

HEALTHCARE INSPECTORATE WALES

Making a Difference

Strategic Plan 2018 - 2021

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Strategic Plan 2018 - 2021

Making a Difference

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

Our purpose

To check that people in Wales receive good quality healthcare.

Our values

We place patients at the heart of what we do. We are:

- Independent
- Objective
- Caring
- Collaborative
- Authoritative

Through our work we aim to:

Provide assurance:

Provide an independent view on the quality of care.

Promote improvement:

Encourage improvement through reporting and sharing of good practice

Influence policy and standards:

Use what we find to influence policy, standards and practice

A Summary Of Our Strategy

Our goal is to:

Encourage improvement in healthcare by doing the right work at the right time in the right place; ensuring what we do is communicated well and makes a difference

We will focus on 4 main priorities:

1. To maximise the impact of our work to support improvement in healthcare
2. To take action when standards are not met
3. To be more visible
4. To develop our people and organisation to do the best possible job.

We will know we have achieved our goal when:

1. Services improve the care they provide to patients as a result of our work
2. People have confidence we will identify when standards are not met and that we will take appropriate action
3. People are better informed about our work
4. We effectively deliver our work programmes, making the best use of our resources.

HEALTHCARE INSPECTORATE WALES

GOAL

To encourage improvement in healthcare by doing the right work at the right time in the right place; ensuring what we do is communicated well and makes a difference.



STRATEGIC PRIORITIES

1. To maximise the impact of our work to support improvement in healthcare
2. To take action when standards are not met
3. To be more visible
4. To develop our people and organisation to do the best possible job



Foreword

This strategic plan sets out our vision for the next three years: our strategic priorities and what we will do to realise our ambition.

The goal for care in Wales is clear: to improve health and well-being for individuals, families and communities. The objective is to achieve prosperity for all, taking significant steps to shift the approach from treatment to prevention. Healthcare services are facing increasing demand and changing demography. The success of the NHS and its partners mean that more people are living longer and that more people are living with significant disabilities.

The Parliamentary Review of Health and Social Care in Wales presented a clear vision for care in the future:

“Care should be organised around the individual and their family as close to home as possible, be preventative with easy access and of high quality, in part enabled via digital technology, delivering what users and the wider public say really matters to them. Care and support should be seamless, without artificial barriers between physical and mental health, primary and secondary care, or health and social care.”

The challenge for HIW is to ensure that all of our activity works towards this vision. This means achieving the best possible balance between providing assurance through checking the quality of healthcare; supporting improvement and innovation through the way we shape our work and use our findings; and working with our partners to cross the boundaries of health and social care.

This strategic plan establishes direction, but is not set in stone. We will need to respond to changing circumstances and be flexible in the way that we achieve our priorities. HIW is a small organisation with a big job to do. We must target our resources where they can achieve maximum impact for patients and the public. This means rather than simply attempting to visit more settings more frequently, we need to make better use of all the evidence and intelligence at our disposal. Our annual business plans will add more detail about our activities and our annual reports will describe the progress we are making in achieving our goals.

We will meet the challenges ahead with determination and passion and we are excited about the opportunities the next three years will bring.

Dr Kate Chamberlain, Chief Executive

We will meet the challenges ahead with determination and passion and we are excited about the opportunities the next three years will bring.

Introduction

Our last strategic plan outlined our commitment to take a more creative approach to our work, including increased use of thematic reviews, to increase our coverage and impact. We are pleased with the progress we have made. We have delivered national thematic reviews on Ophthalmology and Learning Disability services, Community Mental Health and Patient Discharge, and we have reported annually on themes coming out of our inspection work in hospitals, GPs, dentists and lasers. Staying the same, however, is not an option.

Patients and the public quite understandably have high expectations of public services and of us. We must do all we can to manage and meet those expectations.

We need to face up to the collective challenge set by the Parliamentary Review of care organised around the individual and their family as close to home as possible. For us, that means thinking about how we need to adapt the way we do our work.

The pressure on public finances is unlikely to disappear. We must achieve as much impact as possible for patients with the limited resources available to us.

We need to respond to these challenges and make sure that we are in the right place at the right time to achieve the best outcomes for patients. This means:

Partnership

- Developing a more integrated view about the performance of public services with our partner inspectorates
- More involvement of patients and public in our work
- Working with other organisations tasked with improvement in care

Pathways

- Making the best possible use of all the intelligence and information in the system to target our work in the effective way.
- Making sure that our systems, processes and workforce allow us to make the most of the opportunities to do things differently.

Prevention

- Paying increasing attention to community and preventative services

The priorities within this strategic plan reflect our commitment to improve our work and deliver more for the people of Wales.

HEALTHCARE INSPECTORATE WALES

WHERE WE FIT

The seven well-being goals for Wales:

A
Prosperous
Wales

A
Resilient
Wales

A
Healthier
Wales

A More
Equal
Wales

A Wales of
Cohesive
Communities

A Wales
of vibrant
culture and
thriving Welsh
Language

A globally
responsible
Wales



Prosperity for all - The National Strategy

Prosperous
& Secure

Healthy
& Active

Ambitious
& Learning

United &
Connected

Goal

To encourage improvement in healthcare by doing the right work at the right time in the right place; ensuring what we do is communicated well and makes a difference.

Our Strategic Priorities

1. To maximise the impact of our work to support improvement in healthcare
2. To take action when standards are not met
3. To be more visible
4. To develop our people and our organisation to do the best job possible

Context

The introduction of the Well-being of Future Generations (Wales) Act in April 2016 provided the mandate for public bodies to plan for the long term, work better with people and communities and each other, look to prevent problems and to take a more joined up approach. The Welsh Government's national strategy, Prosperity for All describes the way that the full potential of the Well-being of Future Generations Act can be realised - through integration and collaboration between services in support of early intervention and a people centred approach.

One of the key themes for the national strategy is 'Healthy and Active', and Mental Health is one of the priority areas for sustained attention in the coming years. HIW's strategy will enable us to play a full part in helping to deliver the objectives of Prosperity for All and thus to play our part in ensuring the Well-being of Future Generations.

Our resources

In line with other public sector organisations, we will experience budgetary pressures in the coming years, so we will need to make difficult decisions to ensure that we focus our resources in the areas where they can achieve most. We also have to be as efficient as we can be, which is why one of our four strategic priorities is focussed on developing our organisation.

We currently have a budget of approximately £3.5m. This is due to reduce by £82k during the coming year and by a further £189k in 2019/20.

The commitment of our small staff team and our panel of specialist peer and lay reviewers is fundamental to delivering our work. Our peer reviewers include specialist and general nurses, GPs, dentists, anaesthetists, and GP practice managers. We also have specialists in Mental Health Act Administration and a panel of psychiatrists who provide our Second Opinion Appointed Doctor service.

Our people will be critical in helping us to build on the foundations we have put in place and helping us to deliver more for the people of Wales, with fewer resources.

Our legislation

HIW carries out the legal functions of Welsh Ministers under a variety of different pieces of legislation.

The White Paper, Services Fit for the Future, Quality and Governance in Health and Care in Wales (2017) included proposals which will assist in resolving the challenges we encounter working within our current legislative framework. We welcome these proposals and we are committed to working with the Welsh Government on further policy and legislative developments aimed at future-proofing and aligning inspection and regulation and standards across health and social care. At the same time, we are committed to using our current powers to their fullest extent and to working closely with key partners such as Care Inspectorate Wales.

Our Work

We check that people in Wales receive good quality health care. To do this, we check that services provide safe and effective care which meets recognised standards.

We regulate and inspect independent healthcare and we inspect the NHS in Wales. Independent healthcare includes a wide range of providers from full private hospitals to beauty salons who use lasers. Our coverage in the NHS ranges from dentistry and general practice to hospitals.

We put the patient at the heart of what we do, and we make sure our work promotes and protects equality and human rights for everyone. Our commitment to equality and human rights is central to how we work as an organisation. In all our inspection and review work we check:

- That people are treated with dignity, respect, compassion and kindness
- That the needs of individuals are addressed whatever their identity and background
- That people's human rights are upheld

We have a specific responsibility to consider the rights of vulnerable people, such as those who are being cared for under the Mental Health Act or the Mental Capacity Act Deprivation of Liberty Safeguards. Our responsibilities in relation to mental health span both the NHS and the independent sector.

HIW also works with other bodies to examine healthcare in other settings such as the clinical review of deaths in prison settings undertaken with the Prison and Probation Ombudsman, and the reviews of Youth Offending Teams led by Her Majesty's Inspectorate of Probation.

New models of care

Healthcare services are facing increasing demand and changing demography. The success of the NHS and its partners mean that more people are living longer and that more people are living with significant disabilities. The number of people aged 65 and over is predicted to increase by 44% between 2014 and 2039.

The Parliamentary Review into Health and Social Care recommended "bold new models of seamless care", noting that Wales needs to "build a different system of more effective community-based services, supported by a shift of resources towards early help and support for people in their own home, and more proactive population health and well-being measures."

A focus for the coming years for HIW will be to develop new inspection methodologies to inspect new models of care in an effective and efficient way.



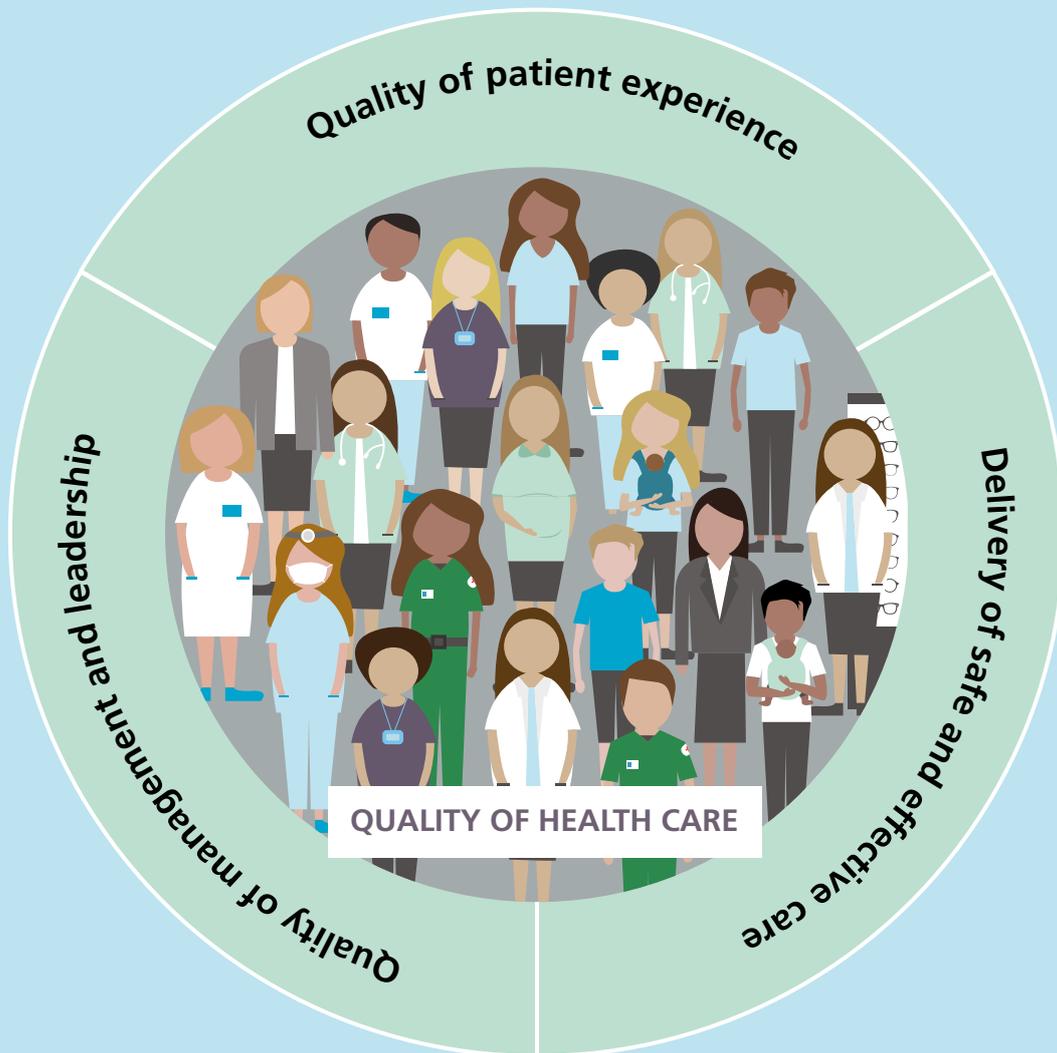
HEALTHCARE INSPECTORATE WALES

WE ARE PART OF A SYSTEM

WELSH
OVERSIGHT BODIES

UK
OVERSIGHT BODIES

Healthcare Inspectorate Wales



PEOPLE
USING SERVICES

IMPROVEMENT BODIES

1. To maximise the impact of our work to support improvement in healthcare

Our goal is to encourage improvement in healthcare by doing the right work at the right time in the right place; ensuring what we do is communicated well and makes a difference. To achieve our goal, and make the greatest impact, we need to work with others in the wider health and care system.

The actions we will take:

1. Improve our approach to the analysis, use and sharing of intelligence

We will:

- Work with other organisations to make the best use of data and intelligence
- Develop our approaches to gathering and analysing intelligence
- Focus our inspections on the areas of greatest risk to the safety and well-being of patients
- Develop and produce stand alone research reports

2. Work closely with other inspectorates, especially Care Inspectorate Wales (CIW).

We will:

- Further develop methodologies and frameworks for joint inspections and reviews with CIW, with a focus on the vision outlined in the Parliamentary Review

- Work with Welsh Government to ensure that HIW's legislation and functions are aligned with CIW where necessary, to make joint working easier and more effective
- Continue to work with CIW, Estyn and the Wales Audit Office through Inspection Wales to consider how our collective work can add most value and develop a more integrated view about the performance of public services

3. Make sure our work is easy to understand.

We will:

- Review our reporting style to ensure our inspection reports give people the information they need in the way they need it
- Consider other innovative ways of informing people about our work



2. To take action when standards are not met

We provide assurance on the quality and effectiveness of NHS services through our programme of inspections and review activities. As the regulator for independent healthcare in Wales we register, inspect and, where necessary, take action to assure the safety and quality of the care provided to people.

The actions we will take:

1. Monitor our approach to inspections and reviews to ensure they remain relevant and effective.

We will:

- Undertake a review of our statutory/regulatory responsibilities and set out proposals for changes to inspection cycles based on risk and affordability
- Review our approach to NHS inspection developing proposals to work on a more thematic basis, perhaps considering patients' journeys through the health and care system including community and preventative services
- Do more to proactively consider staff well-being and engagement in the services we inspect
- Review and improve the way we follow up on the recommendations we make
- Improve the way we tell the public if improvements have been made, and when
- Improve the way we tell the public about the actions we are taking where standards are not met
- Consider the scope for a ratings framework for independent healthcare

2. Improve our communication with current and prospective independent healthcare providers.

We will:

- Review our website to ensure it provides clear information for prospective registrants on what we expect of them
 - Hold regular provider events and meetings
 - Develop a provider newsletter
3. Work with Welsh Government to review the scope and application of the legal powers available to HIW.

We will:

- Review the impact for patients of HIW's current powers
- Consider whether new legislation may be needed to adjust the range and nature of our responsibilities and strengthen our powers, making it easier to hold providers to account



3. To be more visible

Our aim is to encourage improvement in the services we all receive so that our health and care service is as good as it can be.

Core to our intelligence gathering is patient feedback. We will therefore increase our engagement with the public, so that people can tell us about their experiences and we can explain our findings. We will do more to raise our profile with the public to improve the understanding of HIW's role and the work we do.

The actions we will take

1. Develop and enhance the way we listen to the public.

We will:

- Increase the range of approaches we use to listen to the experiences of patients and their families
- Explore the options for people to give us their views, including using the latest technology
- Work with other organisations, particularly in the third sector, to develop ways for groups of people to tell us about their experiences

2. Improve the way we inform people about what we do.

We will:

- Further develop our online presence including digital and social media
- Publish a new style annual report that makes increased use of the latest technology
- Hold a series of learning events for stakeholders and partners once thematic reports have been published, including a formal launch for selected publications and reports e.g. thematic reviews of the NHS

3. Develop the way we involve people in our work.

We will:

- Test new ways of engaging with patients and the public during our inspections or reviews
- Further develop the ways in which we use the public to gather views on patient experience during our inspections and reviews
- Consider how to improve the use of our panel of peer and lay reviewers, for example by including medics more in hospital inspection teams
- Engage with the public to review the success of this three year strategy and prepare for future years.

4. To develop our people and organisation to do the best possible job

We will improve the way we work so that we are consistently effective and efficient.

We are committed to equality and we value and appreciate the diversity of our workforce. We will continue to improve our approach to developing and supporting all who work for HIW, so that they can do the best possible job in the interests of patients and the public.

The actions we will take

1. Implement a change programme to enhance HIW's ways of working.

We will:

- Develop improved ICT solutions to streamline the planning, delivery and monitoring of inspections and reviews
- Implement new business processes
- Develop an online, paperless, process for registration and payments
- Review our annual planning arrangements to align with new regulatory inspection cycles and any changes to NHS inspection approaches
- Review current approaches to quality control and quality assurance and make immediate improvements where possible
- Review the role and function of HIW's Relationship Managers

2. Invest in developing the skills and knowledge of our people.

We will:

- Further develop and improve the learning and development opportunities for all those who work for us or with us, staff and reviewers
- Develop a full training programme for HIW's relationship managers
- Develop a new learning and development strategy for HIW

3. Develop a workforce strategy that includes consideration of succession planning and career pathways.

We will:

- Evaluate the recruitment process for peer and lay reviewers
- Implement a feedback system for peer reviewers to include an evaluation by Clinical Leads for HIW
- Work with Welsh Government to develop specific career pathways for HIW
- Ensure HIW's structure evolves with the challenges set out in this strategy.



What This Strategy Means

People will notice changes as a result of the work we do through this strategy.

We will work closely with services, our partners and the public to develop our detailed plans building on the framework this strategy provides. Our annual business plans will detail what actions we will take during each year to achieve our ambition.

We will measure our progress against our strategic priorities.

For the public

- People will have more information about our work, which will be easier to understand.
- Information from inspections and reviews will be available in different ways, with more use of social media and easier to read reports.
- Communication about action we have taken when services have not met required standards will be better
- People will have more opportunities to contribute to our work

For services

- Communication from HIW will be clearer
- It will be easier for services to communicate with HIW with more electronic options
- Integrated care services will see more joint inspection from CIW and HIW

For our partners

- Intelligence sharing and analysis will be improved
- There will be more opportunity to share good practice and learn from HIW's work

For our people

- There will be better, more relevant training opportunities
- There will be recognised career pathways
- There will be improved ICT and tools to do the job efficiently and effectively.

References

¹ Parliamentary Review of Health and Social Care, 'A Revolution from within: transforming health and social care in Wales'. Hussey et al January 2018

² HIW has Relationship Managers for each health board and for independent healthcare. The role of a Relationship Manager is to develop a thorough understanding of the health board or service and to feed this knowledge into HIW's planning and intelligence. A Relationship Manager is the primary point of contact for the Health Board with HIW.





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