

NHS 24 - GREEN

**NHS 24
BOARD MEETING**

**14 FEBRUARY 2019
FOR ASSURANCE
ITEM NO. 9.4**

CORPORATE RISK REGISTER UPDATE

Executive Sponsor:	Director of Finance and Performance
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	The paper is provided to the NHS 24 Board for assurance.
Key Points	<p>Since the last Board meeting:</p> <ul style="list-style-type: none"> • 2 new risks have been identified • 2 risk scores have increased to 20 (Very High) • 1 risk score has reduced from 15 to 10 • 1 risk scores have reduced below 10 & removed from this register • 5 risk have been closed • A Board Development session on Strategic Risk has been delivered. • A detailed review of all risks has been completed to separate risks from current issues, with the aim to ensure descriptions, mitigation and reporting are appropriate.
Financial Implications	Financial risks and mitigation are outlined within the paper below and risk register attached.
Timing	There are no timing issues with this paper.
Contribution to NHS 24 strategy	This paper supports the overall strategic objectives of NHS 24 by highlighting the potential risks to achieving the NHS 24 strategy along with supporting mitigation.
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	The report will provide assurance to the Board and its Committees that NHS 24 will monitor and manage strategic risks.
Equality and Diversity	There are no direct equality and diversity (E&D) implications associated with this report. The participation and Equalities manager actively participates in risk management process. Further review of the strategic risk register will be required to assess the impact of E&D.

1. RECOMMENDATION

1.1 The Board is asked to review the risks presented, provide feedback and take assurance on the risk management processes and procedures.

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2. RISK MANAGEMENT UPDATE

- 2.1 This attached Corporate Risk Register provides an update on the risks to the organisation with a scoring of 10 or greater as at 5 February 2019.
- 2.2 Since previously presented to the Board in October 2018, all risks have been reviewed by each of the Governance Committees of the Board and the Executive Management Team Risks & Opportunities Group.
- 2.3 The Board considered strategic risks at its Board Development Session on 10 January 2019. A report on this is presented for approval as a separate agenda item.
- 2.4 The Board should note that the Operational Risk Management Group have undertaken a detailed review exercise to separate risks from current issues to ensure descriptions, mitigation, reporting, scoring are appropriate. The outputs of this exercise were presented and approved at the Executive Management Team Strategy meeting on 24 January 2019 and incorporated into the Corporate Risk Register presented.
- 2.5 In line with corporate governance and programme management processes and structures, all programme risks will be escalated to the Corporate Risk Register, if and when appropriate. There are currently no programme risks escalated.

3. RISK SUMMARY

- 3.1 The risk profile is provided below (see figure 1) in the form of a heat map. This is to illustrate the current position of the Corporate Risk Register.

Figure 1

		Likelihood					Total	Prev' Total	
		Rare	Unlikely	Possible	Likely	Almost Certain			
		Score	1	2	3	4	5		
Impact	Extreme	5	0	2 (0)	0 (1)	1 (0)	0 (0)	3	(1)
	Major	4	0	0	4 (6)	0 (2)	1 (0)	5	(8)
	Moderate	3	0	0	0	6 (6)	2 (3)	8	(9)
	Minor	2	0	0	0	0	0 (1)	0	(1)
	Negligible	1	0	0	0	0	0	0	0
Total			2	4	7	3	16		
			(0)	(7)	(8)	(4)		(19)	

Very High Risks

3.2 There are two very high risks as follows:

There is a risk (**RPND/032645**) that the quality of the patient journey is affected during the period of P1 outages due to the decrease in the availability of senior clinical leadership. This risk score has increased due to the impact of this potentially occurring during periods of higher demand (i.e. winter). Work is ongoing to ensure with key suppliers to ensure a satisfactory long-term solution is put in place.

There is a risk (**RPND/032338**) that the quality of the patient journey could be affected in the event that there are inaccuracies in referral centre availability on the Knowledge Management System (KMS) and NHS 24 are unable to update in real time. Again, this risk has increased due to the pressures associated with the winter period. A short-term solution has been put in place to provide weekend cover from 9-5pm. Work is ongoing by the Clinical Systems Development Team to develop a Robotic Process Automation which it is anticipated will remove this risk when deployed.

New Risks

3.3 There is a risk (**RPND/033695**) that without agreed Key Performance Indicators for the technical system in place to help inform planning assumption, additional resources may be required to manage operational performance. Key performance measures are in place for the system since go-live. Work is ongoing to map and better understand progress of system performance improvements.

3.4 There is a risk (**RPND/034150**) of reputational damage with the public and key stakeholders if NHS inform and Self Help Guides are not available for a prolonged period of time due to an IT outage. Although a short-term solution was put in place to cover the festive period, work is ongoing to identify a long-term support model.

Reduced Risks

3.5 There is a risk (**RPND/024449**) that NHS 24 will be challenged in meeting the statutory financial targets during the next 5-year period. Robust mitigation has been put in place to manage this risk and has enabled the score to be reduced in likelihood to an overall score of 10.

3.6 Risk (**RPND/021876**) has reduced to a score below 10 and removed from the Corporate Risk Register. The risk relates to NHS 24 may be unable to meet the ambitions and objectives detailed within the Scottish Government 10 year Mental Health Strategy. The score for this risk has reduced from 12 to 8 due to the agreement to recruit to several posts aligned to the development of mental health services. Job descriptions have been developed for Psychological Wellbeing Practitioners and Mental Health Clinical Team Leaders. It is anticipated that staff will be in post by the end of quarter 4. Once this is complete, the risk will be assessed and if appropriate closed.

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Closed Risks

3.7 Since previously reported to the Board, five risks have been closed as follows:

There was a risk **(RPND/029548)** that due to the absence of a central and co-ordinated approach to contract and supplier management may lead to an inability to ensure contract terms are delivered as agreed. Following a review by internal audit, an action plan was developed to meet the recommendations. Since the time of the last Committee meeting, the last action remaining - training programme for purchasing managers to be developed - has been completed. Training has been developed and delivered, with training taking place in October 2018. This risk has reduced to the target score of 4 and has now been closed.

There was a risk **(RPND/023857)** that NHS 24 did not conclude the contractual negotiations with both suppliers prior to the launch of the new technology system due to the complexity of the contractual position. The new technology contracts were signed on 22 October 2018 and this risk has been closed.

There was a risk **(RPND/032646)** that there were multiple areas whereby key skills and knowledge are owned by single points of contact across the organisation. It was agreed with the Director of Service Delivery in November 2018 that this risk could be closed, as it was a duplicate of risk RPND/032338.

There was a risk **(RPND/030242)** that the Service Transformation Programme was not fully funded and therefore could impact the models of change planned for 2018/19. Full funding was confirmed in October 2018 and this risk has now been closed.

There was a risk **(RPND/032558)** that the Knowledge Management (KM) application allows staff to send patients to a closed endpoint despite the system being updated to show that facility is closed. A technical solution is now in place and it was agreed at the unscheduled care management team meeting (12/11/18) that this risk could be closed. A separate risk in relation to out of hours support for KM is covered by Risk RPN/0323384.

4. RISK HIGHLIGHTS BY CATEGORY

4.1 Figure 2 below outlines a breakdown of the broad categories of the risks within the Corporate Risk register.

Figure 2

Primary Category	Business	Staff	Clinical	Reputation &Engagement	Total
Previous	9	6	4	0	19
Current	8	4	3	1	16

Business Risks

4.2 The uncertainty on the scope and impact of Brexit, **(RPND/033964)** has been identified as a potential business risk to NHS 24. An update on NHS 24 preparations has been included as an agenda item.

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Securing full compliance with MHRA medical guidelines by 2020 has been identified as a business risk. NHS 24 are engaged in the planning for this risk.

Service access performance level remains a risk during instances of Priority 1 (P1) technology incidents (**RPND/028862**). NHS 24 are working with the managed service provider to enable an appropriate level of incident management during these periods and are working together on a service improvement plan to stabilise the service. Incident Management is a Priority One on the improvement tracker and the suppliers have committed to improving this. Further workshops will be scheduled in to agree the measures.

Staff Risks

- 4.3 High sickness absence levels (**RPND/021544**) continue to be a risk to NHS 24 performance. Discussion on this risk took place at the Staff Governance Committee in January 2019. Further discussion is planned for the Area Partnership Forum.

Clinical Risks

- 4.4 Clinical risks have been highlighted in section 3.2 of this report.

Reputation & Stakeholder Engagement Risks

- 4.5 There is one primary reputational risk on the Corporate Risk register (**RPND/034150**) (See para 2.4) due to the impact of the loss of key websites for a sustained period due to hosting and support structures not being in place.