

FR5 – The service implements and monitors systems to engage in service and workforce review, planning and development.

- a. In order to respond to changing healthcare needs and new developments, the service should engage in service and workforce review and planning. There should be a regular review of the service, with a view to improvement for the benefit of patients, staff and others. Developments should be planned and budgeted for to ensure benefits are sustained.
- b. Systems to support service review might include formal performance review, business plans and action plans. Performance review should identify service achievements and performance against national and local targets, current actual demand and capacity, and bottlenecks and backlogs. Activity records may help to identify trends and facilitate reflection on the service's strengths, weaknesses, opportunities and threats. Changes made in working practices should be evaluated within specified timescales.
- c. Business plans should set out clear objectives for the forthcoming financial year, highlighting clinical and managerial leadership roles, key appointments, and developments and schemes necessary to make the service successful and sustainable and maintain financial balance. Plans should identify capital and revenue requirements to support planned developments, including additional staffing. Attention should be paid to future considerations which may affect the ability to deliver the service within a balanced budget, including national and local targets and guidelines, and local schemes not directly involving the service.
- d. Action plans for meeting objectives should include identification of additional skills and resources required, and processes for monitoring progress against specific dates, with details of those responsible for the actions.
- e. The views of patients and their carers, staff and other relevant professionals should be sought and taken into account in planning service development. Patient involvement might be achieved through lay representation in department management structure, use of suggestion boxes and 'mystery patients', focus groups or formal public consultation.
- f. Children, young people and their families should be routinely involved in the planning and improvement of services. Methods of seeking children's and young people's views should be consistent with national guidance.
- g. Workforce planning should be integrated with service and financial planning to ensure staffing levels are sufficient to support sustainable developments within the service and agreed with the parent organisation. New roles, new ways of working, new models for delivering care and the use of good skills mix practices within a robust governance framework should all be considered. There should be adequate support, training and mentorship for staff who are asked to take on new roles
- h. If the service delivers out-of-hours services, it must ensure that staffing levels are adequate, appropriate staff are readily available and staff are fully supported. This should include a risk assessment for lone working and ensuring appropriate support for staff who are required to work alone. Legislation requires that staff be given compensatory rest time. Where out-of-hours services are not provided or partially provided, the service must clearly inform colleagues, patients and other departments of the level of service provided and the means of accessing alternative services.
- i. The service should plan education and training to support the current and predicted needs of the service, particularly for complex and developing imaging procedures. This may be

facilitated by links to, and involvement with, educational establishments to support specialist training (see also standard statement FR4).

- j. Staff retention should be monitored and the service should engage in systematic succession planning.

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Healthwatch England website: <http://www.healthwatch.co.uk/>

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