcare.

Actions

- We will work with others to strengthen our understanding of the issues affecting healthcare services and the people and communities who use them
- We will specifically consider the challenges faced by minority groups when using healthcare services, using this understanding to help challenge healthcare inequalities through our work
- We will build on our working relationships with partners so that we increase the impact we can make to the quality of healthcare delivered to the people of Wales
- We will support our staff to make judgements about both service and system level issues.



Year 1 Deliverables	Measured By	Outcomes
<p>Consult on a new Equality, Diversity, and Inclusion Strategy</p>	<ul style="list-style-type: none"> • Design a consultation process to include key stakeholders • Produce an initial draft of the strategy for circulation • Develop an equality impact assessment toolkit and subsequent training. 	<p>Our work will have been shaped by our increased understanding of equality, diversity and inclusion within our work.</p>
<p>Undertake a gap analysis with independent healthcare providers to obtain a wider understanding of their preferred communication methods</p>	<ul style="list-style-type: none"> • Circulate a survey for providers to ‘have their say’ on preferred communications methods • Produce a report following the survey to review the best methods of engagement • Identify and evaluate any new suggested methods 	<p>Our understanding of what independent healthcare providers need to hear from us will be shaped by what they have told us.</p>
<p>Develop the Independent Healthcare area of the external facing website</p> 	<ul style="list-style-type: none"> • Increase the information available for Independent Healthcare services and create a bespoke area on HIW’s external facing website. 	<p>Prospective and existing independent healthcare providers will have easier access to information which will help them to provide safe, effective services.</p> 

Year 1 Deliverables	Measured By	Outcomes
<p>Develop a healthcare summit to address emerging issues and priorities</p>	<ul style="list-style-type: none"> Evaluate HIW activity and the impact following each summit. 	<p>Our work will be shaped by strong partnership working which will provide us with a greater understanding of risks and issues in healthcare services across Wales.</p>
<p>Invest in the development of our peer and patient experience reviewers to continue developing their skills</p>	<ul style="list-style-type: none"> Host a series of development sessions The number of sessions held Review completed competency assessment forms Circulate a feedback questionnaire at the end of year to obtain an assessment of the value the sessions Introduce a section in the Quarterly Insight Bulletin for developing peer and patient experience reviewers. 	<p>Our work will be supported by peer and patient experience reviewers who are up to date and engaged with our work.</p>
<div data-bbox="33 1129 369 1596">  </div> <p>Embed a new governance mechanism for further joint working with key stakeholders</p>	<ul style="list-style-type: none"> Review the alignment of our inspection and assurance work plans to collaborate better with key stakeholders Consolidation of the key findings and emerging themes from our joint work and consider how these can inform our future work programmes. 	<p>Our impact on healthcare services will be supported by increased partnership working, providing a more holistic view of the issues facing patients.</p>

Year 1 Deliverables

Measured By

Outcomes

Maximise the value of HIW's bespoke data management system known as 'Pwls' through further training



- Develop and implement a training plan for existing and new staff
- Review of the quality of data inputted into the system
- Feedback from staff on the effectiveness of Pwls
- Review how we use data drawn from Pwls to inform our work.

Our staff will be better able to access up to date information about healthcare settings, contained all in one location so that we work more efficiently.

Continue to deliver a service which provides a responsive approach to handling concerns brought to us by members of the public and stakeholders.



- Evaluate themes and trends of concerns received to inform our work programme
- Analyse the outcome of each concern, reviewing the time scale and actions taken.

We will provide a robust process to handling concerns received which will enable us to deal with issues efficiently and effectively.

PRIORITY

4




We will support and develop our workforce to enable them, and the organisation, to deliver our priorities.

Actions

- We will continue to invest in developing the skills and knowledge of our staff
- We will build on the learning culture we have put in place, ensuring that evaluation and reflection is a core approach to our work
- We will embed our quality governance strategy so that it is at the heart of everything we do.



Year 1 Deliverables	Measured By	Outcomes
<p>To review the scope and role of our People Forum to ensure it contributes most effectively to the needs of our staff and the organisation</p>	<ul style="list-style-type: none"> • Consult and plan an internal relaunch plan for the forum • Hold an all-staff conference and analyse subsequent feedback forms 	<p>Our staff will be involved in shaping the ongoing development of the organisation through an established forum into which they can directly feed their experiences and insight.</p>
<p>To further embed HIW's quality strategy into the organisation</p>	<ul style="list-style-type: none"> • Review HIW output against the quality strategy's aims and objectives organisation • Review structure of organisation to assist in the implementation of the quality strategy • Allocate specific resources to ensure the strategy is delivered effectively 	<p>Our work will be challenged and improved through implementation of a continuous quality improvement approach.</p>
<p>Develop a learning and development plan for the year to support staff and the organisation to develop</p> 	<ul style="list-style-type: none"> • Deliver a regular programme of training and development opportunities for staff • The number of training sessions delivered • Review training feedback forms. 	<p>Through a culture of growth and learning our staff will have been given opportunities to develop, this will drive improvements within our own work.</p>

RESOURCING

In line with other public sector organisations, we expect to experience budgetary pressures in the coming years. For 2022 - 2023 we have a budget of approximately £4.3m. This will enable us to continue the delivery of core activity, including work following-up on previous recommendations and the ability to respond to emerging intelligence.

We have posts equivalent to 83 full-time staff as well as a panel of over 200 specialist peer reviewers. We also have specialists in Mental Health Act Administration and a panel of psychiatrists who provide our second opinion appointed doctor (SOAD) service. We have 35 Patient Experience Reviewers and Experts by Experience who work with us on inspections to capture the views of patients.



Team	Posts
Senior Executive	3
Inspection, Regulation and Concerns	39
Partnerships, Intelligence and Methodology	14
Strategy Policy and Engagement	5
Clinical advice (including SOAD service)	4
Corporate Services (including business support)	18
Total	83



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