

High Level Risk Movement Log

Report date	18/04/2023
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Prepared for	Finance and Performance Academy 26 April 2023

Rating
1 to 3 - Extreme
4 to 5 - High
6 to 8 - Moderate
9 to 11 - Low

Definitions	
Rating (initial)	The risk score at the time of entering the risk onto the risk register
Rating (residual)	The risk that is expected to remain once all actions detailed in the risk treatment plan have been completed

NEW RISKS TO HIGH LEVEL RISK REGISTER													
ID	Date of entry	Assuring Academy	Title of Risk	Description	Lead Director	Risk Lead	Rating (Initial)	Summary of mitigation	Target date for mitigation completion	Action plan lead	Current Rating	Rating (Residual)	
3850	29/03/2023	Finance and Performance, People	Pharmacy Accommodation - Cramped and not fit for purpose	<p>There is a risk to the patient care, staff wellbeing and trust finances arising from inadequate pharmacy accommodation. The key risk are:</p> <p>Aspects that:</p> <p>The pharmacy aseptic unit is listed as a separate risk – risk 3856.</p> <p>Pharmacy Dispensary</p> <p>The Pharmacy dispensary is cramped and can be overcrowded at busy times which increases the risk of dispensing errors. In addition to this, the cramped accommodation means the trust is unable to further automate the dispensary with the latest dispensing robots. Current dispensing robots are significantly more efficient meaning dispensing times can be further reduced and include technology such as automatic labelling which further reduces the chances of dispensing errors.</p> <p>The current accommodation means waiting times are longer and dispensing errors more likely than a modern automated dispensary.</p> <p>Pharmacy Quality Assurance / Control</p> <p>The quality assurance area has recently been fully fitted but like other areas accommodates more colleagues than there are spaces for. In addition to this there is inadequate storage areas to store expensive equipment which may become damaged leading to a financial risk to the organisation.</p> <p>There is also a lack of space for the incubators which are key to the functions of the department. Incubators are currently located in a long corridor without windows meaning the working environment is poor.</p> <p>The current accommodation means there is a financial risk to the organisation arising from potential damage to equipment and through staff absence resulting from the poor environment.</p> <p>Pharmacy Store</p> <p>The pharmacy store is currently spread across two floor levels and two separate unheated store rooms. In addition to this the layout of the building means that automation, common in other trusts, cannot be installed.</p> <p>The lack of automation increases the risk of stock outages and picking issues leading to an increased risk of patients missing doses of medication and potential patient harm.</p> <p>Equality Diversity and Inclusion</p> <p>The department has numerous different floor levels, some of which are connected by ramps whilst others are connected by stairs. This means that any staff or visitors who are mobility impaired will be unable to access all areas of the department.</p> <p>Staff rest facilities are inadequate in that there are only two toilets for over 130 people.</p> <p>Office accommodation is limited meaning colleagues often need to hot desk which limits the scope for work station related adjustments. The accommodation also means that staff are less able to mix and form a coherent team leading to issues with morale impacting staff wellbeing.</p> <p>The current accommodation means there is a risk to staff wellbeing and trust finances through absence as a result of the poor accommodation.</p>	Azab, Sajid	Smith, David	20	<p>The intention is to relocate the pharmacy aseptic unit which will then allow space for redevelopment of the existing pharmacy footprint.</p> <p>In the short to mid term continued focus and work as part of the Outstanding Pharmacy service will look at what other improvements can be made.</p>	01/04/2025	Smith, David	15	6	
HIGH LEVEL RISKS THAT HAVE CHANGED IN SCORE													
ID	Date of entry	Assuring Academy	Title of Risk	Description	Lead Director	Risk Lead	Rating (Initial)	Summary of mitigation	Target date for mitigation completion	Action plan lead	Current Rating	Previous Rating	
				no risks changed in score during the period 17.3.23 - 18.4.23									
HIGH LEVEL RISKS THAT HAVE BEEN REMOVED/CLOSED													
ID	Date of entry	Assuring Academy	Title of Risk	Description	Lead Director	Risk Lead	Rating (Initial)	Summary of mitigation	Target date for mitigation completion	Action plan lead	Current Rating	Residual Rating	Reason for Closure
				no risk closed during the period 17.3.23- 18.4.23									
HIGH LEVEL RISKS THAT HAVE PASSED THEIR REVIEW DATE													
ID	Date of entry	Assuring Academy	Title of Risk	Description	Lead Director	Risk Lead	Rating (Initial)	Summary of mitigation	Target date for mitigation completion	Action plan lead	Current Rating	Review Date	
3808	06/10/2022	Finance and Performance, People, Quality & Patient Safety Academy	Risk of Industrial Action (Pay Award 2022)	<p>15/11/22</p> <p>There is a risk of industrial action including strike action given that the RCN have voted in favour of strike action and Unison, CIP, and the RCM are currently balloting.</p> <p>The risk relates to the impact on service provision and patient safety if/when strike action does take place. In particular a risk to our elective recovery plan.</p> <p>06/02/23</p> <p>The RCN have opened a ballot for Industrial Action on the back of the recent pay award. The ballot will close on 2nd November and, depending on the result of the ballot, there is potential for strike action from nursing staff for a period of 6 months.</p> <p>Unison, CIP and RCM will be moving to statutory ballots in the next few weeks with the BMA opening their statutory ballot on 9th January 2023.</p> <p>There is therefore a risk of strike action from staff across the organisation.</p> <p>Although we are still waiting for results of the various ballots it is likely the result will be industrial Action. Any industrial action could have a significant impact on service provision if an agreement is not reached. If the ballot calls for strike action a risk reduction plan will be implemented.</p> <p>The risk relates to impact on service provision if strike action were to take place. In particular, a risk to elective services.</p>	Lal, Faheem	Lal, Faheem	12	<p>13/2/2023 operational planning, command structure in place when notified of strike days 11/03/23</p> <p>Planning in place to safely cover strike days of both Trust staff and impact of the Ambulance service strikes 07/2/22</p> <p>Planning in place to safely cover strike days reducing activity as necessary.</p> <p>15/11/22</p> <p>Operational planning in place, will be escalated further once we are notified of the dates of any action (2 weeks notice has to be given)</p> <p>Risk reviewed as other ballots results become known or on a monthly basis</p> <p>06/10/22</p> <p>Until we have the results of the balloting we are unable to put a risk treatment plan in place. If strike action is agreed we will need to:</p> <p>Set up an Industrial Action planning group/Ste Rep reporting and consider potential reduction in elective activity</p> <p>The risk will be reviewed on Friday 11th November following the results of the RCN ballot</p>	31/03/2023	Lal, Faheem	15	31/03/2023	
3671	21/06/2023	Quality & Patient Safety Academy	Emergency Department COVID / Winter driven operational pressures	<p>There is a risk of Major or Catastrophic harm to patients due to COVID driven operational pressures.</p>	Azab, Sajid	Taylor, James	14	<p>14/03/2023</p> <p>OPAL Level 3 - Winter response plan in place. Covid numbers remain static at approximately 30 patients representing 1 wards worth of patients. Plans for Urgent Care Centre adjacent to current ED footprint due to go live in April 2023 to help reduce pressure within ED. Operational beds plan for 23/24 being developed to be in line with financial plan.</p> <p>08/02/23</p> <p>OPAL Level 3 attendances more in line with normal winter pressures now. Winter response plan actions still live and on going. Operational planning guidance for 23/24 issued and plans being developed to outline delivery expectations for next year.</p> <p>13/02/23 - OPAL level 4 since 23/22. High pressure and demand. High numbers of patients being cared for extended periods of time in A&E. Regularly 20 plus bed waits each morning</p>	30/06/2023	Khan, Saman	20	31/03/2023	