

To Chief Executives and Chairs of  
NHS Health Boards and Trusts Wales  
[Via Email](#)

31 March 2022

Dear Chief Executive and Chair

## HIW 2022 - 2025 Strategic Plan and Spring Update

Firstly, I would like to once again extend a thank you for the way in which your staff have continued to engage with our work over the past year through our relationship managers, and our inspectors during onsite and offsite assurance activities. As a result, we have been able to continue to deliver our role effectively during a difficult period and provide you with rapid feedback on relevant areas to support improvement.

### Strategic Plan 2022-2025

You will be aware from my previous correspondence and other discussions that over the last six months we have been developing our new organisational strategy. The learning we have done as an organisation over the past three years has challenged the way we work and carry out our role, and has contributed to the foundations of our new strategy. Cutting across all of this is the need for us to remain agile and responsive to the emerging risks and models which will continue to arise as society and healthcare services adapt to living alongside COVID-19. I am pleased to be able to enclose a copy of our new three year Strategic plan, which launches today, March 31 2022.

HIW, as a public body organisation, has a responsibility to support the principles set out by the Well-Being of Future Generations (Wales) Act and we have kept these principles, and 'A healthier Wales' at the core of our new strategy. We have refreshed our organisational purpose and developed a new goal underpinned by four new priorities. Our new organisational purpose is *to check that healthcare services are provided in a way which maximises the health and wellbeing of people.*

Our four new priorities are:

- We will focus on the quality of healthcare provided to people and communities as they access, use and move between services.
- We will adapt our approach to ensure we are responsive to emerging risks to patient safety
- We will work collaboratively to drive system and service improvement within healthcare
- We will support and develop our workforce to enable them, and the organisation, to deliver our priorities.

**Gwirio bod pobl yng Nghymru  
yn derbyn gofal da**

**Checking people in Wales are  
receiving good care**

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These priorities will help us to consider whether healthcare meets the needs of a community and whether it is of a good quality. Equality and diversity will be core to the work we do and our strategy will support us to consider how healthcare services reach those who face the greatest barriers to access, and poorest outcomes in health.

We have set standards for reporting our inspection and assurance findings and will continue to publish our performance in our annual reports.

## Programme Update

Our work programme for 2022-2023 is now planned, it contains a blended mix of onsite and offsite work for the year. Our position in developing this plan remains unchanged in that we have continued to plan in accordance with risk and our aim to support the response and recovery of healthcare services from the pandemic. Further to the changes introduced as a result of the latest Welsh Government review of COVID-19 restrictions, combined with the current trend in infection rates within the community, we intend to continue providing around 24 hours' notice for inspections to super green, green and elective pathways. This notice period ensures our teams have time to communicate with your staff and provides time for arrangements to be put in place for the safe delivery of the inspection. I expect this to be the approach for all inspections that fall into this category, however, we must still reserve the right to operate in a fully unannounced way where we determine there to be an extremely high risk to patient safety as a result of the way a service is operating.

We have recently concluded a project which will mean we will be implementing a new reporting style for onsite inspections. This new approach will be implemented for all onsite inspections which take place from April 2022, and will involve publishing a public summary and a full detailed report for the setting. I will provide further information on these over the next few weeks so that you can share the changes with your staff, they will see these during post inspection factual accuracy checks. The new style reports, however, will not begin to be published to our website until June 2022.

Our programme of review work in 2022-2023 will involve the continuation and conclusion of our national review of patient flow (focus on stroke pathway), the continuation and conclusion of our local review into Swansea Bay University Health Board's governance arrangements of healthcare services to HMP Swansea and thirdly, a local review of discharge arrangements for adult mental health inpatients in Cwm Taf Morgannwg University Health Board. We will also commence a national review of planned care services and when I am in a position to share more information in relation to this work I will ensure that our relationship managers make contact with you.

I look forward once again to further positive and constructive working with your health board/trust in this coming year.

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In the meantime, should you wish discuss anything with me directly then please do not hesitate to get in touch.

Yours sincerely



**Alun Jones**

Interim Chief Executive

**Healthcare Inspectorate Wales**

Cc. NHS Medical Directors and Directors of Nursing

Katherine Williams, HIW Director of Clinical Advice and Quality Governance

HIW Relationship Managers

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# Healthcare Inspectorate Wales Strategic Plan 2022-2025



Arolygiaeth Gofal Iechyd Cymru  
Healthcare Inspectorate Wales

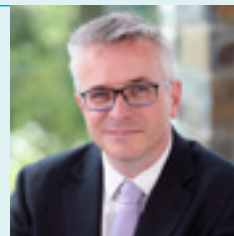


## Foreword

### It gives me great pleasure to introduce our strategic plan for 2022 - 2025

Change and flexibility have been key features of life since March 2020 and as an organisation we have learned much about how and where our work can add value to the healthcare improvement agenda. The learning we have done over the past three years, and particularly since the start of the pandemic, has challenged us in positive ways, and has contributed to the foundations of this strategy. It has been developed through consultation with our own staff, with stakeholders and members of the public. Their contributions and feedback are something we place great value on. The opportunity to hear from those at the heart of healthcare in Wales is more important now, than ever, as we learn how to live alongside COVID-19 and navigate the new and ongoing challenges.

In A Healthier Wales: our plan for health and social care, Welsh Government is clear that to achieve longer, healthier and happier lives, health and social care must be designed as a whole-system, delivered in accordance with quality and safety outcomes and the individual needs of people and the communities in which they live. Guided by our strategy we will seek opportunities in our work to promote this whole-system approach to healthcare and will consistently keep quality and safety of people and communities central to our work.



Alun Jones  
Interim Chief Executive

Our vision for the next three years recognises that we must remain an agile organisation, one which is able to adapt our work and use our resources most effectively to deliver our goal: to be a trusted voice which influences and drives improvement in healthcare. We will consider the quality of healthcare as it is delivered to people as they access, use and move between services. We will need to work collaboratively with others, harnessing the insight, understanding and expertise they bring, in order to help us consider a whole-system approach and deliver against our goal. We have a talented team of staff and we will continue to support them and invest in their development to help us achieve our vision. We want to make sure that HIW is an organisation people continue to feel proud to work for.

In order to be agile and responsive to emerging risks in healthcare, we will keep our strategy and priorities under regular review, ensuring that our detailed plans of activity continue to target our resources most effectively. We will describe our progress through our annual reports as we seek to drive improvement and promote quality in healthcare services across Wales.

**Alun Jones**  
Interim Chief Executive  
Healthcare Inspectorate Wales

## We are HIW

### We are the regulator of independent healthcare and the inspectorate of NHS healthcare in Wales.

We look at the quality, safety and effectiveness of the services that are being provided to people and communities, drawing attention to good practice where we find it and calling out practice that could cause harm to those who are receiving it.

What matters to people and communities is core to what we do. Healthcare exists for people and communities, and the work we carry out looks at whether it meets the needs of a community and whether it is of a good quality. Where we find inequalities in healthcare provision, where a service is not designed for the needs of the community it serves, we will challenge this. Equality and diversity is embedded in the work we do and we consider how healthcare services reach those who face the greatest barriers to access, and poorest outcomes in health.

We have a specific responsibility to consider the rights of people who are being cared for under the Mental Health Act or the Mental Capacity Act Deprivation of Liberty Safeguards (DoLS) and, once they are introduced to replace DoLS, the Liberty Protection Safeguards.

Our responsibilities in relation to mental health span both the NHS and the independent sector.

HIW also works with other review and inspectorate bodies to consider the quality of healthcare delivered in non-healthcare settings such as prisons.



## About us



We inspect NHS services in Wales

We regulate and inspect independent healthcare services in Wales



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



We monitor concerns and safeguarding referrals

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



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



We have a team of 73 staff who work for us, across Wales, supporting our functions and undertaking our assurance work

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



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





## Our purpose, goal and values

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

### Our purpose

To check that healthcare services are provided in a way which maximises the health and wellbeing of people

### Our goal is:

To be a trusted voice which influences and drives improvement in healthcare

### Our values

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

- **Independent** - we are impartial, deciding what work we do and where we do it
- **Objective** - we are reasoned, fair and evidence driven
- **Decisive** - we make clear judgements and take action to improve poor standards and highlight the good practice we find
- **Inclusive** - we value and encourage equality and diversity through our work
- **Proportionate** - we are agile and we carry out our work where it matters most





## Achieving our goal

We have set out 4 priorities which will guide us to deliver our goal:



## Priority 01

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

- We will consider the quality of care given to people during their time on a clinical pathway
- We will seek out opportunities to listen to people about what matters to them on their healthcare journey
- We will build on our approach to exploring care delivered both in and outside of a hospital setting, recognising that many people receive care in the community.



# Priority 01

## How we will do this:

- We will build on our expertise in conducting national reviews, increasing the opportunities we have to structure our other assurance and inspection work around specific clinical pathways so that we are considering the journey of a patient at various points in a healthcare system
- We will harness the skills of our inspection teams and clinical peer reviewers by providing them with the tools to explore the care delivered to a patient at various stages in their healthcare journey
- We will increase the range of options we provide for people to share their views with us, considering how we do this, and looking for further opportunities to collaborate with others in doing so
- We will work with stakeholders to develop better methods for engaging with Black and Minority Ethnic Groups about our work.



## Priority 02

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

- We will build on the flexible models of assurance and inspection work that we developed during the pandemic, using all tools available to us to help us carry out our work
- We will use our internal intelligence function and our work with others to direct our work at areas of highest risk
- We will build on our engagement methods, so that we can communicate our messages quickly to drive improvement.



## Priority 02

### How we will do this:

- We will continue to build on the range of options we have for seeking assurance about the quality and safety of healthcare, developing new methodologies in response to emerging models of care
- We will build on our internal intelligence expertise, to guide us in our work
- We will embed the use of our new data management system to support our work by providing us with easier access to information about services
- We will align the way in which we describe quality in accordance with the direction of healthcare policy in Wales
- We will develop a strategic communications plan which supports us in delivering our role.



## Priority 03

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

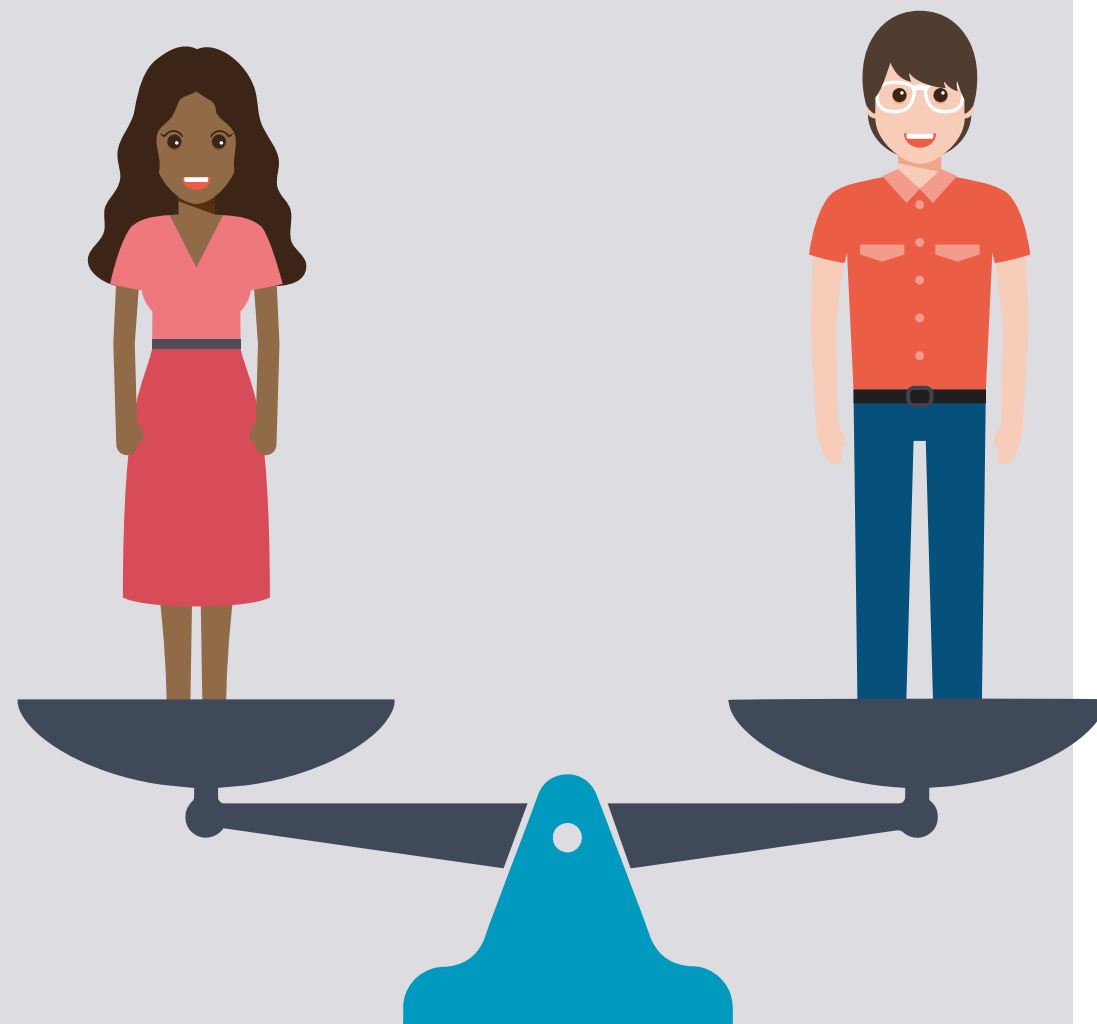
- We will work with others to strengthen our understanding of the issues affecting healthcare services and the people and communities who use them
- We will specifically consider the challenges faced by minority groups when using healthcare services, using this understanding to help challenge healthcare inequalities through our work
- We will build on our working relationships with partners so that we increase the impact we can make to the quality of healthcare delivered to the people of Wales
- We will support our staff to make judgements about both service and system level issues.



## Priority 03

### How we will do this:

- We will take a holistic view of our work programme, identifying and drawing in others who can contribute to our understanding of the area
- We will continue to seek out opportunities to involve others in our work, using stakeholder forums and consulting with third sector agencies to support our work
- We will create an equality strategy which underpins the way in which we consider the needs of Black and Minority Ethnic Groups, and other minority groups through our work
- We will undertake equality impact assessments for our inspection and review work, acting on the results of these to improve the way we consider the specific healthcare needs of minority groups and whether healthcare provision is tailored to their needs
- We will build on our methodologies for joint working with Inspection Wales partners - Care Inspectorate Wales, Audit Wales and Estyn
- We will build a strong relationship with the new Citizens Voice Body (CVB), drawing on the effective relationship we have had with the Community Health Councils for Wales and recognising the potential that working closely with this new organisation can have
- We will provide a range of different methods and opportunities for staff of all levels to tell us about their experiences of working in a service
- We will continue to increase opportunities to use peer reviewers in our work, harnessing their expertise to contribute to the work we do.





## Priority 04

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

- We will continue to invest in developing the skills and knowledge of our staff
- We will build on the learning culture we have put in place, ensuring that evaluation and reflection is a core approach to our work
- We will embed our quality governance strategy so that it is at the heart of everything we do.



## Priority 04

### How we will do this:

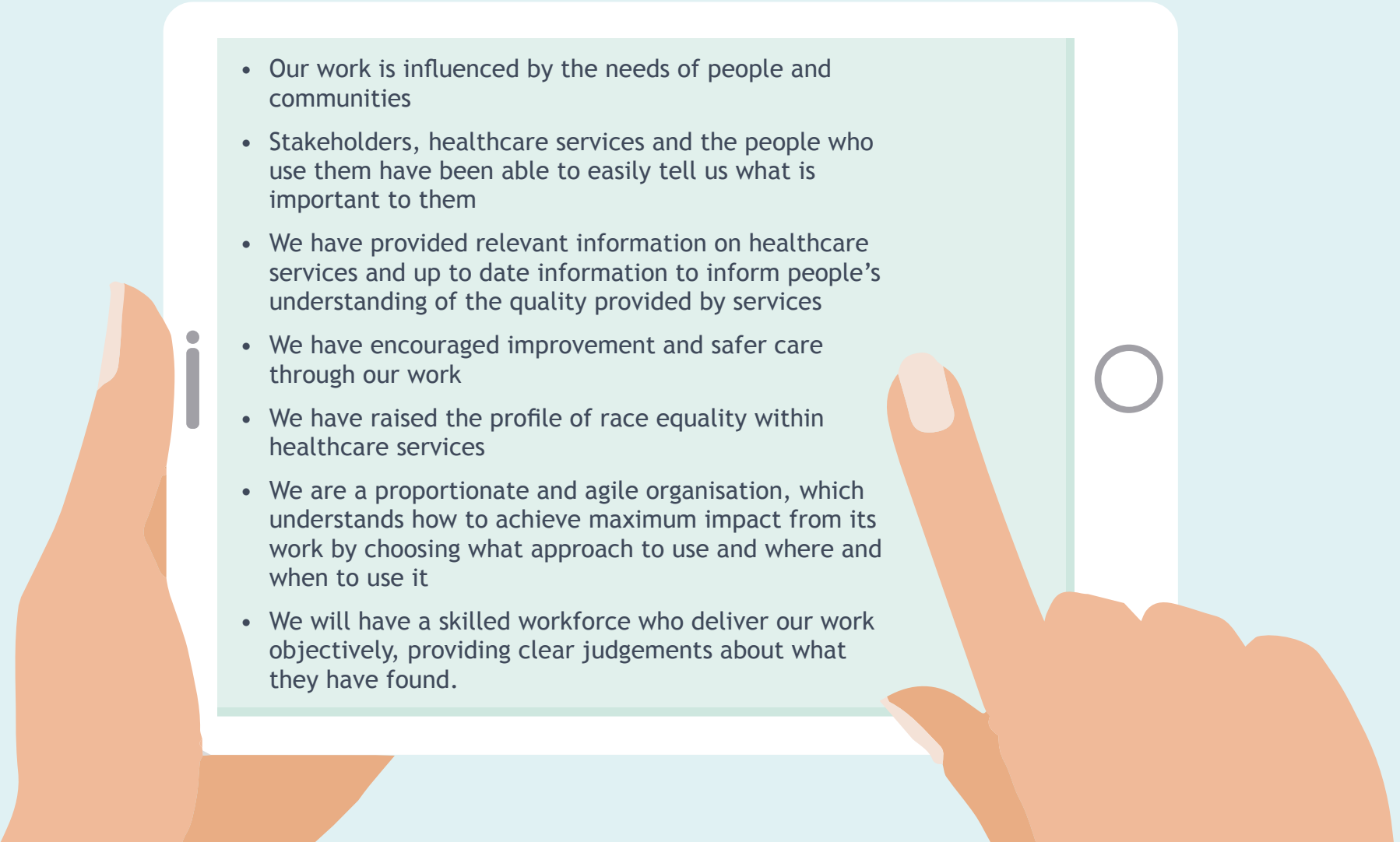
- We will develop our staff through training which builds on the skills needed to effectively deliver our role
- We will support the wellbeing and resilience of our staff so that they are able to adapt to dynamic work programmes
- We will develop our leaders so that they can support our staff effectively and work confidently with external partners
- We will build on our listening culture so that staff know they will be heard and that we will respond to them
- We will embed evaluative processes throughout our work so that we are constantly challenging and improving the way we work
- We will keep quality at the heart of all the work we do, we will promote it through our methodologies, and it will be central to the judgements we make.



## Outcomes

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By delivering this strategy we will achieve the following outcomes:

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- Our work is influenced by the needs of people and communities
  - Stakeholders, healthcare services and the people who use them have been able to easily tell us what is important to them
  - We have provided relevant information on healthcare services and up to date information to inform people's understanding of the quality provided by services
  - We have encouraged improvement and safer care through our work
  - We have raised the profile of race equality within healthcare services
  - We are a proportionate and agile organisation, which understands how to achieve maximum impact from its work by choosing what approach to use and where and when to use it
  - We will have a skilled workforce who deliver our work objectively, providing clear judgements about what they have found.

## Contact us

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