



AGENDA ITEM

7.5

CTM BOARD

ORGANISATIONAL RISK REGISTER

Date of meeting

29/07/2021

FOI Status

Public

If closed please indicate reason

Not applicable - Public Meeting

Prepared by

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Presented by

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Approving Executive Sponsor

Director of Corporate Governance

Report purpose

FOR REVIEW & APPROVAL

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Service, Function and Executive Formal Review	June 2021	RISKS REVIEWED
Management Board	16/06/2021	RISKS REVIEWED AND MANAGEMENT BOARD SIGN OFF RECEIVED
Planning, Performance & Finance Committee	22/06/2021	ASSIGNED RISKS REVIEWED AND APPROVED
Executive Team	28/06/2021	REVIEW OF AN ADDITIONAL RISK FOR ESCALATION – RISK ID 4706
Digital and Data Committee	8/07/2021	ASSIGNED RISKS REVIEWED AND APPROVED
People and Culture Committee	14/07/2021	ASSIGNED RISKS REVIEWED AND APPROVED



ACRONYMS

CSGs	Clinical Service Groups
ILG's	Integrated Locality Groups

1. SITUATION/BACKGROUND

- 1.1 The purpose of this report is for the Board to review and discuss the organisational risk register and consider whether the risks escalated to the Organisational Risk Register have been appropriately assessed.
- 1.2 The report should be considered in the context that risks within the organisation are still undergoing a robust review and therefore the organisational risk register remains a work in progress and activity continues to ensure a consistency of approach to the quantification of risk across the Health Board.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.2 The following progress has been made since the last report:
 - The ILGs are continuing to work to both rationalise and standardise the Clinical Service Group risk registers, the pace of this activity has been impacted by the operational pressures in response to Covid-19, however, activity has resumed with the target of October 2021 for all risks held on the Datix system to have been reviewed.
 - The monthly risk management awareness sessions held virtually via Teams are being well received, 34 colleagues joined the session on the 13th May 2021 and a large number already booked on the forthcoming sessions in June and July 2021.
 - Risks on the organisational risk register have been updated as indicated in **red**.
 - A schedule outlining the risk review dates has been shared with Business Managers and ILG Heads of Quality & Safety to aid the timely review of risks reviewed monthly by the Management Board for escalation/de-escalation for the Organisational Risk Register. This has been mapped to align with the request to report to Committee meetings prior to Board.
 - Risk Management Milestones updated to align with the Targeted Intervention programme – Appendix 2.



3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 NEW RISKS

Rhondda Taf Ely Locality Group (RTE ILG)

1. Datix ID 4632 – Demand and Capacity across the Stroke Pathway. Risk rated as a 20.
2. Datix ID 3742 – Care of 16-18 Year Olds. Risk Rated as a 16.
3. Datix ID 4567 – Lack of Endocrine Surgical Service in RTE. Risk rated as a 16.
4. Datix ID 4706 – Failure of appropriate security measures in mental health services. Risk rated as a 16.
5. Datix ID 4512 – Care of patients with mental health needs on acute wards. Risk rated as a 15.

Bridgend Integrated Locality Group

6. Datix ID 3993 – Fire Enforcement Notice – POW Theatres. Risk rated as a 15.

Merthyr & Cynon Locality Group

7. Datix ID 4688 - Emergency Department (ED), inability to appropriately triage patients in the Minors area of ED, compounded by two current access points that are not co-located with neither incorporating triage. Risk rated as a 20.
8. Datix ID 4684 – Emergency Department Environment at Prince Charles Hospital. Risk rated as a 16.
9. Datix ID 4685 – Patient Flow within the Theatres Department at Prince Charles Hospital.
10. Datix ID 4686 – Management of Controlled Drugs within the Theatres Department at Prince Charles Hospital.

Information Communication Technology / Digital Risks

11. Datix ID 4664 – Ransomware Attack resulting in loss of critical services and possible extortion. Risk rated as a 20.
12. Datix ID 4671 - NHS Computer Network Infrastructure unable to meet demand. Risk rated as a 15.
13. Datix ID 4672 - Absence of coded structured data & inability to improve our delivery of the national clinical coding targets and standards. Risk rated as a 15.

3.2 CHANGES TO RISK RATING

a) Risks where the risk rating INCREASED during the period

Chief Operating Officer / All Localities Risks

1. Datix ID 4491 – Failure to meet the demand for patient care at all points of the patient journey. Risk rating increased from a 16 to a 20 this period.

Merthyr & Cynon Locality Group Risks

2. Datix ID 3562 – Emergency Department Overcrowding at Prince Charles Hospital. Risk rating increased from a 16 to a 20 this period.

The rationale for the increase in score is captured in the Organisational Risk Register – Appendix 1.

b) Risks where the risk rating DECREASED during the period

Information Communication Technology / Digital Risks

1. Datix ID 4565 – Security at the Health Board's main Medical Records and Information hub. Risk rating decreased from a 20 to a 12 and will now be removed from the Organisational Risk Register and monitored via the local ICT/Digital risk register.
2. Datix ID 632 – Shortage of IT Storage Space. Risk rating decreased from a 15 to a 9 and will now be removed from the Organisational Risk Register and monitored via the local ICT/Digital risk register.
3. Datix ID 4286 – Telecommunications upgrade required with operational components for cardiac arrest and emergency fire numbers. Risk rating decreased from a 15 to a 12 and will now be removed from the Organisational Risk Register and monitored via the local Facilities risk register.
4. Datix ID 4306 – Potential Cyber Security risk relating to a brand of medical device monitoring system. Risk rating decreased from a 15 to a 12 and will now be removed from the Organisational Risk Register and monitored via the local Facilities risk register.

Chief Operating Officer / Medical Director Risks

5. Datix ID 4115 – Implementing a sustainable model for emergency medicine and inpatient paediatrics across the CTMUHB footprint. Risk rating decreased from a 16 to a 12 and will now be removed from the Organisational Risk Register and monitored via the Integrated Locality Group risk registers.

Health, Safety & Fire Risks

6. Datix ID 4392 – Site Specific Fire Documents require updating on some sites. Risk rating decreased from a 16 to a 12 and will now be removed from the Organisational Risk Register and monitored via the local Health, Safety & Fire Risk Register.

Rhondda Taf Ely Locality Group Risks

7. Datix ID 4401 – Risk of absconding from Ward 23 in RTE. Risk rating decreased from a 16 to a 6 and will now be removed from

the Organisational Risk Register and monitored via the CSG Risk Register.

Therapies & Health Sciences Risks

8. Datix ID 4577 – Impact on Speech and Language Therapy (SLT) and Dietetics staffing capacity with the relocation of tissue transfer surgical procedures to RGH. Risk rating decreased from a 15 to a 12 and will now be removed from the Organisational Risk Register and monitored via the Therapies Risk Register.

The rationale for de-escalation is captured in the Organisational Risk Register – Appendix 1.

3.3 CLOSED RISKS

Chief Operating Officer / All Localities Risks

1. Datix ID 4070 – Failure to achieve the 4 and 12 hour emergency (A&E) waiting times targets has been closed. The reason for closure is that the risk has been amalgamated into a reframed risk – Datix ID 4458 – Failure to deliver Emergency Department Metrics (including 15 minute handover and 4 and 12 hour breaches) which is retained on the Organisational Risk Register.
2. Datix ID 4417 – Management of Security Doors in all hospital settings. The reason for closure is the risk has been amalgamated within Risk ID 4253 – Ligature Points – Inpatient Services.
3. Datix ID 4186 – Covid-19 Gold Risk 002 – Critical Care Beds and Equipment. This risk has been closed as the target score has been met.

Information Communication Technology / Digital Risks & Rhondda Taf Ely Locality Group

4. Datix ID 4109 – Increase requirement to store the paper patient record for longer due to delay in the DPN Project and the increased retention period due to the Infected Blood Inquiry. This risk has been closed as the target score has been met.

Bridgend Locality Group

5. Datix ID 3584 - Neonatal Capacity/Stabilisation cot at Princess of Wales. This risk has been closed this period.

Rationale for closure is captured in Appendix 1.



3.4 HIGHLIGHTED RISKS

Children and Adolescent Mental Health Services (CAMHS)

1. Datix ID 4149 – Ty Llidiard Escalation

Ty Llidiard provides child and adolescent mental health in-patient services in the Bridgend area for South Wales. Ty Llidiard sits under the Child and Adolescent Mental Health Service (CAMHS) Directorate within CTM and the service delivered is commissioned by the Welsh health Specialised Services Committee (WHSSC).

Following consideration by WHSSC officers in discussion with the Bridgend Integrated Locality Group and CAMHS Management Team, the Ty Llidiard CAMHS Unit was moved to stage 4 of the WHSSC escalation process in June. This level of escalation is the highest level outlined by WHSSC and given the level of the concerns it was agreed that it is critical that the necessary improvements to the unit are prioritised and delivered at pace.

The Health Board, led by the Chief Executive, met with WHSSC on the 12th July to discuss the concerns in detail. The meeting was productive and agreed an outline action plan with timelines to ensure key areas of concern are addressed. It was agreed that future milestones are supported by qualitative and process metrics. The risk and mitigating actions reported on the organisational risk register are being reviewed in light of these developments to correspond with the actions agreed with WHSSC.

The Health Board will continue to work closely with WHSSC to ensure specific areas of concern are address without delay and future updates will be provided to provide assurance to wider Board members through the committee scrutiny process.

3.5 Organisational Risk Register - Visual Heat Map by Datix Risk ID (Risks rated 15 and above):

Consequence	5			4105 4253	4080 3826 1793 4664 3993	
	4				4149 3742 4106 4157 4156 4458 4567 4148 3584	4103 4152 4478 2018 4217 4476 4482 4116 3585
						4491 4060 4629 4477 4632 3562 4071 4688



					4337	4684	
					2987	4686	
					4294	4685	
					3958	4235	
					3682	3011	
					3008	3654	
					4356	3133	
					4500	4360	
					816	3656	
					4292	4281	
						4706	
	3						3899 4606
							3638 4218
							3072 4672
							4110 4671
							3698 4512
							3685
	2						
	1						
CxL	1	2	3	4	Likelihood		5

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	Aim to mitigate risks to patients and staff
Related Health and Care standard(s)	Governance, Leadership and Accountability
	All Health and Care Standards are included
Equality impact assessment completed	No (Include further detail below)
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Well-being Objectives	Provide high quality, evidence based, and accessible care

5. RECOMMENDATION

5.1 The Health Board are asked to:

- **REVIEW** the detailed Organisational Risk Register at Appendix 1.
- **APPROVE** the recommendations in relation to New Risks, Updated Risks and Closed risks in section 3.1.
- **NOTE** – the progress made against the risk journey milestones at Appendix 2.