

Healthcare Inspectorate Wales Making a difference

Operational Plan 2020 - 2021





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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

Our priorities

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.



Foreword

Welcome to our Operational Plan for 2020-2021. At time of writing, health and care services across Wales have had to rise to meet the challenges of a global pandemic, Covid-19. This has introduced unique and unprecedented pressures on the system that will continue through the winter months. It is our continued commitment and goal at Healthcare Inspectorate Wales (HIW) to check that people in Wales are receiving good quality care, which is provided safely and effectively, in line with recognised standards. It is, however, vitally important to make sure that we actively manage the burden of our work on services and ensure that we are not putting our own staff at risk. To achieve this we have adapted our approach to delivering our functions to ensure it is both proportionate and appropriate.

During the first six months of this year, as we moved through the pandemic, it has been our continued commitment and goal to check that people in Wales are receiving good quality care, which is provided safely and effectively, in line with recognised standards. To achieve this we have adapted our approach to delivering many of our functions to ensure they are both proportionate and appropriate.

Whilst our strategic priorities have remained unchanged, our immediate objectives over the first six months of the year have been to:

- Reduce the burden and regulatory pressure of our work on healthcare settings at such a pressured time, whilst still delivering our statutory functions
- Maintain an oversight of healthcare services and providing assurance to the public and Minister through a focus on intelligence and working closely with partner organisations
- Support the NHS, Welsh Government and other organisations directly in responding to the pandemic
- Prepare HIW to enable it to continue to deliver its purpose in the face of the current and ongoing challenges, whilst meeting our duty of care to HIW colleagues.

These objectives will remain unchanged whilst the pandemic poses a significant threat to people and services. We postponed our routine inspection and review programme during the early stage of the pandemic to reduce the burden and regulatory pressure of our work on healthcare settings. As restrictions eased over the summer months we developed and introduced new ways of working in order to give us the flexibility and agility needed to deliver our role over the remainder of the year.

This plan outlines the programme of work for the remainder of 2020/21 the third and final year of our three-year strategy, 'Making a Difference'. It describes the work we will do, using our adapted approaches, to build on the progress we have made to maximise the impact of our work, take action where standards are not met, be more visible and develop our people and organisation to do the best possible job.

With the caveat that we will need to regularly consider the appropriateness of our approach given the changing response to the pandemic, this plan provides information on the shape of our work plan for the year ahead. It sets out areas that we have prioritised for review at both a national and local level and the activities required to meet our statutory requirements. The detail of the work that we plan to do is summarised in our Commitment Matrix at the end of this document.

Our strategic priorities are:

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

To take action when standards are not met

To be more visible

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

We will continue with our ambitious change programme which is designed to make us more efficient and effective as an organisation. We are already seeing the benefits of paperless inspections and online payments, and this year we will introduce a new Customer Relationship Management system which will improve how we manage and access our data, and enhance our intelligence function. This, together with a continued investment in our learning and development, will ensure we are developing our people and organisation to do the best possible job.

Our adapted work programme for the remainder of the year, with the backdrop of a global pandemic, is both challenging and rewarding for the organisation and your input is important. We welcome feedback, so please get in touch if you have any comments on our work or feedback on experiences of healthcare services in Wales. We will respond to every enquiry that we receive.



Alun Jones
Interim Chief Executive

A summary of our 2020-2021 plan

We have adapted our assurance and inspection programme of work for 2020-21 in line with our statutory responsibilities and in light of the Covid-19 pandemic. This work is listed in our commitment matrix at Annex A.

Here is a summary of how HIW intends to work towards its strategic aims during 2020-21:

Strategic Priorities		
Strategic Priority	Actions	Key deliverables during 2020-21
To maximise the impact of our work to support improvement in healthcare	<ul style="list-style-type: none"> • Improve our approach to the analysis, use and sharing of intelligence • Work closely with other inspectorates, especially Care Inspectorate Wales • Make sure our work is easy to understand 	<ul style="list-style-type: none"> • To support services during the Covid-19 pandemic by reducing the burden of our work whilst also delivering our responsibilities across independent and NHS settings • Continue to undertake joint work with CIW to review services which require coordinated working between health and social care including cross cutting issues relating to the Covid-19 pandemic • Develop a range of improvement focused outputs from our national reviews including workshops and other events • Assess and improve the way in which we report the findings and recommendations from our inspections and reviews
To take action when standards are not met	<ul style="list-style-type: none"> • Monitor our approach to inspections and reviews to ensure they remain relevant and effective • Improve our communication with current and prospective independent healthcare providers • Work with Welsh Government to review the scope and application of the legal powers available to HIW. 	<ul style="list-style-type: none"> • Introduce an adapted approach to assurance and inspection which will give us flexibility and agility in delivering our role over the coming year. • Develop a virtual registration process for independent healthcare services built around self-assessment • Strengthen the guidance available to prospective independent healthcare registrants including clarifying expectations of them • Develop approaches that enable us to deliver national reviews relating to the Covid-19 pandemic, maternity services and mental health crisis prevention • Publish a revised approach to following up on inspection findings • Develop and consult on the possible introduction of a Service of Concern designation which HIW can attribute to NHS services in Wales

Strategic Priority	Actions	Key deliverables during 2020-21
To be more visible	<ul style="list-style-type: none"> • Develop and enhance the way we listen to the public • Improve the way we inform the public and professionals about what we do • Develop the way we involve the public in our work 	<ul style="list-style-type: none"> • To ensure timely communication of the latest guidance and information relating to the Covid-19 pandemic to independent healthcare services. • Build on our work with training and professional bodies and healthcare settings to develop their understanding of our role and purpose, and how we can work together to support improvement • Specifically consider the involvement of young people in our work • Further develop our digital approaches and work with local organisations to improve our public engagement • Improve presentation of findings across more of our work
To develop our people and organisation to do the best possible job	<ul style="list-style-type: none"> • Implement a change programme to enhance HIW's ways of working • Invest in developing the skills and knowledge of our people and reviewers • Develop a workforce strategy that includes consideration of succession and career pathways 	<ul style="list-style-type: none"> • Implement a staff wellbeing policy to support staff from the effects of the Covid-19 pandemic • Introduce a flexible resourcing model in order to quickly adapt to changing priorities • Develop a regular programme of training sessions for our staff and the staff within other government departments, on Covid-19 related matters • Develop a new approach to capturing the patient voice on inspection. • Continue work on our professional development pathway for inspectors and consider succession and career pathways for all staff in the organisation • Build and implement an organisation wide data and information management system • Develop new approaches for sharing and analysing business intelligence



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

During a time of international pandemic, it is vitally important to make sure that we are not placing additional burden on the NHS or putting our own staff at risk. At the same time, we must also ensure that we continue to check that the people of Wales are receiving good quality healthcare.

Newly adapted ways of working and strengthened intelligence, concerns and relationship management functions will give us the flexibility and agility to deliver our role and maximise our impact over the coming year.

We will deliver a programme of quality checks that will enable us to safely seek assurance from services at a time when on-site inspection visits are far more challenging for both healthcare settings and ourselves. We will adapt and improve the way in which we communicate our findings and do so in a timely way, suggesting improvements where appropriate.

We will focus on the use of intelligence and our strengthened governance arrangements in order to ensure that we maximise our impact by making informed decisions about the work we do. We will be placing increased emphasis on how we share our findings and maintain dialogue with service providers as a means of stimulating improvement at a time of heightened pressure.

Our National and Local review programme will continue where appropriate. We will publish a national review of maternity services and continue working on our review of mental health crisis care services. We also aim to bring together the findings from our quality checks and broader functions specifically in relation to Covid-19 into a national report. We see our national reviews as a key area where we can use our findings to draw attention to current practice and promote improvement through engagement with key stakeholders. We will explore how we can work with key stakeholders to share the findings, learning and good practice from our reviews in order to support managers and professionals to improve the services they provide.

We will be working closely with Audit Wales on their thematic review within NHS organisations, looking at the effectiveness of quality governance arrangements in supporting the delivery of safe and effective care. We will also undertake joint work with CIW to review services which require co-ordinated working between health and social care. This will specifically be in relation to Covid-19 response but also include inspections of children's learning disability teams.

In the independent sector, where we have regulatory oversight of healthcare providers, we will increase the frequency of contact between quality checks.



Actions

- Improve our approach to the analysis, use and sharing of intelligence
- Work closely with other inspectorates, especially Care Inspectorate Wales (CIW)
- Make sure our work is easy to understand.

During 2020-21 we will:

- To support services during the Covid-19 pandemic by reducing the burden of our work whilst also delivering our responsibilities across independent and NHS settings
- Continue to undertake joint work with CIW to review services which require coordinated working between health and social care including cross cutting issues relating to the Covid-19 pandemic
- Develop a range of improvement focused outputs from our national reviews including workshops and other events
- Assess and improve the way in which we report the findings and recommendations from our inspections and reviews.



To take action when standards are not met

The principle of carrying out the right work in the right place at the right time remains an important concept for HIW at a time when services are under heightened pressure and where the risk of conducting an onsite inspection remains high.

As we adapt to meet the challenges of the pandemic we have developed a planning process that allows us to take a more agile, intelligence based approach when constructing our work programme of inspections and reviews. This makes better use of our network of health board relationship managers, known risks to patient safety, and the need to investigate specific challenges facing the health system nationally. For some types of services, particularly in the independent sector where there is generally less or no oversight via NHS safety and assurance processes, we will continue to use our frequency rules combined with known risks or issues to determine when quality checks for these services need to take place.

As a way of operating, the development of quarterly plans requires us to continually monitor our approaches, adapting them or creating new ones according to need. We have arrangements to prioritise and project manage this work and have developed our capacity and capability in this area over recent years.

In the case of national reviews, HIW is increasingly making use of larger groups of themed inspections to support each national review. In 2019-2020 HIW undertook 26 inspections of maternity settings as part of its national review in this area. The findings for this initial phase will be published in the autumn of 2020. The second phase of the review will commence this year with a report being

published early in 2021. Each of our quality checks this year will include specific Covid-19 considerations which will enable us to gain a picture of key issues pertinent to the safe operation of services during the pandemic. Our findings will be reported in the normal way but we also intend to highlight any additional themes that emerge across all of our work by the end of the year.

Following up on inspection findings is a key activity in our commitment to taking action where standards are not met. This year, we will be publishing a revised approach to following up on inspections, and our reviews. Building on this, we will seek to consult on the introduction of a Service of Concern status in the NHS in line with the approach we use in the independent sector. This will provide us with a framework for escalating and publishing our concerns when there is an ongoing failure to meet standards in the NHS.

We continue to strengthen the way we communicate with current and prospective independent healthcare providers. In 2019-2020 we improved the guidance available to prospective registrants, including clarifying expectations of them. This year we will use our relationships with the Welsh Government and registered providers to give regular updates and signposting to official guidance in order to support the safe operation of services during the pandemic.

In the independent sector our legal powers support us in ensuring that relevant services register with us and comply with regulations. We continue to engage with Welsh Government on the scope of our powers and any limitations associated with current legislation.

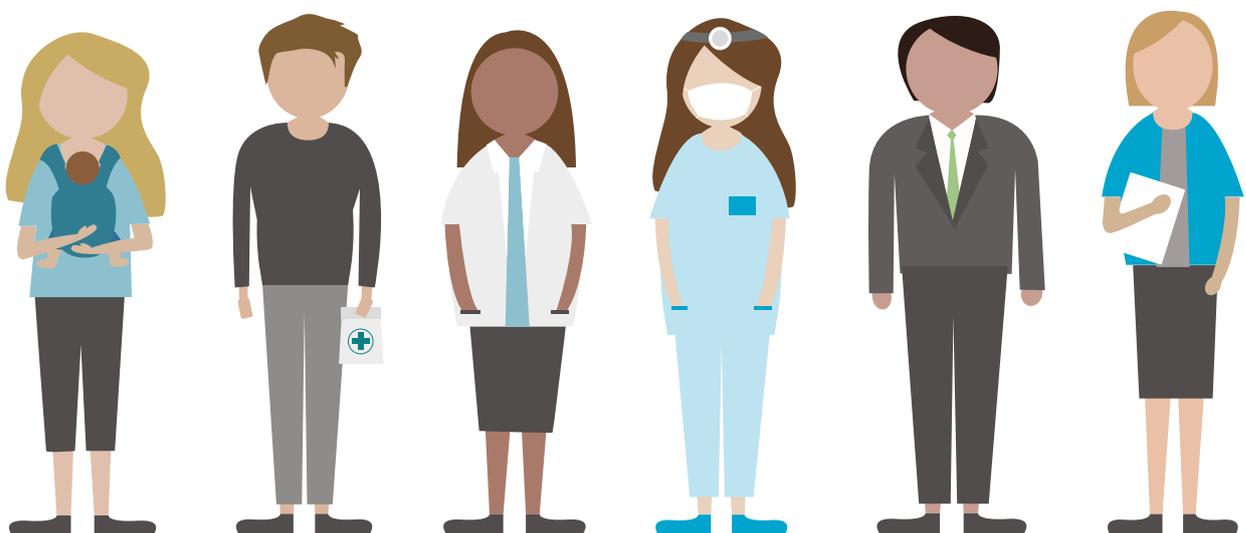


Actions

- Monitor our approach to inspections and reviews to ensure they remain relevant and effective.
- Improve our communication with current and prospective independent healthcare providers.
- Work with Welsh Government to review the scope and application of the legal powers available to HIW.

During 2020-21 we will:

- Introduce an adapted approach to assurance and inspection which will give us flexibility and agility in delivering our role over the coming year.
- Develop a virtual registration process for independent healthcare services built around self-assessment
- Strengthen the guidance available to prospective independent healthcare registrants including clarifying expectations of them
- Develop approaches that enable us to deliver national reviews relating to the Covid-19 pandemic, maternity services and mental health crisis prevention
- Publish a revised approach to following up on inspection findings
- Develop and consult on the possible introduction of a Service of Concern designation which HIW can attribute to NHS services in Wales.



To be more visible

To achieve our strategic goal, we need to make further progress in improving public and professional understanding and engagement in our work.

As part of our commitment to support services during the Covid-19 pandemic, we will provide regular updates on the latest guidance, regulatory changes and other vital information to ensure providers can operate safely and effectively. We will also be clear on how we intend to continue to deliver our own purpose throughout the pandemic and in highlighting any key issues arising from our work.

In 2018, just over a quarter of people in Wales were aware of the inspectorate¹. In 2019, that increased to just under 40 per cent². Whilst we are making progress, there is still work to do in the year ahead to further increase awareness. We will specifically consider the involvement of young people in our work and build relationships with groups that represent the interests of children and young people in healthcare.

We will heighten focus on increasing stakeholder and professional awareness and understanding of our work and findings. Key to this will be to review our approach to stakeholder engagement in the design and delivery of our work as well as building effective relationships with healthcare professionals to support improvement.

We have introduced a new creative approach to presenting our findings to make them more accessible and engaging. We will standardise this approach across the breadth of our reports.

We have developed a social media strategy that has seen us successfully increase public involvement in a high profile national review. We are also using digital approaches to seeking views and perspectives from patients directly before and during inspections. This year we will build on these developments, increase our following and further integrate usage of digital media to enhance our communication, intelligence, inspection and review functions.

We will continue with our work to engage with local authorities and the third sector to help raise the profile of our work within local communities and identify how we can best use established networks to enable engagement with our work and findings.

We will continue to use the Wales Omnibus Survey to measure public understanding of HIW's purpose and work and will gain feedback from stakeholders and healthcare professionals to gauge progress against this priority.



¹ Wales Omnibus, Beaufort Research Ltd - September 2018

² Wales Omnibus, Beaufort Research Ltd - September 2019

Actions

- Develop and enhance the way we listen to the public
- Improve the way we inform the public and professionals about what we do
- Develop the way we involve the public in our work.

During 2020-21 we will:

- Ensure timely communication of the latest guidance and information relating to the Covid-19 pandemic to independent healthcare services.
- Build on our work with training and professional bodies and healthcare settings to develop their understanding of our role and purpose, and how we can work together to support improvement
- Specifically consider the involvement of young people in our work
- Further develop our digital approaches and work with local organisations to improve our public engagement
- Improve presentation of findings across more of our work.



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

HIW's greatest asset is its people.

The onset of the Covid-19 pandemic has seen the demand for flexibility within our workforce increase dramatically. Working from home, working differently and responding quickly and flexibly to changing priorities are all challenges that will continue throughout the year. We are committed to ensuring that we continue to take a flexible approach to how our staff work, supporting them in delivering their roles in a safe and efficient way.

In 2019 the organisation went through significant change both in terms of building capacity to increase our core activity within the NHS and through the introduction of new ICT systems that have made us more efficient and information secure. Despite this, in the most recent staff survey, we have maintained positive feedback on managing the change process and giving our people the tools they need to do their jobs effectively.

In year three of the organisation's strategy we will build on these successes and firm foundations to quickly adapt and evolve as an organisation to deliver our work in unprecedented times.

Having delivered significant improvements through our change programme we will continue to use it to deliver new projects across all priorities. Improvements to the way in which we report our findings, a review of our

independent fees structure, improving our intelligence tools and developing the inspection profession are all projects that will form part of phase 2 of the programme.

The build and implementation of the organisation's new data and information management system remains a priority for the year ahead. This step change in the way in which we hold information and become a more intelligence driven organisation remains of critical importance.

Having increased our focus and investment in learning and development, we have taken significant steps toward becoming a learning organisation. The majority of people in HIW feel that they are able to access the right learning and development opportunities when they need to and that activities they have completed over the past year have helped improve their performance. This year we will utilise the expertise within our organisation to deliver an updated training programme for our staff and other government departments, on specific matters related to the pandemic.

Having evaluated the use of voluntary lay reviewers we will implement a network of Experts by Experience and Patient Experience Reviewers to enhance the capture of the patient voice on inspection.

Actions

- Implement a change programme to enhance HIW's ways of working
- Invest in developing the skills and knowledge of our people and reviewers
- Develop a workforce strategy that includes consideration of succession and career pathways.

During 2020-21 we will:

- Implement a staff wellbeing policy to support staff during the Covid-19 pandemic
- Introduce a flexible resourcing model in order to quickly adapt to changing priorities
- Develop a regular programme of training sessions for our staff and the staff within other government departments, on Covid-19 related matters
- Develop a new approach to capturing the patient voice on inspection.
- Continue work on our professional development pathway for inspectors and consider succession and career pathways for all staff in the organisation
- Build and implement an organisation wide data and information management system
- Develop new approaches for sharing and analysing business intelligence.



Our work

We regulate and inspect independent healthcare and we inspect the NHS in Wales. Independent healthcare includes a wide range of providers including private hospitals, clinics, hospices and beauty salons that use laser treatments. Our coverage in the NHS ranges from dentistry and general practice to hospitals and health boards.

Our work is guided by the Wellbeing of Future Generations (Wales) Act 2015 which requires public bodies in Wales to work better with people and communities, and prevent persistent problems such as health inequalities.

In making decisions about the work we do through inspection, review and follow up, we consider the short term and long term needs of patients and work collaboratively with partners, patients and the community to support improvement. We check that people in Wales receive good quality health care and that services provide safe and effective care in line with the seven themes in the Health and Care Standards.

Each theme includes a number of standards, as illustrated in the diagram below, and collectively, they describe how a service provides high quality, safe and reliable care centred on the person.

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.

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. 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.



Performance Standards

We set explicit standards for the timeliness of our reporting:

- Where immediate assurance is required following an NHS inspection or quality check, letters will be issued to the Chief Executive of the organisation within 2 days
- Where urgent action is required following an inspection or quality check in the independent sector, the service will be issued with a non-compliance notice within 2 days

- We publish all reports on the next working day 3 months after an inspection is complete, as stated in our publication policy
- We publish all quality check summaries on the next working day 1 month after an inspection is complete.

We also use our Operational Plan to set out clearly where we plan to focus our resources in the coming year.

We publish our performance against these standards in our Annual Report.

Our resources

For 2020-2021 we have a budget of approximately £4.3m. This will enable us to continue the delivery of core activity within the NHS, including work following-up work of previous recommendations, and the ability to respond to emerging in-year intelligence which gives immediate cause for concern. We will also conduct specific bespoke local reviews as well as a number of all-Wales national reviews, including joint reviews with CIW.

During the Covid-19 pandemic we are committed to supporting the NHS, Welsh Government and other organisations directly in the national response. We will regularly review our staffing and budget position in order to release resource to support the pandemic response where appropriate.

In addition we have been allocated non-recurring funding to support the development and implementation of new ICT systems.

We have posts equivalent to approximately 82 full-time equivalent staff.

We rely on the input of peer reviewers to assist in the delivery of our inspection and review programme. It is also vital we capture the patient experience on our inspections. One of our key deliverables in 2019-2020 was to evaluate the way in which we use Voluntary Lay Reviewers on our inspections. The outcome of this work

is that we will replacing our Voluntary Lay Reviewer role with paid 'Patient Experience Reviewers'. We will also introduce another category of paid reviewer - 'Experts by Experience' - to assist with more complex inspections and to work with us on our Review programme. An 'Expert by Experience' is someone who has experienced the service we are inspecting or reviewing. For example, during 19/20, we specifically recruited women who had recently used maternity services to capture the patient experience for our National Maternity Review.

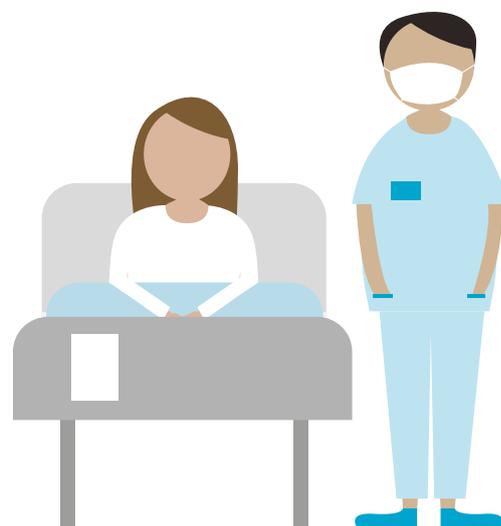
We currently have a panel of over 250 specialist peer reviewers with backgrounds including specialist and general nurses, GPs, dentists, anaesthetists, and GP practice managers. We also have specialists in Mental Health Act Administration and a panel of psychiatrists who provide our second opinion appointed doctor (SOAD) service. We have 30 Patient Experience Reviewers and Experts by Experience.

Team	Whole time posts
Senior Executive	4
Inspection, Regulation and Concerns	37
Partnerships, Intelligence, and Methodology	14
Strategy, Policy and Communication	5
Clinical advice (including SOAD service)	4
Corporate Services (including business support)	18
Total	82

Annex A – Commitment Matrix

The following table is a list of HIW’s specific commitments for 2020-2021. The work outlined here will be regularly reviewed to consider the appropriateness of our approach given the changing circumstances brought about by the Covid-19 pandemic.

Regulating independent healthcare		
	Deliverable	Measured by
1	<p>Process applications to register, or changes to registration, in a timely manner</p> <p>Ensure all applicants can demonstrate they meet relevant regulation and minimum standards</p>	<p>Registration applications determined within 12 weeks of full and complete submission</p>
2	<p>Conduct a programme of visits to suspected unregistered providers</p> <ul style="list-style-type: none"> As required <p>Deliver a programme of quality checks on independent settings in line with our frequency rules.</p> <ul style="list-style-type: none"> Approximately 20 quality checks of services, including acute hospitals, hospices and clinics. Approximately 39 laser quality checks <p>Deliver full inspections in the highest risk areas, where we believe there is serious risk to patient safety.</p>	<p>Number of visits undertaken</p> <p>Number of quality checks undertaken</p> <p>Number of reports published 4 weeks following quality check</p> <p>Number of full inspections undertaken</p> <p>Number of reports published 3 monthsa following quality check</p>
3	<p>Ensure that concerns and Regulation 30/31 notifications are dealt with in a timely and professional manner</p>	<p>Number of concerns received</p> <p>Number of Reg 30/31 notifications received</p> <p>Analysis of source and action taken</p>



Inspecting the NHS

	Deliverable	Measured by
4	<p>Deliver a programme of approximately 130 quality assurance checks in the NHS across all settings (excluding mental health) informed by analysis of risk and how our resources are best deployed.</p> <p>Deliver full inspections in the highest risk areas, where we believe there is serious risk to patient safety.</p>	<p>Number of quality checks undertaken</p> <p>Number of reports published 4 weeks following quality check</p> <p>Number of full inspections undertaken</p> <p>Number of reports published 3 months a following quality check</p>
5	<p>Continue our programme of national reviews including:</p> <ul style="list-style-type: none"> • Maternity services <p>Commence work on:</p> <ul style="list-style-type: none"> • Covid-19: Themes and learning from our work • Mental health crisis prevention care <p>Undertake follow-up work on previously published local or national reviews, including:</p> <ul style="list-style-type: none"> • Requesting updated improvement plans, and assessing these to understand progress made against the recommendations 	<p>Analysis, production and publication of the review</p> <p>Publication of terms of reference for these two reviews</p> <p>Commence programme of follow up work</p>
6	<p>Conduct a high level review of each NHS body through</p> <ul style="list-style-type: none"> • Further development of the Relationship Management function • Producing an Annual Statement for each Health Board and NHS Trust 	<p>Publication of health board and NHS trust annual statements</p>

Our work in mental health

	Deliverable	Measured by
7	<p>Undertake a programme of quality checks for NHS and independent mental health and learning disability settings including approximately:</p> <ul style="list-style-type: none"> • 20 wards within NHS mental health and learning disability services • All 20 registered independent mental health and learning disability hospitals • Continue to undertake full inspections where concerns or intelligence suggest there is a serious risk to patient safety. 	<p>Number of inspections undertaken</p>
8	<p>Provide a Second Opinion Appointed Doctor service for about 1000 SOAD requests</p>	<p>Publication of Key Performance Indicators</p>

Sharing what we find		
	Deliverable	Measured by
9	Publish reports from all our inspection and review activity in accordance with our performance standards.	<p>Publication of reports according to our Publication Schedule</p> <p>Publication of HIW performance against targets</p>
10	<p>To actively share our findings and recommendations with stakeholders, service providers and the public to influence and drive improvements in health care. In particular in relation to:</p> <ul style="list-style-type: none"> • Hospital Inspections • GP Practices • Dental Practices • Mental Health Act Annual Monitoring Report • Deprivation of Liberty Safeguards (DOLS) • IR(ME)R • Lasers • HIW Annual Report 	<p>Publication and dissemination of our findings in a number of ways including:</p> <ul style="list-style-type: none"> • Learning bulletins distributed • Case studies of good practice distributed • Improved website content
Working with others		
	Deliverable	Measured by
11	<p>Continue our joint inspection work with UK agencies</p> <ul style="list-style-type: none"> • Approximately 16 death in custody reviews with the Prison and Probation Ombudsman • Up to 3 joint reviews with HMI Prisons and HMI Probation 	<p>Publication of reports according to our Publication Schedule</p> <p>Publication of HIW performance against targets</p>
12	<p>Our three planned reviews with other Inspection Wales members are:</p> <ul style="list-style-type: none"> • Disabled Children’s Review with Complex Needs (With CIW) • Review of Health Board and Trust Quality Governance arrangements (Governance reviews with Audit Wales) • CIW providing support to our Mental Health Crisis review 	<p>Consolidation of key findings and emerging themes with CIW and Audit Wales.</p>

This publication and other HIW information can be provided in alternative formats or languages on request. There will be a short delay as alternative languages and formats are produced when requested to meet individual needs. Please contact us for assistance.

Copies of all reports, when published, will be available on our website or by contacting us:

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CF48 1UZ**

Or via

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Website: **www.hiw.org.uk**

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