

Operational Plan 2024-2025



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



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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.

5 Priority 1

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

6 Priority 2

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

7 Priority 3

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

8 Priority 4

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



About us



We regulate and inspect independent healthcare services in Wales.

We inspect NHS services in Wales.



We undertake a programme of reviews to look in depth at national or more localised issues.

We monitor concerns and safeguarding referrals.



We take regulatory action to ensure registered independent healthcare services meet legislative requirements.



We recommend improvements, immediate and longer term, to NHS services and independent healthcare services.



We have a team of 82 staff who work for us, across Wales, supporting our functions and undertaking our assurance work.

We have a team of specialist peer reviewers who we continually recruit to provide specialist, up to date knowledge about services and quality standards.



We have specialists in Mental Health Act Administration and a panel of psychiatrists who provide our Second Opinion Appointed Doctor (SOAD) service.

We have a panel of Patient Experience Reviewers and Experts by Experience to capture the voice of patients out on inspection.



Foreword

Welcome to our Operational Plan for 2024-2025.



Alun Jones
Chief Executive
Healthcare Inspectorate Wales

“Our role of checking whether standards in healthcare are being met is always important, and we will continue to take a balanced, risk-based approach to our work over the next year.”

This Operational Plan outlines the priorities and actions we have set for ourselves to support the delivery of our work, as we head into the third year of our [Strategic Plan](#).

Our role of checking whether standards in healthcare are being met is always important, and we will continue to take a balanced, risk-based approach to our work over the next year. We will continue to highlight areas of improvement and good practice, highlighting key findings and themes to provide healthcare services with a tool to drive system and service improvement.

Our inspection and assurance work for next year has been planned to ensure we deliver our statutory roles in relation to the Mental Health Act, Ionising Radiation (Medical Exposure) Regulations (IR(ME)R) and independent healthcare. We will primarily focus our NHS inspection and assurance work on those areas of most significant risk. This will enable us to continue the delivery of core activity, including work to review previous recommendations, and the ability to respond to emerging intelligence.

We will continue to strengthen our engagement by modernising our ways of working and improving our efficiency. We recognise the demand and challenges facing healthcare services in Wales, and our goal of driving improvement in healthcare has never been more important. We will continue to highlight areas of concern through our inspection and assurance work to promote key findings and themes. We aim to provide healthcare services with the insight they need to measure their own delivery and improvement.

We will continue to collaborate with partner organisations to enhance engagement, and the exchange of information, allowing for a more comprehensive understanding of the healthcare landscape in Wales.

We want to understand more about diverse groups, so that we can ensure our work examines the issues that impact upon the quality of healthcare services delivered. Through this plan, we aim to have equality, diversity, and inclusion deliverables embedded, to help us assess the quality and accessibility of healthcare for everyone across Wales.

This year’s plan builds on our development through proactive learning and listening carefully to feedback on how we carry out our work. We will continue to invest in our staff to enhance our skills and knowledge. 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 staff to enable them, and our organisation to improve healthcare for the people of Wales.

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

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.



Strategic 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.

2024-2025 Actions

Deliver a programme of assurance and inspection work in independent healthcare settings in line with our statutory duties.

Deliver a programme of assurance and inspection work in the NHS, using a risk-based approach, informed by intelligence.

Deliver a review to explore how healthcare, education, and children's services are supporting the mental health needs of children and young people in Wales.

Complete and publish our all-Wales review of Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) Decisions.

Priority 2

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



Strategic 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.

2024-2025 Actions

Ensure all concerns reported to us regarding healthcare providers are managed effectively and in a timely manner.

Make best use of our internal risk and escalation processes to inform our assurance programme.

Review the Ionising Radiation (Medical Exposure) Regulations (IR(ME)R) notification process to check incidents are managed effectively.

Ensure equality, diversity, and inclusion (EDI) is embedded throughout our work, and when seeking assurance from providers.

Review our registration guidance and processes for providers, to promote efficiency and a greater focus on EDI.

Continue to develop our Relationship Management function for NHS organisations to increase the effectiveness of this role.

Review our tools for engaging with the public to ensure we use the most appropriate and accessible methods.

Priority 3

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



Strategic 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.

2024-2025 Actions

Pro-actively share our findings and insight with stakeholders, healthcare providers and the public to help drive improvements in healthcare.

Work collaboratively with stakeholders to provide Mental Health assurance within Detention settings.

Continue to deliver our Second Opinion Appointed Doctor (SOAD) service within Mental Health settings.

Continue to make effective use of the [Healthcare Summit](#) as an information and intelligence sharing function.

Continue to engage with HIW's Stakeholder Advisory Group to help inform and influence our work.

Ensure our work aligns with Welsh Government's EDI related strategies, to share good practice and provide consistency.

Priority 4

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



Strategic 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.

2024-2025 Actions

Deliver lessons learned sessions to our staff, reflecting on the delivery and impact of all our work.

Continue to embed our Quality Strategy across the organisation.

Ensure EDI awareness is built into training for all new staff during their induction, and on an ongoing basis for all existing staff.

Ensure our internal communications and engagement strategies champion and promote EDI to encourage an inclusive culture, and a safe place to raise issues.

Resourcing

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

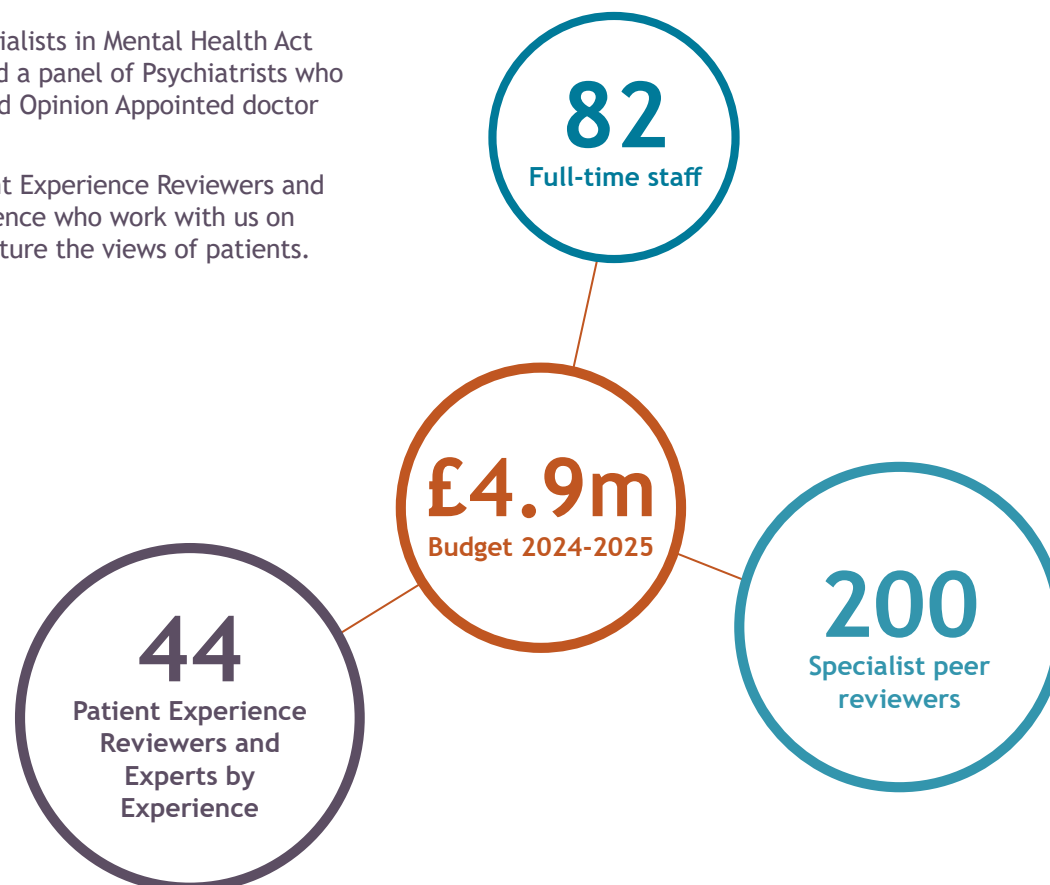
For 2024-2025 we have a budget of approximately £4.9m.

We have posts equivalent to 82 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
Investigation	7
Inspection	13
Regulation	8
Reviews	6
Escalation & Enforcement	2
Partnerships, Intelligence and Methodology	13
Strategy, Policy and Engagement	6
Clinical advice (including SOAD service)	6
Corporate Services (including business support)	18
Total	82



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