

Healthcare Inspectorate Wales

Strategy and Operational Plan

2021 - 2022



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Healthcare Inspectorate Wales Strategy and Operational Plan 2021-2022

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

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.

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 Strategy and Operational Plan for 2021-2022. At the time of writing health and care services in Wales are still dealing with the immediate harm caused by the COVID-19 pandemic as well as harms caused by an overwhelmed NHS, reduction in non-COVID activity and harms from wider societal actions. I want to take this opportunity to recognise the sheer effort and professionalism of all involved over the past year, as well as offer my sincere condolences to those who have lost loved ones during the pandemic

March 2021 marked the end of our three-year strategy, Making a Difference. I am pleased with the progress we have made as an organisation in delivering our priorities and a full evaluation of that progress will be published in our annual report later in the year.

Given the unprecedented time that we are in, I have decided to release a one year strategy and operational plan to ensure we remain focussed, appropriate and proportionate in our work as services continue to deal with, and start to recover from, the pandemic. This will also enable us to properly evaluate our work over the last three years and conduct the right level of engagement with the public and stakeholders, as we develop a new longer term strategy from 2022.

For the year ahead our priorities will remain unchanged; to maximise our impact, to take action where standards are not met, to be more visible and to develop our people and organisation to do the best possible job.

For HIW, as for all services, it has been a year of significant change. We have adapted to ensure that we continue to check that people in Wales are receiving good quality healthcare. We have introduced new ways of working to ensure we discharge our statutory functions, whilst being as flexible and adaptable as possible to ensure we do not add undue burden to a system under significant pressure. For the first quarter of 2021-2022 I expect this to remain the case. As the vaccination programme protects more and more of the population our focus will be to return to our full range of assurance and inspection activities, building on our enhanced ways of working, to both take action where standards are not met but to also support a broader recovery of health and care services.

We will also move forward as an organisation in a number of areas. Our intelligence function remains pivotal to the organisation in driving our work programme. We will build on improvements made to our Relationship Management function for NHS services as well as realise the full benefits of introducing a new data management system.

We will increase the transparency of our work in the NHS by formalising a Service of Concern status for NHS services. This will help ensure that focused and rapid action can be taken by a range of stakeholders, including health boards, to ensure that safe and effective care is being provided.

Our programme of review work continues into 2021-2022 with the completion of our National Review of Mental Health Crisis Prevention in the Community and a review of our findings on medicines management. We will also undertake focused reviews where necessary, including a local review of WAST that will consider the safety, dignity, wellbeing and overall experience of patients whilst waiting in ambulances at hospital emergency departments. We will also make a decision on the way forward for phase two of our National Review of Maternity Services. Additionally, we will seek to develop a review programme that takes into consideration the risks and challenges facing health services as they continue their response to, and recovery from, the pandemic. We will continue to improve how we follow-up on our reviews, to understand the impact of our work and what improvements have been made. This will include undertaking follow-up work on a number of areas including phase one of our National Review of Maternity Services, our Review of Patient Discharge from hospital to GP Practices, our Review of Integrated Care: Focus on Falls, and our review of Substance Misuse Services in Wales.

In line with the challenge set out to inspectorates in “A Healthier Wales” we will build on our joint working with other organisations to further develop a systems approach to the inspection of local integrated models of health and social care.

We will further strengthen our governance arrangements by formalising our approach to quality through the production of a strategy to ensure the high standards we set ourselves are achieved and sustained across the organisation. As part of this, we will review our ways of working to ensure they sufficiently reflect our strong commitment to equality and diversity.

We have set out a challenging work programme for the year and, following a year in which there have been extraordinary pressures on our people, we will focus more than ever on supporting their wellbeing to enable them and our organisation to do the best possible job.

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. We will respond to every enquiry that we receive.



Alun Jones
Interim Chief Executive

Our work and responsibilities

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 adjacent, 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.

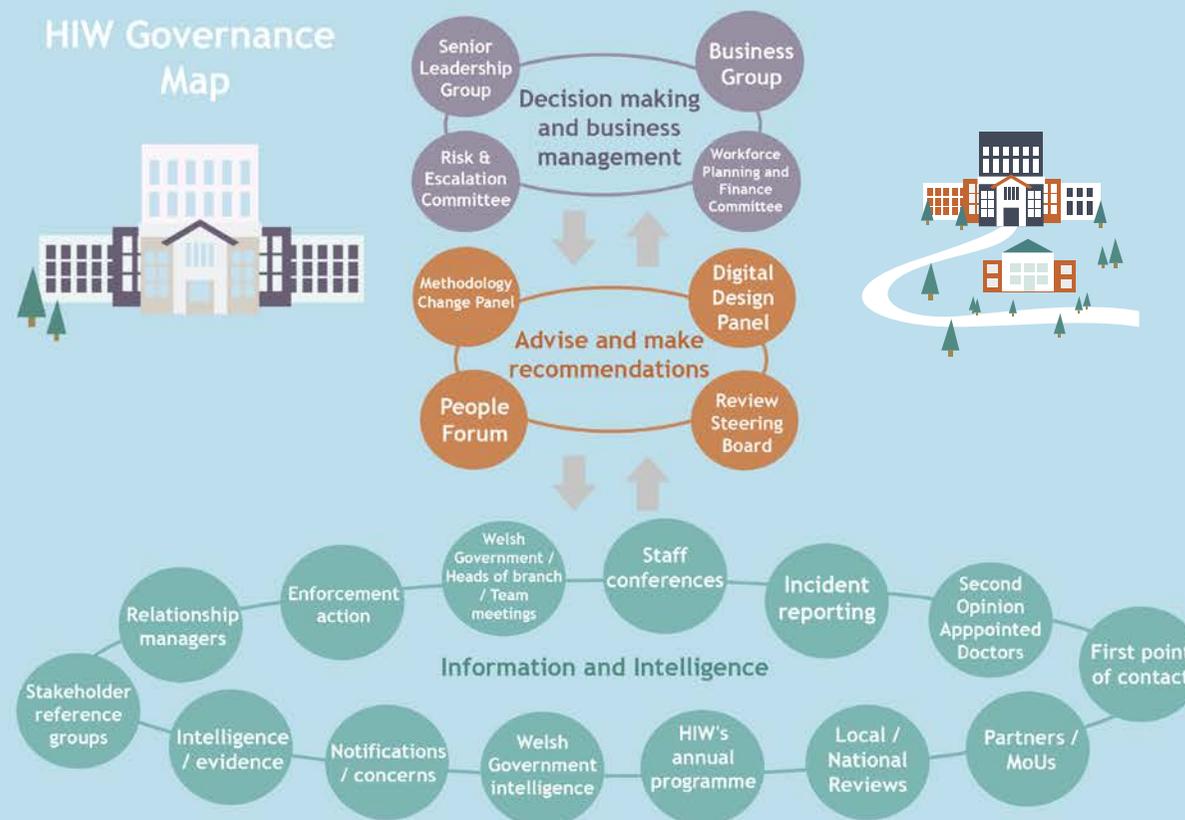


Source: Health and Care Standards 2015, Digital ISBN: 978-1-4734-3358-8

How we operate

HIW has a broad remit but a relatively small resource allocation. For this reason it is important that we can demonstrate a sound rationale for the work we carry out; we cannot review all aspects of healthcare at all times across the whole of Wales. Use of intelligence, risk assessment, prioritisation of work and responsiveness to emerging issues are key features of how HIW operates and robust governance arrangements are in place to ensure accountability and transparency of our decision making.

HIW makes use of a monthly Risk and Escalation Committee (REC) and Senior Leadership Group (SLG) in order to make in-year adjustments to its annual programme of work on the basis of intelligence received, as well as to consider business performance and change. In addition, a Review Steering Board and a Methodology Change Panel help ensure transparency and structure around our programme of national and local reviews and strong management around the creation of methodologies to support them. HIW makes use of a Workforce Planning and Finance Committee to provide oversight and control around people and financial resources.



A summary of our Strategy and Operational Plan for 2021-2022

We have planned our programme of work for 2021-2022 to include quality checks, inspections, reviews and regulatory activities in line with our statutory responsibilities. This work is listed in our commitment matrix at Annex A and will be updated quarterly.

Here is a summary of HIW's actions and key deliverables for 2021-2022:

Strategic Priority	Actions	Key deliverables during 2021-2022
<p>To maximise the impact of our work to support improvement in healthcare.</p>	<p>Through our work, support a quality focused response and recovery from the COVID-19 pandemic to minimise harm.</p> <p>Work closely with partner organisations to share information and take a systems view of services and improvement.</p> <p>Make sure our work is relevant, trusted and leads to improvement.</p>	<p>Design and deliver a work programme that is both driven by risk and supports the response and recovery of healthcare services from the COVID-19 pandemic.</p> <p>Develop new approaches to assurance which take into account the changes to healthcare provision and pathways as a result of COVID-19.</p> <p>Work with other organisations to explore data and intelligence sharing to support joint working and a systems level view of care.</p> <p>Implement a renewed reporting style across all of our assurance activities to provide information that services and users need, in the way they need it.</p> <p>Deliver a range of improvement focused outputs from our national reviews, including workshops and other engagement events.</p>

Strategic Priority	Actions	Key deliverables during 2021-2022
<p>To take action when standards are not met.</p>	<p>Ensure the effective escalation of healthcare systems and services where they do not meet the required standard.</p> <p>Ensure clear and timely communication with current and prospective independent healthcare providers.</p> <p>Assess the impact and maximise the benefit of new legislation on delivering our role.</p>	<p>Implement a Service of Concern process for the NHS to strengthen our approach to providing assurance to the public regarding the quality and safety of healthcare services.</p> <p>Implement an improved approach to follow up of reviews and inspection findings in line with our published policy.</p> <p>Introduce a variety of mechanisms to enhance our communication with independent providers between inspections to share learning.</p> <p>Complete the review of our statutory/regulatory responsibilities, and set out proposals for inspection cycles based on risk and affordability.</p> <p>Work with the Welsh Government on the implementation of the duties of quality and candour as well as the new Citizens Voice Body to help maximise their impact.</p>

Strategic Priority	Actions	Key deliverables during 2021-2022
<p>To be more visible.</p>	<p>Listen to people’s experiences and understand the impact of services on their lives to help improve the quality and safety of services.</p> <p>Ensure people and professionals are aware of and understand our role, and know how to tell us their views.</p> <p>Share our knowledge and findings effectively to support improvement.</p>	<p>To ensure timely communication of the latest guidance and information relating to the COVID-19 pandemic response and recovery to independent healthcare services.</p> <p>Engage with patients, stakeholders and service providers to improve the options we have for people to give their views on healthcare services.</p> <p>Increase the inclusion of under-represented groups in our work.</p> <p>Build on our work with training and professional bodies, and healthcare settings, to develop their understanding of our role and purpose, and explore how we can work together to support improvement.</p> <p>Engage with the public, partners and professionals to review the success of the 2018-2021 strategy, and develop a strategy for 2022-2025.</p>

Strategic Priority	Actions	Key deliverables during 2021-2022
<p>To develop our people and organisation to do the best possible job.</p>	<p>Support the well-being of our people to enable them, and the organisation, to maximise impact.</p> <p>Invest in developing the skills and knowledge of our people and reviewers.</p> <p>Review and evaluate new ways of working and fully realise the benefits of organisational change.</p> <p>Review our approach to quality governance to ensure quality standards are achieved and sustained across the organisation.</p>	<p>Protect the wellbeing of our people through flexible, supportive management approaches, training sessions and staying connected.</p> <p>Implement a data management system to support HIW delivery and functions.</p> <p>Deliver a regular programme of training for our staff and reviewers.</p> <p>Establish a professional development pathway for inspectors and consider succession and career pathways for all staff in the organisation.</p> <p>Evaluate new ways of working introduced during the pandemic, and consider their application for future working.</p> <p>Review our ways of working to ensure they sufficiently reflect our strong commitment to equality and diversity.</p> <p>Develop and implement a quality governance strategy.</p>

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

As healthcare providers in Wales continue to respond, adjust and recover from the COVID-19 pandemic, it is vitally important that HIW maximises the impact of its work in a way which supports our healthcare system. We need to continue to check that the people of Wales are receiving good quality healthcare, but more broadly we need to ensure that there is a focus on quality in order to minimise harm to individuals.

During the course of the pandemic, we developed new ways of working, strengthening our intelligence, concerns and relationship management functions. We will continue to make use of these approaches, and a variety of assurance activities, in order to deliver a work programme that is driven by risk whilst supporting the response and recovery of healthcare services from the COVID-19 pandemic.

We will continue to have the greatest impact by carrying out the right work in the right place at the right time. To do this we will need to continue to work, as we did during the pandemic, in a flexible and agile way. This means rapid development of approaches which allow us to scrutinise short and long term changes in the way healthcare is being provided as a result of the COVID-19 pandemic.

Shorter focused reports have enabled us to reduce reporting timescales, allowing healthcare services to learn from and take action in relation to our work. We will continue to evolve our reporting style to ensure that our work is clear, concise and actionable.

Our review programme will continue to deliver bespoke local reviews in individual NHS settings, alongside themed national reviews which drive improvement across many organisations. We will continue to work with key stakeholders to share the findings, learning and good practice from these reviews, using workshops and engagement events to support the improvement agenda.

The pandemic has reinforced the benefits of working closely with our partners. Intelligence sharing for the common good of the healthcare system has allowed all parties to deliver their own statutory responsibilities, but when necessary or beneficial, join together as one voice to promote improvement. In a system where resources are precious, this approach will continue, with close work continuing with partners such as Audit Wales, Care Inspectorate Wales and the Community Health Councils.

Actions

- Through our work, support a quality focused response and recovery from the COVID-19 pandemic to minimise harm.
- Work closely with partner organisations to share information and take a systems view of services and improvement.
- Make sure our work is relevant, trusted and leads to improvement.

During 2021-2022 we will:

- Design and deliver a work programme that is both driven by risk and supports the response and recovery of healthcare services from the COVID-19 pandemic.
- Develop new approaches to assurance which take into account the changes to healthcare provision and pathways as a result of COVID-19.
- Work with other organisations to explore data and intelligence sharing to support joint working and a systems level view of care.
- Implement a renewed reporting style across all of our assurance activities to provide information that services and users need, in the way they need it.
- Deliver a range of improvement focused outputs from our national reviews, including workshops and other engagement events.



To take action when standards are not met

HIW's role in checking whether standards have been met will be critically important as healthcare services continue to rise to the challenges of a global pandemic. There has never been a greater need for HIW to apply its independent judgement and commentary so that standards can be maintained and people can receive good quality healthcare.

We developed enhanced planning processes during 2020, in response to the COVID-19 pandemic, to allow a more agile, intelligence based approach when devising our programme of assurance activities. Following up on the findings from our work is a key activity in our commitment to take action where standards are not met. In 2020 we published a revised approach to follow up and began to engage with key stakeholders on the introduction of a Service of Concern process in the NHS. The Service of Concern process will help ensure that timely and focused action occurs when individual services repeatedly fail to meet standards.

We moved to a quarterly planning cycle in 2020, continually monitoring our approach to assurance and adapting it as necessary. This approach will continue in 2021-2022, aided by strengthened arrangements for prioritising our work. 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 assurance work should take place. As we seek to balance our workload across a range of responsibilities, we will assess the frequency of our work in key statutory areas.

We saw a significant increase in communication with independent sector providers in 2020 as we sought to inform and engage with them during the COVID-19 pandemic. We did this in a supportive way so that they could understand and act on restrictions and regulations and inform us of operational challenges at the earliest opportunity. We will build on this heightened communication in 2021-2022 and maintain a variety of mechanisms to communicate and share learning with this sector.

We anticipate that 2021-2022 will see further progress made on the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act 2020, in particular the duties of candour and quality and a new Citizens' Voice Body. We will work closely with Welsh Government to ensure we can take full advantage of the opportunities that these developments present in the future, in particular around taking action where standards are not met.

Actions

- Ensure the effective escalation of healthcare systems and services where they do not meet the required standard.
- Ensure clear and timely communication with current and prospective independent healthcare providers.
- Assess the impact and maximise the benefit of new legislation on delivering our role.

During 2021-2022 we will:

- Implement a Service of Concern process for the NHS to strengthen our approach to providing assurance to the public regarding the quality and safety of healthcare services.
- Implement an improved approach to the follow up of reviews and inspection findings in line with our published policy.
- Introduce a variety of mechanisms to enhance our communication with independent providers between inspections to share learning.
- Complete the review of our statutory/regulatory responsibilities, and set out proposals for inspection cycles based on risk and affordability.
- Work with the Welsh Government on the implementation of the duties of quality and candour as well as the new Citizens Voice Body to help maximise their impact.



To be more visible

Over the past three years we have made progress in improving public and professional understanding of our work. In a difficult year, public awareness of the organisation has remained at just under 40%, a firm basis for further improvement over the next 12 months.

During the pandemic, given our regulatory role, we have focussed on our communications with the independent healthcare sector to ensure it has timely information and advice on standards and regulations. We expect this focus to continue during this year.

As we adapt our work programme throughout the year we will continue to communicate our findings in a timely and accessible way to ensure they have greatest impact and can be acted upon to support improvement of services.

We will engage with the public, stakeholders and professionals about how we have performed as an organisation over the last 3 years against our priorities and seek their views on setting a new long-term strategy for the organisation to 2025.

HIW has a strong commitment to equality and diversity and we will review our approaches to engagement with underrepresented groups to ensure that they are sufficiently aware of and engaged in our work.

We will heighten our focus on increasing stakeholder and professional awareness of our work and findings. Key to this will be to implement a new 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 successfully trialled a new approach to presenting our findings to make them more accessible and engaging. We will roll these improvements out to all of our inspection and review products over the coming year.

Our current social media strategy has successfully increased public involvement in our review work and in seeking views from patients prior to inspections or remote quality checks. This year we will build on these developments by increasing our social following to widen our reach. We will enhance our use of digital media to further integrate our communication, intelligence, inspection and review functions.

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

Actions

- Listen to people's experiences and understand the impact of services on their lives to help improve the quality and safety of services.
- Ensure people and professionals are aware of and understand our role, and know how to tell us their views.
- Share our knowledge and findings effectively to support improvement.

During 2021-2022 we will:

- Ensure timely communication of the latest guidance and information relating to the COVID-19 pandemic response and recovery to independent healthcare services.
- Engage with patients, stakeholders and service providers to improve the options we have for people to give their views on healthcare services.
- Increase the inclusion of under-represented groups in our work.
- Build on our work with training and professional bodies, and healthcare settings, to develop their understanding of our role and purpose, and explore how we can work together to support improvement.
- Engage with the public, partners and professionals to review the success of the 2018-2021 strategy, and develop a strategy for 2022-2025.



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

HIW's greatest asset is its people.

Living and working through a pandemic has, and will continue to, introduce significant pressures on us all. More than ever, the cornerstone of the success of our organisation in carrying out its important role is the well-being of our people. We will protect and support their well-being through being flexible in our management approach, improving our training offer in this area as well as staying connected.

We will continue our focus on learning and the development of a professional development pathway for our inspectors as well as succession and career development for all those in our organisation.

Our flexible resourcing approach has served the organisation well during the pandemic, allowing us to be nimble and adaptable in addressing priorities as they emerge. The approach has given our people opportunities to develop in new areas and improve resilience, capability and skill set of the organisation. We will continue with this approach for the coming year to help address the challenges ahead.

This year we will launch the organisation's new data and information management system. This represents a step change in the way in which we hold information and become a more intelligence driven organisation. We will work to maximise the benefits of the new system to have the greatest impact as an organisation.

Learning from the way we have operated over the past year, assessing new ways of working and ensuring we take the best of that forward is a priority. We will also take the opportunity to review our approach to quality governance across the organisation and develop a strategy to ensure quality standards are defined, achieved and sustained across all functions. The aim is to build an improved, more resilient, impactful organisation as we emerge from the pandemic and for the years ahead.

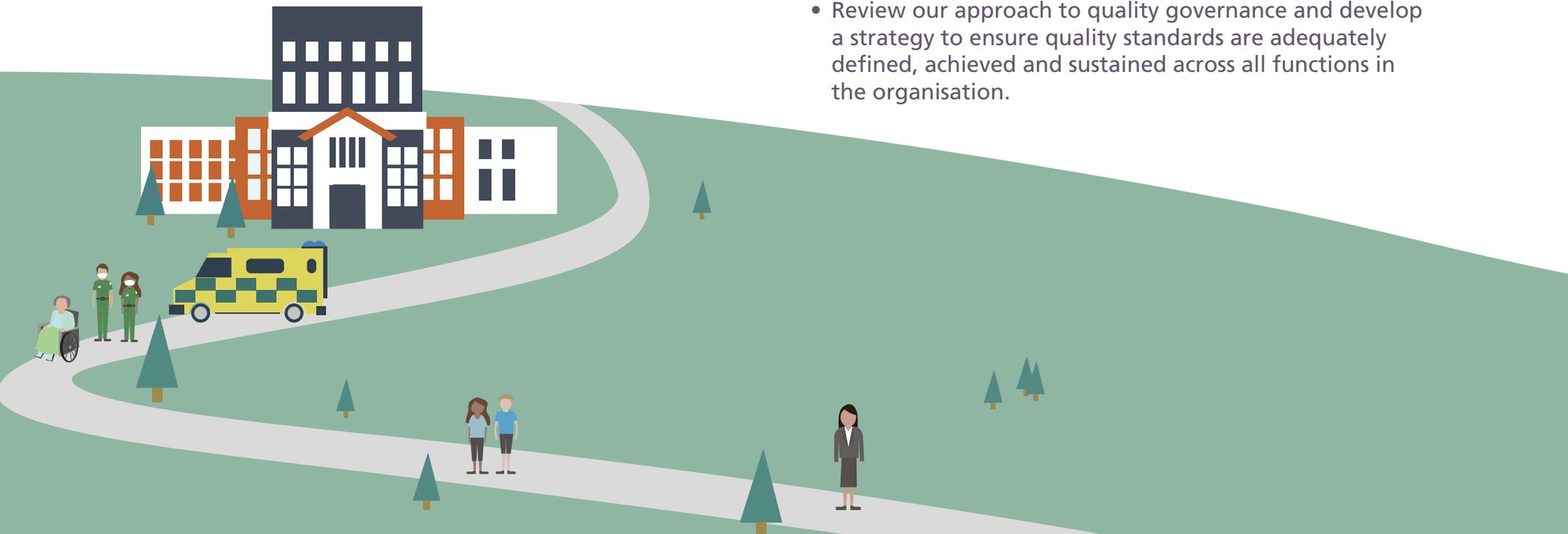


Actions

- Support the well-being of our people to enable them, and the organisation, to maximise impact.
- Invest in developing the skills and knowledge of our people and peer reviewers.
- Review and evaluate new ways of working and fully realise the benefits of organisational change.
- Review our approach to quality governance to ensure quality standards are achieved and sustained across the organisation.

During 2021-2022 we will:

- Protect the wellbeing of our people through flexible, supportive management approaches, training sessions and staying connected.
- Implement a data management system to support HIW delivery and functions.
- Deliver a regular programme of training for our staff and peer reviewers.
- Establish a professional development pathway for inspectors and consider succession and career pathways for all staff in the organisation.
- Evaluate new ways of working introduced during the pandemic, and consider their application for future working.
- Review our ways of working to ensure they sufficiently reflect our strong commitment to equality and diversity.
- Review our approach to quality governance and develop a strategy to ensure quality standards are adequately defined, achieved and sustained across all functions in the organisation.



Our resources

In line with other public sector organisations, we expect to 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.

For 2021-2022 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 on previous recommendations we have made to services, 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. We have developed a new method for gaining assurance offsite,

aligned to the key areas set out in the NHS Wales Planning Framework, which gives us flexibility and agility in delivering our role over the coming year. We will continue to strengthen that approach in 2021-2022.

We have posts equivalent to 83 full-time staff as well as a panel of over 150 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. We have developed a new Framework for Clinical Advice, which will be used to determine what clinical support we need to strengthen our inspection and assurance methods in 2021-2022.

Team	Whole time posts
Senior Executive	3
Inspection, Regulation and Concerns	39
Partnerships, Intelligence, and Methodology	14
Strategy, Policy and Communication	5
Clinical advice (including SOAD service)	4
Corporate Services (including business support)	18
Total	83

Annex A – Commitment Matrix

The following table is a list of HIW's specific commitments for 2021-2022. We intend to review our inspection plans on a quarterly basis during the year to ensure we remain as flexible and adaptable as possible during the pandemic response and recovery period. We will publish detailed updates to this matrix quarterly.

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 as required.</p> <p>Deliver a programme of assurance and inspection work on independent settings in line with our frequency rules.</p> <p>Continue to plan and deliver the rest of our work programme in areas where we believe there is the highest level of risk to patient safety.</p>	<p>Number of visits undertaken.</p> <p>Number of quality checks undertaken.</p> <p>Number of reports published 5 weeks following quality check.</p> <p>Number of full inspections undertaken.</p> <p>Number of reports published 3 months following an inspection.</p> <p>Where urgent action is required following assurance work in the independent sector, the service will be issued with a non-compliance notice within 2 days.</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 assurance and inspection work in the NHS across all settings informed by analysis of risk and how our resources are best deployed.</p> <p>Continue to plan and deliver the rest of our work programme in areas where we believe there is the highest level of risk to patient safety.</p>	<p>Number of quality checks undertaken.</p> <p>Number of reports published 5 weeks following quality check.</p> <p>Number of full inspections undertaken.</p> <p>Number of reports published 3 months following an inspection.</p> <p>Where immediate assurance is required following an NHS assurance process, letters will be issued to the Chief Executive of the organisation within 2 days.</p>

	Deliverable	Measured by
5.	<p>Continue our programme of reviews including:</p> <ul style="list-style-type: none"> • Mental health crisis prevention in the community. • Medicines management review. • Focused local reviews; one of these will be a local review of WAST that will consider the safety, dignity, wellbeing and overall experience of patients whilst waiting in ambulances at hospital emergency departments. • COVID-19: Themes and learning from our work. <p>Undertake follow-up work on previously published local or national reviews, including:</p> <ul style="list-style-type: none"> • Phase one of our National Review of Maternity Services. • Review of Patient Discharge from hospital to GP Practices. • Review of Integrated Care: Focus on Falls. • Substance Misuse Services in Wales. • WAST – Assessment of Patient Management Arrangements within Emergency Medical Service Clinical Contact Centers. • PHW – Assessment of how the breast screening process is managed in a timely manner for women who have an abnormal screening mammogram. 	<p>Analysis, production and publication of the review.</p> <p>Publication of terms of reference for these 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 assurance and inspection work on NHS, independent mental health and learning disability settings.</p> <p>Continue to plan and deliver the rest of our work programme in areas where we believe there is the highest level of risk to patient safety.</p> <p>Undertake a minimum of one piece of Learning Disability assurance work in each Health Board area in this inspection year.</p>	Number of assurance and inspection activities undertaken.
8.	Provide a Second Opinion Appointed Doctor service for approximately 1000 SOAD requests.	Publication of Key Performance Indicators.



Sharing what we find

	Deliverable	Measured by
9.	Publish reports from all our assurance 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> <p>Publication of Annual Report for 2020-2021</p>
10.	<p>To actively share our findings and recommendations with stakeholders, service providers and the public to influence and drive improvements in healthcare. In particular in relation to:</p> <ul style="list-style-type: none"> • Hospital Assurance activity • 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> <p>Learning bulletins distributed.</p> <p>Case studies of good practice distributed.</p> <p>Improved website content.</p>

Working with others

	Deliverable	Measured by
11.	Continue our joint inspection work with UK agencies. Details to be agreed on a quarterly basis.	Number of inspections undertaken.
12.	<p>Continue working with other agencies on inspections and influencing best practice.</p> <p>Our five planned reviews with other Inspection Wales and Her Majesty's Inspectorate services are:</p> <ul style="list-style-type: none"> • Review of Health Board and Trust Quality Governance arrangements (Governance reviews with Audit Wales). • CIW providing support to our Mental Health Crisis Prevention review. • Joint Inspectorate of Child Protection Arrangements (JICPA) review (with CIW, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, Her Majesty's Inspectorate of Probation (HMI Probation) and Estyn). • Supporting HMI probation with their joint thematic inspection of community-based drug treatment and recovery work with probation service users (for intelligence to support our Mental Health Crisis Prevention review). • Supporting HMI Prisons with their inspections of prison services in Wales. • Work with the Welsh Government, Care Inspectorate Wales and other stakeholders to review the effectiveness of Regional Partnership Board joint working. 	<p>Participation in joint work.</p> <p>Consolidation of the key findings and emerging themes from our joint work, and consider how these can inform our future work programmes.</p>