



# Enhancing our use of intelligence 2017–19

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Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

## Foreword

Healthcare Inspectorate Wales (HIW) is the independent inspectorate and regulator of healthcare in Wales, with a responsibility to check that patients are receiving good care. We achieve this through our annual programme of activities, which are carried out using limited resources but directed through an effective use of intelligence.

Following an extensive staff engagement exercise, we have developed an internal working document, our intelligence strategy, which directs our work and emphasises the importance of putting intelligence at the centre; intelligence should be the driving force behind the decisions we make and allow us to create a greater impact for patients and service users in Wales.

This document sets out our ambition to enhance the way we use intelligence and outlines six objectives that we will implement to achieve it. Ultimately, this supports our vision as an organisation “*To check that people in Wales are receiving good care*”.



Kate Chamberlain  
Chief Executive

## **Enhancing our use of intelligence**

### **Our ambition:**

*An effective use of intelligence to check that patients are receiving good care*

### **How will we achieve it?**

*We will build on our current processes of using intelligence to make effective decisions, by working towards the following objectives:*

HIW staff know their responsibilities regarding intelligence

Improved analytical support for Relationship Managers

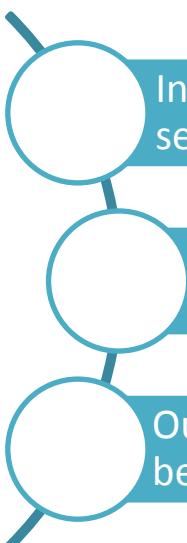
Improved communication and intelligence support within HIW

Improved sharing of intelligence by HIW outside of HIW

Closer working with partners to share intelligence and best practice

Improve systems used by HIW to record intelligence

### **We will know we've succeeded when:**

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- Intelligence is timely, up to date and flows quickly and seamlessly throughout HIW;
  - Decisions are made using the right intelligence at the right time; and
  - Our programme of activities is targeted to achieve better care for patients.

The objectives identified are about more effective ways of using intelligence within HIW to allow staff to be more efficient in carrying out their roles; they have been developed through extensive engagement with all staff to ensure they are a product of the knowledge and experience gained from those working in HIW.

The six objectives HIW will implement over the next two years to enhance our use of intelligence are:

## **1. HIW staff know their responsibilities regarding intelligence**

HIW staff must understand their responsibilities regarding intelligence. Our internal intelligence strategy clarifies the exact responsibilities that individuals, specific roles, groups and teams have with regards to the handling of intelligence. To help us achieve this, a standard objective will be developed and included in all staff members' annual performance management reviews.

As part of the induction process, line managers must ensure new starters to HIW are aware of the internal intelligence strategy and understand their responsibilities regarding intelligence. This will include explaining and demonstrating the systems that HIW has in place with regard to the handling of intelligence.

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## **2. Improved analytical support for Relationship Managers**

HIW operates with a number of Relationship Managers, who manage our interaction with health boards, NHS trusts and independent providers. Relationship Managers review the intelligence and evidence about their organisation to determine the required level of HIW activity to be conducted within each health board and NHS trust.

Each Relationship Manager will be given extra support by the intelligence team to undertake more statistical analysis of the intelligence available to HIW to identify key trends or common areas of concern within their organisation.

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### **3. Improved communication and intelligence support within HIW**

To advance the flow of intelligence across HIW, we have identified the need to improve communication between teams. Regular attendance at delivery team meetings by the intelligence and corporate support teams will allow for more information sharing and inter-team working. Documentation around roles and responsibilities for different work streams will be developed to provide further clarity and improve the effectiveness of our internal ways of working.

Prior to each inspection carried out by HIW, briefing packs are created by the intelligence team to help the inspection team identify where to focus their resources when carrying out their inspection of healthcare settings.

A formalised feedback process after each inspection will be introduced which will identify improvements that can be made to the intelligence and information contained in pre-inspection briefing packs.

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### **4. Improved sharing of intelligence by HIW outside of HIW**

HIW generates a wide range of intelligence through our programme of activities. Key findings across inspections types are summarised and presented in annual inspection reports.

Where appropriate, HIW will be more proactive in sharing intelligence generated through incidents that are directly reported to HIW. This can include sharing trends to the Welsh Government or associated partners.

HIW will also use its communication channels to share messages with healthcare settings, healthcare workers and the general public to encourage service improvements outside of the normal HIW inspection activities.

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## **5. Closer working with partners to share intelligence and best practice**

There are many organisations that aim to improve the quality of care provided to patients in healthcare settings across Wales. HIW has arrangements in place with some of these organisations through 'Memoranda of Understanding' (MoUs) to enable us to share intelligence to inform our programme of activity.

HIW are reviewing existing MoUs to evaluate their effectiveness and to ensure they are working as intended. HIW are aware that there are other organisations that hold intelligence that could be useful and relevant for HIW. HIW will look to create new MoUs and develop a working relationship with these organisations to understand how we can best share intelligence.

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## **6. Improve systems used by HIW to record intelligence**

HIW has a secure system that allows staff to record any intelligence or information they receive on each health board, NHS trust and independent provider and easily access it.

A programme to review the effectiveness of this system will be undertaken to identify improvements to the way HIW staff can record and store intelligence and information about healthcare settings to advance the quality of information and intelligence held by HIW.

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