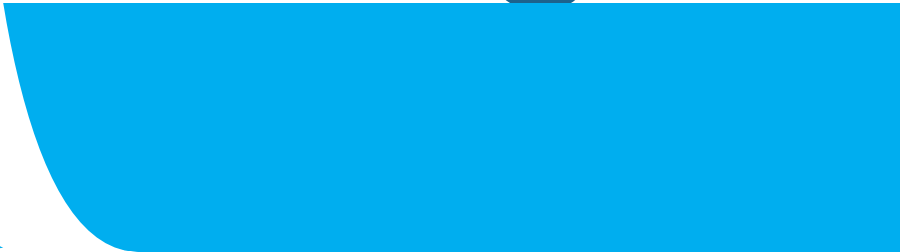
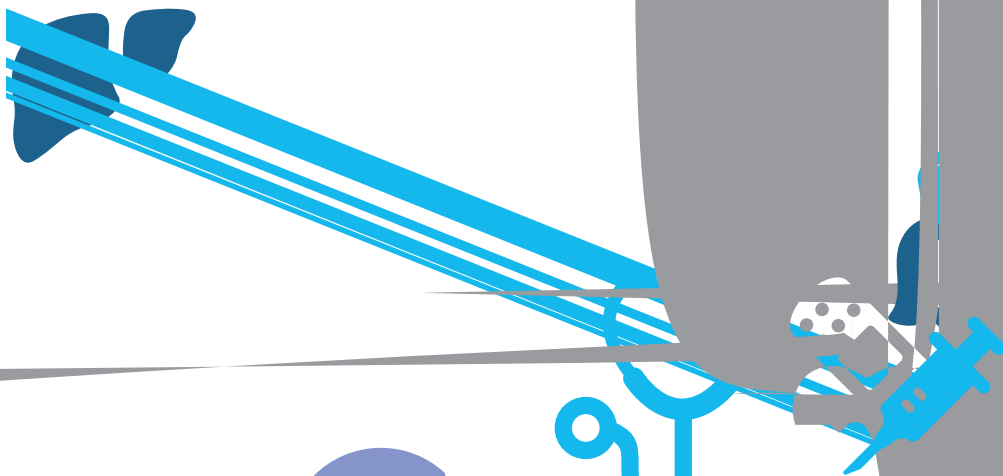


CLINICAL PROFESSIONAL ORGANIZATION





This publication is due for review in May 2020. To provide feedback on its contents or on your experience of using the publication, please email publicationsfeedback@rcn.org.uk

Publication

This is an RCN practice guidance. Practice guidance are evidence-based consensus documents, used to guide decisions about appropriate care of an individual, family or population in a specific context.

Description

Service redesign may be required to improve patient pathways, move care out of hospitals closer to patients' homes, maximise efficiency or a combination of all these factors. This guidance is intended to assist those responsible for undertaking the process of reviewing and assessing proposals for service redesign and change.

The Nine Quality Standards

This publication has met the nine quality standards of the quality framework for RCN professional publications. For more information, or to request further details on how the nine quality standards have been met in relation to this particular professional publication, please contact publicationsfeedback@rcn.org.uk

Evaluation

The authors would value any feedback you have about this publication. Please contact publicationsfeedback@rcn.org.uk clearly stating which publication you are commenting on.

RCN Legal Disclaimer

This publication contains information, advice and guidance to help members of the RCN. It is intended for use within the UK but readers are advised that practices may vary in each country and outside the UK.

The information in this booklet has been compiled from professional sources, but its accuracy is not guaranteed. Whilst every effort has been made to ensure the RCN provides accurate and expert information and guidance, it is impossible to predict all the circumstances in which it may be used. Accordingly, the RCN shall not be liable to any person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by what is contained in or left out of this website information and guidance.



NHS commissioners and providers are increasingly called to review how health care services are managed and, more importantly, aligned within the wider health and care system. This is an essential part of the work being undertaken by the Sustainability and Transformation Partnerships (STPs) that have

Activity

- Ensure that all relevant patient flows and capacity have been properly modelled, and that assumptions are clear and reasonable.
- Are there any changes in bed/case load numbers?
- Activity and capacity modelling is clearly linked to service change objectives.
- Activity links consistently to workforce and financial models.
- Modelling of significant activity, workforce and financial impacts on other locations/ organisations has been undertaken.

Workforce

- Is there a clear workforce plan – and has this been integrated with financial and activity plans?
- Is the proposal making most effective use of the workforce for service delivery and is it compliant with all appropriate guidance?
- Has the proposal considered any training and development needs for the existing workforce to meet the proposed service delivery?
- Is there any consideration for implications for future workforce?
- Have staff been properly engaged in developing the proposed change?
- Is there evidence of staff consultation and analysis of risks and mitigation actions?

Travel

- Has the travel impact of the proposed change been modelled for all key populations, including analysis of available transport options, public transport schedules and the availability/affordability of car parking?

Resilience

- How will the proposed change impact on the ability of the local health economy to plan for, and respond to, a major incident?
- Has a business impact analysis been conducted for all affected organisations and appropriate changes made to business continuity plans?
- Has a local health resilience partnership impact assessment been undertaken?

Emergency services

- Have the implications for ambulance services (emergency and patient transport services) been identified and impact assessed, and appropriate discussions held with ambulance service providers?
- Have the implications for the wider system been considered and the potential impact for all providers, particularly out of hospital, community and primary care services?

Communications

- Are there plans to appropriately and effectively engage and involve all stakeholders (to include staff, patients, JHOSCs, HWBBs, local authorities, MPs and other partners and organisations) and fulfil commitments under section 14Z2 and section 13Q of the *Health and Social Care Act 2012*?

Equality impact assessment

- There has been an appropriate assessment of the impact of the proposed service change on relevant diverse groups?
- Has engagement taken place with any groups that may be affected?
- What action will be taken to eliminate any adverse impacts identified?

Regulators involvement

- Is the proposal aligned with the NHS England/NHSI approach?
- Has the proposal considered appropriate Care Quality Commission (CQC) requirements?

Digital

- Does the proposal make best use of technology?
- Does it contain an assessment of the impact on local informatics strategy and ICT deployments?
- Are there likely to be any data migration costs?
- Are there any implications for specialist or network technology/equipment contracts associated with the service?

Estates

- Consideration will need to be given to the most effective use of estates.
- Have there been discussions with clinical staff on the appropriate use of estates for alternate use?
- Where estates are identified for sale, has there been consideration on impact on loss of resource?

Other

- Is the proposal consistent with rules for co-operation and competition?
- Is a robust programme delivery plan, together with risk management arrangements, in place?
-



| Review comments | | | | | | | | | | | |
|-------------------|--|--|--|--|--|--|--|--|--|--|--|
| Impact assessment | | | | | | | | | | | |
| Section/component | | | | | | | | | | | |



CN 

CN O 
www.rcn.org.uk

CN D 
www.rcn.org.uk/direct
034 2 100

P 
20 C 
L 
1G O N

020 4033333

M / 207
P 