

# Operational Plan 2023-2024



# Contents

## 3 About us

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

## 4 Overview

Welcome to our Operational Plan for 2023-2024, this document sits alongside our Strategic Plan and outlines our priorities for the next year.

## 5 Foreword

This Operational Plan outlines the priorities and actions we have set for ourselves to support delivery of our work in year two of our current three year Strategic Plan.

## 6 Priority 1

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



## 7 Priority 2

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

## 8 Priority 3

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

## 9 Priority 4

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



## About us

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

We inspect NHS services and regulate independent healthcare providers against a range of standards, policies, guidance and regulations to highlight areas requiring improvement.

At HIW, we look at the quality, safety and effectiveness of the services that are being provided, 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 2023-2024, this document sits alongside our Strategic Plan and outlines our priorities for the next year.

In our plan we have set out our programme of work for the next 12 months, defining our key deliverables and how they will be measured. Our work is challenging, and being able to understand emerging risks and adapt our work accordingly remains important to us. However there is more certainty now about the challenges within healthcare in a post pandemic world, and our work programme is designed to add value by using the right mix of responsive risk based work and a pre-planned programme of work.

During the year, we will continue to use our internal risk and escalation committee to support any decisions and changes to our programme which are made in response to risk.

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 2023-2024.



Alun Jones  
Chief Executive

**“In this post pandemic world, we recognise the continued challenge facing healthcare services in Wales and our goal of driving improvement in healthcare has never been more important.”**

This Operational Plan outlines the priorities and actions we have set for ourselves to support delivery of our work in year two of our current three year [Strategic Plan](#). The deliverables within this plan set out key measurables which detail how we plan to meet our priorities and statutory duties.

We are continuing to strengthen engagement, improve and modernise our ways of working and increase the understanding we have of challenges faced by our communities. In this post pandemic world, we recognise the continued challenge facing healthcare services in Wales and our goal of driving improvement in healthcare has never been more important. We intend to continue using our work to highlight areas of concern and by highlighting key findings and themes, provide healthcare services with a tool against which they can measure their own services. We also want to share our findings openly so that all agencies in Wales involved in the delivery and improvement of healthcare can use our insight to support their work. Collaboration with partner organisations, and more widely, is of the utmost priority to us, as it is through a deep and thorough understanding of challenges that we can target our work to those areas where we can make the most difference.

The implementation of the Duties of Quality and Candour introduced by the Health and Social Care (Quality and Engagement) (Wales) Act is generating a renewed focus on quality within the NHS in Wales. Underpinned by our four strategic priorities, HIW has a core focus on the quality of

services and has much to contribute to the understanding across Wales of what a quality healthcare service means for the people and communities served.

This years plan builds on our development as a proactive, learning organisation. We want to make sure that we listen carefully to feedback, both about the impact of our work, and the way in which we carry it out, using this to help us increase our influence. We will support our staff, investing this year in the development of our managers and leaders so that individuals and teams can benefit from being part of a well led organisation. 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 our work to continue making a difference, and this plan will support us to deliver our work with impact in 2023-2024.

Alun Jones, Chief Executive  
Healthcare Inspectorate Wales

# 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

## Core Actions

Deliver a programme of review work which considers the quality of healthcare delivered at different stages of a patient journey.

Deliver a programme of assurance and inspection work to independent healthcare settings taking into account our statutory duties.

Deliver a programme of assurance and inspection work in the NHS to a range of settings, informed by analysis of risk within individual services and areas of strategic interest.

Deliver a programme of assurance and inspection work to NHS and independent mental health and learning disability settings.

## Development Actions

Continue developing the approach to inspection and assurance which is used to assess the quality and safety of healthcare services and takes account of the new Duties of Quality and Candour.

Develop strategic principles to support in planning our cycles of work, taking account of clinical pathways, national intelligence, local risk, policy development and HIW's statutory responsibilities.

## 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 towards areas of highest risk
- We will build on our engagement methods, so that we can communicate our messages quickly to drive improvement

### Core Actions

Deliver an effective concerns handling service so that members of the public and stakeholders can raise issues with us.

Ensure HIW's data management system, Pwls, is used effectively to store and capture intelligence which is fed into our work planning.

Make effective use of the Healthcare summit as an information and intelligence sharing function.

Make best use of HIWs internal risk and escalation processes to ensure our programme of work is effectively intelligence driven.

### Development Actions

Review our approach to new registrations for Independent Healthcare services to increase the effectiveness of the process.

Continue to develop HIWs Relationship Manager function to increase the effectiveness of this role.

## 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

### Core Actions

Actively share our findings and recommendations with stakeholders, service providers and the public to influence and drive improvements in healthcare.

Work collaboratively with partner agencies to deliver HIW's role in providing assurance of Mental Health detention services.

Continue to effectively deliver HIW's Second Opinion Appointed Doctor (SOAD) services.

Continue to develop the role of HIW's external Stakeholder Advisory Group.

Continue to work with partners on joint inspection and assurance work.

### Development Actions

Engage with regulated providers to build on the way we work with them.

Publish HIW's Equality, Diversity and Inclusion (EDI) Strategy (joint work with Care Inspectorate Wales).

Deliver a programme of events which supports collaboration with partners, provides engagement opportunities and supports learning.



## 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

### Core Actions

Continue to invest in learning and development to support staff and the organisation to develop.

Invest in the development of our peer and patient experience reviewers to continue developing their skills.

Provide an efficient business management function which supports the effective administration of HIW.

### Development Actions

Progress with embedding HIW's Quality Strategy across the organisation.

Develop and launch HIW's Engagement Strategy and Engagement Toolkit.

## Resourcing

In line with other public sector organisations, we expect to experience budgetary pressures in the coming years.

For 2023-2024 we have a budget of approximately £4.9m. 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 87 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 44 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, Reviews, Regulation and Investigation	39
Partnerships, Intelligence and Methodology	14
Strategy, Policy and Engagement	7
Clinical advice (including SOAD service)	6
Corporate Services (including business support)	18
<b>Total</b>	<b>87</b>





Arolygiaeth Gofal Iechyd Cymru  
Healthcare Inspectorate Wales

## Contact us

---

Healthcare Inspectorate Wales  
Welsh Government  
Rhydycar Business Park  
Merthyr Tydfil  
CF48 1UZ

By email: [hiw@gov.wales](mailto:hiw@gov.wales)

By phone: 0300 062 8163

[www.hiw.org.uk](http://www.hiw.org.uk)

Find us on:



WG47698

978-1-83504-051-5