

Service Detail	Change Being Made	Rationale	Issues and Threats	Interdependency Issues	Links to Other Programs or Initiatives	Resource Impact	Impact Team	Known Risks	Evidence Source	Actual Measures	Risk Summary	Risk Description	On Location	Risk Impact (Timeline)	Recovery Plan	Area for Monitoring	Long Term Benefit
ACC - Adult Support	Service Sustained	Quarantined Demand	Impediment of First and GAD Patients. High risk of COVID-19. Services will be reduced to ensure safety of staff and patients. There may be a risk of staff infection. High risk to the welfare of staff.	Associated Clinical Areas which are not fit for Purpose	ADP - A&E Triage; Corporate Objective	Additional Equipment (e.g. PPE, Goggles and Hand Sanitiser); Non-A&E Staff PPE	Increased Capacity	Unknown	A&E Waiting Time; A&E Activity Data	A&E 1 floor waiting times; A&E 2 floor waiting times	There is a risk that the reduction of staff & patient capacity will result in the continued use of non-essential services, increasing the risk of COVID-19 to staff/patient groups.	5	4	12	Yes to be defined	Potential	Revised Service Model
Accidents - Public Health	Emergency Response Only	Release and Reallocated Staff	Delayed Diagnosis	Support Community Services	Corporate Objective	Medicine Advice Service and Hospital of Support	Reduce Capacity	Delayed Diagnosis and Development; Advice and Children and Adult Patients	TTC Waiting List Data	Time to Diagnose / Time to Treatment / Development delays	There is a risk that by redeploying staff to other areas using COVID-19, there will be delays in diagnosis, treatment and management of cases, impacting on development for babies and children and increasing hospital admission rates for adults.	4	3	12	Yes to be defined	Potential	Revised Service Model
Community	Essential Response Only	Release and Reallocated Staff	Potential increased isolation for some patients	Support Community Services	Corporate Objective	Medicine Advice Service and Hospital of Support	Reduce Capacity	Delayed Diagnosis and Development; Local Waiting List Data	Time to Diagnose / Time to Treatment / Development delays	There is a risk that by redeploying staff to other areas using COVID-19, there will be delays in diagnosis, treatment and management of cases, impacting on development for babies and children and increasing hospital admission rates for adults.	4	3	12	Yes to be defined	Potential	Revised Service Model	
Cancer - Low Risk	Lowest Breast and Cervical Screening Programmes	Service Paused	Potential delay in identification and treatment of cancer	GP	Corporate Objective; Greater to Monitor	GP	Reduce Capacity	Normal Progression on Disease	Waiting Cancer Early (WCE) national data submission	Cancer staging at diagnosis	There is a risk of delay in identification and treatment of cancer in the national breast, bowel and cervical screening programmes are suspended with the potential for progression of disease.	4	4	12	Yes to be defined	None	None
Outpatients - New	Urgent appointments only	Minimum Risk	Potential delay in identification and treatment of cancer	GP, A&E and Nurse Specialists	ADP - QIP & e-visit; Diagnostic; A&E; Managing OH; Corporate Objective	GP visiting	Reduce Capacity	Normal Progression on Disease	Cancer W/ Data / Waiting Cancer Early (WCE) national data submission / National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that implementing urgent appointments only will result in a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	4	12	Yes to be defined	Potential	Revised Service Model
Outpatients - Return	Urgent appointments only	Minimum Risk	Potential delay in identification and treatment of cancer	GP, A&E and Nurse Specialists	ADP - QIP & e-visit; Diagnostic; A&E; Managing OH; Corporate Objective	Nurse Specialist Support	Reduce Capacity	Normal Progression on Disease	Cancer W/ Data / Waiting Cancer Early (WCE) national data submission / National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that implementing urgent appointments only will result in a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	4	12	Yes to be defined	Potential	Revised Service Model
Emergency	No change	Service Sustained	None	None	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Not Applicable	None	Not Applicable	Not applicable	Not applicable	No risk identified as emergency response maintained.	N/A	N/A	Not Applicable	None	None	
Exam - Outpatients	Urgent appointments only	Minimum Risk	Potential delay in identification and treatment of cancer	GP, A&E and Nurse Specialists	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	GP visiting	Reduce Capacity	Normal Progression on Disease	Cancer W/ Data / Waiting Cancer Early (WCE) national data submission / National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that implementing urgent appointments only will result in a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	4	3	12	Yes to be defined	Potential	Revised Service Model
Immunology	No change	Service Sustained	None	None	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Not Applicable	None	Not Applicable	Not applicable	Not applicable	No risk identified as service sustained	N/A	N/A	Not Applicable	None	None	
ACT	Revised Individual Treatment Plan	Minimum Risk	Temporary revision of standard treatment processes	Diagnosticians and Nurse Specialists	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Normal Progression on Disease	National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that there will be a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	3	6	Yes to be defined	Potential	Revised Service Model
Medicine Specialist	Revised Individual Treatment Plan	Minimum Risk	Temporary revision of standard treatment processes	Diagnosticians and Nurse Specialists	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Normal Progression on Disease	National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that there will be a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	3	6	Yes to be defined	None	None
Surgery (Operated by Juliette Murray)	Review urgent adult cancer (prostate, OES, colorectal, gynaecology cancer) together with urgent gynaecology surgical services from the specialist cancer centre. The services will be delivered together with breast surgery from start of April. Discussions underway with other clinical units regarding urgent colorectal surgery confirmation available at start date.	Minimum Risk	Temporary revision of standard treatment processes	Pathology, Radiology, Surgery, Theatre and Support Staff	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Normal Progression on Disease	National cancer data (e-visit)	Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis / Cancer staging at diagnosis	There is a risk that there will be a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	3	6	Yes to be defined	Potential	Revised Service Model
Adoptive - Adult Support	Reduced Service as M&D Service moved to Golden Jubilee	Reduce Capacity/Minimum Risk	Transfer Time/Distance	Golden Jubilee and ULS	ADP - TTC; Corporate Objective	Urbano to Monitor	Reduce Capacity	Transfer Time to Treatment Delay	Unknown	Time to treatment / 30 Day mortality rate	There is a risk that by moving urgent service to the Golden Jubilee, the volume of cases in COVID-19 will be a potential for delays in care to patients.	3	2	6	Yes to be defined	None	None
CCU	Taking both CCU and M&DQ Patients	Enhance Capacity for M&DQ Patients	Early Stop down of CCU Patients to CCU sites where possible	Works taking less stable CCU Patients	Additional Training for M&DQ Patients	Urbano to Monitor	Reduce Capacity	Potential Failure to Treatment Delay	Transfer Time	30 Day mortality rate	There is a risk that the reduction of CCU and M&DQ patients could be a potential for delays in care to patients.	4	3	12	Yes to be defined	None	None
CCU Lab	Reduced Service as M&D Service moved to Golden Jubilee	Reduce Capacity/Minimum Risk	Transfer Time/Distance	Golden Jubilee and ULS	ADP - TTC; Corporate Objective	Urbano to Monitor	Reduce Capacity	Potential Failure to Treatment Delay	Works taking less stable CCU Patients	30 Day mortality rate	There is a risk that the reduction of CCU and M&DQ patients could be a potential for delays in care to patients.	3	3	6	Yes to be defined	None	None
Heart Failure Service	Urgent Telephone and Near Site Appointments	Reduce Capacity/Minimum Risk	Failure to treat new patients; identify deterioration in existing patients	A&E	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Potential Failure to Treatment Delay	Heart Failure Nurse Database	Heart Failure Nurse Data, Medication Database, Number of patients requiring CP (community)	Heart Failure Nurse Data, Medication Database, Number of patients requiring CP (community)	There is a potential risk of failure to treat new patients and recognise deterioration in existing patients, resulting in a potential for delays in care to patients.	3	3	6	Yes to be defined	None	None
Stroke Rehab	Urgent Telephone and Near Site Appointments	Reduce Capacity/Minimum Risk	Failure to treat new patients; identify deterioration in existing patients	A&E	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Potential Failure to Treatment Delay	Stroke Rehab Database	Stroke Rehab Data, Medication Database, Number of patients requiring CP (community)	Stroke Rehab Data, Medication Database, Number of patients requiring CP (community)	There is a potential risk of failure to treat new patients and recognise deterioration in existing patients, resulting in a potential for delays in care to patients.	3	3	6	Yes to be defined	None	None
Child Brain Service	Urgent Telephone and Near Site Appointments	Reduce Capacity/Minimum Risk	Failure to treat new patients; identify deterioration in existing patients	A&E	Regular Review of Care Plans and MDT Discussions	Reduce Capacity	Potential Failure to Treatment Delay	ADP Database	ADP Database Data, Medication Database, Number of patients requiring CP (community)	ADP Database Data, Medication Database, Number of patients requiring CP (community)	There is a potential risk of failure to treat new patients and recognise deterioration in existing patients, resulting in a potential for delays in care to patients.	3	3	6	Yes to be defined	None	None
CCU - High Risk and Critical Care	Urgent Appointments/On/Off Clinical Consultant	Reduce Capacity/Minimum Risk	Failure to identify deteriorated/normalised increased falls in Community	CCU/A&E	ADP - QIP & e-visit; Diagnostic; A&E; SACT; Corporate Objective	Enhanced Working for High Risk	Reduce Capacity	Potential Failure to Treatment Delay	ADP Reporting / Data	Falls data / Emergency Admissions / Falls from Beds	There is a risk that there will be a delay in identification and treatment of cancer, impacting on clinical outcomes and mortality.	3	4	12	Yes to be defined	None	None
Isolates	Making Discharge Outpatient	Reduce Capacity/Minimum Risk	Potential for Multiple Moves	Local Health/Community Health/Care Homes	ADP - TTC; A&E; Managing OH; Corporate Objective	Anticipatory Care Planning	Reduce Capacity	Make Appropriate Care Setting in the Local Area	Isolatable	Isolatable	There is a risk that by transferring the patient of patients ready for discharge to appropriate care settings, there is a potential for delays in care to patients.	3	1	6	Not Applicable	Defined	Revised Discharge Pathways
Off Site Beds/Community Hospital	Significant increase in Off Site Beds Access Arrangements	Transfer Capacity by Specialist Pharmacy Clinical Beds	Potential for Multiple Moves	SAU/Carer Work	Urbano to Monitor	Urbano to Monitor	Reduce Capacity	Transfer Time to Treatment Delay	Transfer Time	Bed capacity	There is a risk that the reduction of CCU and M&DQ patients could be a potential for delays in care to patients.	3	2	6	Not Applicable	None	None
Public Health - Adult Support	Urgent Appointments Only	Reduce Capacity/Minimum Risk	Delayed Treatment with Potential Service Complications	A&E/M&D/F&C	Corporate Objective	Medicine Advice Service and Hospital of Support	Reduce Capacity	Working Lists	Working Lists	Short waiting times / Rate of Patient Emergencies	There is a risk of longer term delayed treatment and potential for service complications.	3	3	6	Yes to be defined	None	None
Community	Urgent Appointments Only	Reduce Capacity/Minimum Risk	Delayed Treatment with Potential Service Complications	A&E/M&D/F&C	Corporate Objective	Medicine Advice Service and Hospital of Support	Reduce Capacity	Working Lists	Working Lists	Short waiting times / Rate of Patient Emergencies	There is a risk of longer term delayed treatment and potential for service complications.	3	3	6	Yes to be defined	None	None

Risk Register - Summary Document																
Outpatient Services	Service Sustained Meeting Return	High Risk Clinical Group	Staff Availability	Venue Health Centres	Urgent patients appointments this Request	None	Availability of Clinics for Some Requests	IM-Info System Dates	Clinical assessment numbers	There is minimal clinical risk to re-opening of this service within parameters set to reduce capacity within the acute laboratory setting, ensuring an availability for some	3	2	4	Yes to be defined	None	None
Blood Services	Service Sustained however reduced capacity	Reduced CP Blood Work	Allowing greater flexibility over the 24hr period	None	Urgent to Moderate	Facilities (Equipment level of each meeting 8hrs)	None	Lab-Info System Dates / ICTS	Staff absence rates / Specimen turnaround times	There is a risk of delay to patients pending testing delays if there is a sudden increase in staff sickness/absence resulting in delays to being and impacting on patient care.	4	3	12	Yes to be defined	Relevant	Revised Service Model
Microbiology	Increased Activity and Capacity for In-house Testing Staff Due Patients Attend as Accommodation Increased Testing	COVID Testing Demand increasing and Additional Equipment Being Requested with NIS	Staff Availability	Urgent to Moderate	Urgent to Moderate	Facilities (Equipment level of each meeting 8hrs)	Facilities Capacity	Lab-Info System Dates / ICTS	Staff absence rates / Specimen turnaround times	There is a risk that the current service will not meet the demand generated by COVID-19 patients and staff. There is a risk of a patient without an appointment resulting in a patient presenting with the potential to bring contamination of equipment resulting in delayed treatment, some with serious consequences of developing sepsis.	4	4	12	Yes to be defined	None	None
Pathology	Service sustained pending on additional activity from Outpatient	Meeting Increased demand	Staff Availability	Golden Jubilee	Urgent to Moderate	None	Facilities Capacity	Lab-Info System Dates / Patient Data / National Covid-19 Data / JCR	Staff absence rates / Specimen turnaround times	There is a risk that pathology services will not meet demand in terms are referred to the Golden Jubilee and could impact on other departments.	3	4	12	Yes to be defined	None	None
Medicine	Increased Capacity with Additional Edge units. Requirement for 2 Day Operating	Urgent Monthly Meet	Capacity	Expanded Role of Radiographer / Nurse Practitioner / NIS / Localisation Councils / GDC/RCR	Urgent to Moderate	None	Facilities Capacity	Lab-Info System Dates	Staff absence rates / Specimen turnaround times	There is a risk that the existing capacity within a rapid response and this demand will exceed current and hospital capacity.	5	4	12	Yes to be defined	None	None
Risk Register - Summary Document																
Relevant	Sustaining Service	Clinical Need	Access to Clinical Facilities	GP and Monthly visit	AC - Best Start Corporate Objectives	Use of New IT Technology and Future Consideration	None	None	None	There is a risk that there will be reduced access to clinical facilities to increase patient care as an addition to the public during COVID-19 pandemic, resulting in some deterioration of patient care.	4	2	6	Not Applicable	Relevant	Revised Service Model
Learning	Revised Service - Monitor Only No Patients	Monitor Risk	Enabling Patient Support - Help Meet	Complexity Department	AC - Best Start Corporate Objectives	Use of Digital Technology to enable transition from Rapid Meet	None	Facilities for Home and Further Home	None	There is a risk of increasing delays to patient support, patient and staff in the event of a rapid meet as an ongoing impact resulting from the impact of COVID-19 on patient support. This has the potential to result in poor patient care and an increase in complaints.	3	3	6	Yes to be defined	None	None
Labour	Home Birth Service Suspended	Release Capacity and Monitor Risk	Potential for Women to Free Beds	SAC	AC - Best Start	Written Advice and Guidance Issued	Urgent to Moderate	None	Increased Risk to Mother and Baby	There is a risk that as both are impacted as part of the COVID-19 response measures, individual patient care could be impacted in transferring and the potential for harm to both mother and baby.	3	4	12	Yes to be defined	None	None
Infection - Elective	Sustaining Service which increasing Clinics	Clinical Need and Patient Choice - expansion	Ability to Sustain Services/Patient Bed Capacity/Revised Façade/Staffing	Theatre and Accommodating Women's Health Services	AC - Best Start	Urgent to Moderate	None	Workforce and Bed Capacity	Bedgarden / Data	There is a risk that by increasing the number of elective cases being treated in the theatre, elective cases will be reduced and could result in an increase in complaints and breach in legislation.	3	3	6	Yes to be defined	None	None
Infection - Emergency	Sustaining Service	Clinical Need	Potential increase due to Clinical Need/COVID	Theatre and ICU	AC - Best Start Corporate Objectives	Clinical Care Training for Midwives	None	Increased Risk to Mother and Baby	Bedgarden	There is a risk that there will be an increase in demand for emergency services resulting from clinical emergency cases, which will result in a reduction in elective cases and may not meet the patient's needs.	3	4	12	Yes to be defined	None	None
Plasticity	Sustaining Service and Increase Flow	Release Capacity and Monitor Risk	Bed Capacity	Community Teams	AC - Best Start	Urgent to Moderate	Release Capacity	4-hour Discharge	Bedgarden / Data	There is a risk that by discharging patients earlier to the community, hospital capacity during COVID-19, emergency operations will not be identified early.	3	3	6	Yes to be defined	Underway	Revised Service Model
Risk Register - Summary Document																
Outpatient	Emergency Only	Monitor Capacity/Monitor Risk	Delayed Treatment	Service Review and A&E	AGP - GP / AC - MCO Corporate Objectives	Urgent to Moderate	Emergency Capacity	Delayed Diagnosis and Treatment	ICU Waiting List Data	There is a risk that there will be an increase in demand for emergency services as the Maternity and Neonatal services are impacted by the COVID-19 pandemic, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	None	None
Infection	Service Paused	Monitor Capacity/Monitor Risk	Delayed Treatment	Service Review and A&E	AGP - TIC Corporate Objectives	Urgent to Moderate	Emergency Capacity	Delayed Treatment	TIC Waiting List Data	There is a risk that there will be an increase in demand for emergency services as the Maternity and Neonatal services are impacted by the COVID-19 pandemic, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	None	None
Emergency	Service Sustained	Provisional Patient Group	None	Complexity/Theatre/ICU	AGP - TIC Corporate Objectives	Urgent to Moderate	Emergency Capacity	Unknown	Reproducible	There is no immediate identified risk as a service is sustained.	N/A	N/A	N/A	Not Applicable	None	None
Risk Register - Summary Document																
Outpatients	Urgent Cases Only	Release Capacity/Monitor Risk	Delayed Treatment leading to more Complex surgery at site data	GP	AGP - GP / AC - MCO Corporate Objectives	Meeting of all outpatients for urgent cases and prioritising	None	Power Patient Outcomes	TIC Waiting List Data	There is a risk that there will be an increase in demand for emergency services as the Maternity and Neonatal services are impacted by the COVID-19 pandemic, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	None	None
Very Care Surgery	Urgent Cases Only	Monitor Capacity/Monitor Risk	Delayed Treatment leading to more Complex surgery at site data	MidWest Local Sites	AGP - TIC Corporate Objectives	Meeting of all outpatients for urgent cases and prioritising	None	Power Patient Outcomes	TIC Waiting List Data / SACI cases	There is a risk that there will be an increase in demand for emergency services as the Maternity and Neonatal services are impacted by the COVID-19 pandemic, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	None	None
Risk Register - Summary Document																
Outpatient	Sustaining Service	Clinical Need	Revised Action Plans not reducing COVID Symptoms	None	AC - Best Start Corporate Objectives	Use of Digital Technology to enable transition from Rapid Meet	None	Facilities (Equipment level of each meeting 8hrs)	Bedgarden (Patient Meeting Data / Data)	There is a risk that by increasing acute inpatient care, COVID-19 infection rates will be increased, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	None	None
Community Liaison	Revised Service	Release Capacity and Monitor Risk	Delayed Discharge	None	AC - Best Start	Urgent to Moderate	Release Capacity	Delayed Separation	Bedgarden / Data	There is a risk of delayed discharge for patients in community based services during COVID-19 which may result in a widened separation for trusts and beds.	3	3	6	Yes to be defined	None	None
Our patients	Revised Service Community Visit being supported	Release Capacity and Monitor Risk	None	Community Midwives	AC - Best Start	Urgent to Moderate	Release Capacity	None	7	There is a risk of delays to identifying COVID-19 patients and the potential for increased medical and nursing capacity.	3	3	6	Yes to be defined	Relevant	Revised Service Model
Screening	NIS (enhanced) audiology services will deliver a limited service in the short-term pending information to all teams with the understanding as to patients will be allowed to attend audiology services as soon as possible.	Minimum risk whilst addressing clinical need	Partner working time and potential for poor patient outcomes due to delay in diagnosis	Audiology Department	AC - Best Start/BC Corporate Objectives	Urgent to Moderate	None	Delayed Diagnosis and patient poorer patient outcomes	Waiting List Data	There is a risk of delay to screening and diagnosis in the restricted audiology screening service in the event of the COVID-19 pandemic with the potential to result in poorer patient outcomes.	4	3	12	Yes to be defined	None	None
Risk Register - Summary Document																
Outpatients	Urgent appointment only - Intervention Light-Throating Clinics	Release Capacity and Monitor Risk	Failure to identify and manage intervention	Community Optometrists	AGP - GP / AC - MCO Corporate Objectives	Telephone and Home Any Where	None	Increased waiting and Potential for Patient Outcomes	TIC Waiting List Data	There is a risk of failure to identify and manage intervention for COVID-19 patients as a result of the impact of the COVID-19 pandemic, resulting in some deterioration of patient care.	3	4	12	Yes to be defined	Relevant	Revised Service Model
Outpatients	Not Urgent Work Support Intervention Light-Throating Clinics Only	Release Capacity and Monitor Risk	Message intervention Potential to increase Flow	None	AGP - TIC Corporate Objectives	Urgent to Moderate	None	Increased waiting and Potential for Patient Outcomes	TIC Waiting List Data / SACI cases	There is a risk that there will be an increase in demand for emergency services as the Maternity and Neonatal services are impacted by the COVID-19 pandemic, resulting in some deterioration of patient care.	4	3	12	Yes to be defined	Relevant/Key Indicator	Revised Service Model
Risk Register - Summary Document																
Outpatients	Urgent appointment only - Intervention Light-Throating Clinics	Release Capacity and Monitor Risk	Failure to identify and manage intervention	Community Optometrists	AGP - GP / AC - MCO Corporate Objectives	Telephone and Home Any Where	None	Increased waiting and Potential for Patient Outcomes	TIC Waiting List Data	There is a risk of failure to identify and manage intervention for COVID-19 patients as a result of the impact of the COVID-19 pandemic, resulting in some deterioration of patient care.	3	4	12	Yes to be defined	Relevant	Revised Service Model

Outpatients	Emergency Service Only	Release Capacity and Monitor Risk	Delay and Prolong Treatment	Direct Service	ASP - O/P AC - MCO Coperson Objective	Stable to Moderate	Reduce Capacity and up skill Workforce	Delayed and Prolong Treatment	TTU Waiting List Data	Time to treatment / Patient Outcome data	There is a risk of delayed and prolonged treatment as the pandemic is not reduced to emergency service only with the potential for longer waits impact on patients.	3	3	9	Yes to be defined	None	None	
Category: Service Types																		
Outpatients	Emergency Service Only	Release Capacity for Management	Failure to treat new/ongoing admission	None	ASP - O/P AC - MCO AC - MCO Coperson Objective	Stable and Virtual Consultation	Reduce Capacity	Increase Waiting Time	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as clinics are cancelled to reduce capacity, and will increase waiting times and potentially impact on health outcomes.	4	3	12	Yes to be defined	Remediating/Complete	To be Quantified	
Inpatients	Casualty	Release Capacity for Management	Failure to treat new/ongoing admission	None	ASP - TTU AC - MCO Coperson Objective	Stable to Moderate	Reduce Capacity	Increase Waiting Time	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as clinics are cancelled to reduce capacity, and will increase waiting times and potentially impact on health outcomes.	4	3	12	Yes to be defined	Remediating/Complete	To be Quantified	
Emergency	Based on Clinical Presentation	Limit non-essential operations	Delayed access for Same Patient	Monitor Capacity	ASP - TTU AC - MCO Coperson Objective	Stable to Moderate	Reduce Capacity	Increase Waiting Time	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as clinics are cancelled to reduce capacity, and will increase waiting times and potentially impact on health outcomes.	4	3	12	Yes to be defined	Remediating/Complete	To be Quantified	
Category: Patient Types																		
Outpatients	Priority Patients Only	Release Capacity and PAX New Role	Failure to identify deterioration	Community Outcomes	AC - MCO Coperson Objective	Telephone Advice if Required	Reduce Capacity	Unknown	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there is a failure / delay in identification of deterioration in patients at each consultation and active community services, as resources are reduced with the potential for progression of new conditions.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Community	Cancelled Pre-Clinical Screening	Release Capacity and PAX New Role	Failure to identify condition	None	Coperson Objective	Telephone Advice if Required	Reduce Capacity	Unknown	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there is a failure / delay in identification of new conditions or deterioration in patients at each consultation and active community services, as resources are reduced with the potential for progression of new conditions.	4	3	12	Yes to be defined	None	None	
Category: Clinical Issues																		
Outpatients	Emergency Service Only	Release Capacity and Monitor Staff	Failure to diagnose and Monitor Functionality	Supporting Community Services	AC - MCO Coperson Objective	Telephone and Virtual Consultation	Reduce Capacity	Increased wait times and observations	TTU Waiting List Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data / PFI rates / PFI rates	There is a risk of delays in diagnosis and treatment of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Inpatients	Urgent Patients Only	Release Capacity and Monitor Staff	Delay in re-assessment	Supporting Active Services	ASP - TTU Coperson Objective	Stable to Moderate	Reduce Capacity	Increased wait times and observations	TTU Waiting List Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data / PFI rates / PFI rates	There is a risk of delay in re-assessment of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Community	Emergency Service Only	Release Capacity and Monitor Staff	Delay in re-assessment	Supporting Community Services	Coperson Objective	Telephone and Virtual Consultation	Reduce Capacity	Increased wait times and observations	TTU Waiting List Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data / PFI rates / PFI rates	There is a risk of delay in re-assessment of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Category: Clinical Issues																		
Outpatients	Suggested Service	Release Capacity/Monitor Risk	Second treatment time to be Confirmed	GP Community Practice and Pharmacies	ASP - O/P AC - MCO Coperson Objective	Stable to Moderate	Reduce Capacity	Additional drug and observation	TTU Waiting List Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there is a failure / delay in identification of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	3	3	9	Yes to be defined	Potential	Reduced Service Model	
Category: Clinical Issues																		
Critical Care	Increased Capacity	Increased Service Demands	Ability to access additional levels of Critical Care Drug	Supply Chain	Coperson Objective	Advanced Planning	None	Partial: Unable to identify if a new medication plan and patient outcome	National Data Sets	Availability of drugs / Patient outcome data	There is a risk that the supply of essential critical care drugs cannot be maintained due to limited resources, increasing the number of delays in critical care and patients potentially not being able to access the sub-optimal pain relief for some patients.	4	4	16	Yes to be defined	None	None	
Hospital	Reduced Capacity Focused on Ambulatory Safety	Increased Service Demands	Follow up to identify review Medication Dispense	Nurses to do ward check opening	ASP (Pharm)	Stable to Moderate	None	Monitor for increase Drug Dispense	Data Reporting	Rate of drug errors / Drug Dispense	There is a risk that pharmacy reviews will not be carried out and safety of patients potentially not being able to access the sub-optimal pain relief for some patients.	4	4	16	Yes to be defined	Potential	Reduced Service Model	
Community	Urgent Significant Problems	Multiple Reporting	Patients Access to Medication	Medica/DOH	Coperson Objective	GP Community Practice and Pharmacies	None	Monitor Chain of Supply Drugs and Dispense Supervision of Medication	National Data Sets / Data / Data	Availability of drugs / Patient outcome data / PFI rates / PFI rates	There is a risk that there is a failure / delay in identification of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Primary Care	Enhanced to support GP Prescribing Services	Increased Service Demands	Storage and Efficiency of New Prescribers	None	Coperson Objective	Stable to Moderate	None	None known	National Data Sets	Patient outcome data	There is a risk that there is a failure / delay in identification of ongoing patients as resources are reduced with the potential for progression of new conditions, increasing the risk of falls, emergency admissions and potential.	3	4	12	Yes to be defined	Potential	Reduced Service Model	
Category: Clinical Issues																		
Inpatient	Urgent Appointments Only	Release Capacity / Monitor Risk	Patient Delay in Diagnosis and Follow up	None	Potential progression of disease/condition	Reduce Capacity	Working List and Release	TTU Waiting List Data	Working waiting times / Patient Outcome data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk of delay in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Unscheduled	Sustained Service	Service Demands	May be unable to attend due to lack of staff/med staff	None	Not Applicable	None	Not Applicable	TTU Waiting List Data / Working system - Reportable Data set / Data	Working waiting times / Patient Outcome data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there is a failure / delay in identification of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	4	16	Yes to be defined	None	None	
Emergency	Sustained Service	Service Demands	May be unable to attend due to lack of staff/med staff	None	Not Applicable	None	Not Applicable	TTU Waiting List Data / Working system - Reportable Data set / Data	Working waiting times / Patient Outcome data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there is a failure / delay in identification of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	None	None	
Non-Vulnerable	Urgent Appointments Only	Release Capacity / Monitor Risk	Patient Delay in Diagnosis and Follow up	None	Potential progression of disease/condition	Reduce Capacity	Working List	TTU Waiting List Data / Working system - Reportable Data set / Data	Working waiting times / Patient Outcome data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk of delay in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
Category: Clinical Issues																		
Outpatients	Urgent Review Only with MDT Review	Release Capacity / Monitor Risk	Patient Delay in Diagnosis and Follow up	None	ASP - O/P AC - MCO Coperson Objective	Established as a Pharmacy Service/Pharmacy not engaged	Reduce Capacity	Working List and Release	TTU Waiting List Data / Working system - Reportable Data set / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	3	4	12	Yes to be defined	None	None	
Inpatient	Sustained Service with Reduced Capacity	Release Capacity / Monitor Risk	Patient Delay in Diagnosis and Follow up	None	ASP - TTU AC - MCO Coperson Objective	Low Level Review Capacity	Reduce Capacity	Monitor increased risk of Complications	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	4	16	Yes to be defined	None	None	
Inpatients	For how there is a reduced number of patients in ward 1 and an up supporting (1) with our staff from the ward	High Risk Patient Need	Hospital Acquired Infection	ITU	ASP - TTU Coperson Objective	Stable to Moderate	None	Unknown at this time	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	3	3	9	Not Applicable	None	None	
Intensification	Essential Service	High Risk Patient Need	Hospital Acquired Infection	Theatre and Bedding	None	Not Applicable	None	Not Applicable	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	n/a	n/a	n/a	Not Applicable	None	None	
None	Sustained Service	High Risk Patient Need	Continuing Acquired Infection	ACU	None	Not Applicable	None	Not Applicable	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	n/a	n/a	n/a	Not Applicable	None	None	
Category: Clinical Issues																		
Outpatients	Service Paused - Urgent Only Due to Facility Only	Monitor Risk	Monitor Delay in Diagnosis/ Monitor Management & Follow up	GP/MAC/Community Nursing	ASP - O/P AC - MCO Coperson Objective	Stable to Moderate	None	Delayed Disease Management	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	Potential	Reduced Service Model	
None Care	Urgent Due to Our Business Only - Telephone/New Appointments	Monitor Risk	Delay in Disease Management	Nurse Capacity/Community Nursing/CPA/MAC	Stable to Moderate	None	None	Level of Patient Care/ Monitor for increased admission	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	None	None	
Inpatients	Sustained Service	High Risk Patient Need	Delayed access to ITU with potential due to high numbers COVID patients being moved to ward	Respiratory Ward Support/Respiratory Ward Support/Respiratory Ward Support/Respiratory Ward Support	ASP - TTU Coperson Objective	Stable to Moderate	None	Monitor increased risk of Complications	Working List / Data / Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk that there will be delays in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	5	4	20	Yes to be defined	None	None	
Category: Clinical Issues																		
Outpatients	Urgent Patients Only - Telephone and New Appointments/Consultation Due to 15-20 Appointments also required	Monitor Risk	Patient Delay in Diagnosis/ Monitor Management & Follow up	GP	ASP - O/P AC - MCO Coperson Objective	Consultant Working and Communication and Nurse Capacity	Reduce Capacity	Patient Priority/ Monitor for increased admission	TTU Waiting List Data	Time to diagnosis / Time to treatment / Patient Outcome data	There is a risk of delay in diagnosis and treatment of ongoing patients as resources are reduced to urgent only, increasing the potential for progression of disease for these patients.	4	3	12	Yes to be defined	Potential	Reduced Service Model	

City Care	Significant Patients Only - Telephone and Mail Appointments Limited Due to Face Appointments also impacted	Minor Risk	Ability to Sustain Current Treatment Plans	GP and A&E	ASP - TIC Corporate Objectives	Consultant Veritas and Telephone Communication and Referral to other consultation being undertaken where appropriate with assessment of clinical outcomes	Release Capacity	Operational Priority Management Conditions	Unknown	Patient Outcome Data	There is a risk that current in treatment patients may be impacted as the one who is reduced to urgent by telephone with the potential for newly changed conditions and disease progression.	3	4	12	Yes to be defined	Potential	Revised Service Model
Urgent - High Risk																	
Outpatients	Sustained Service with Reduced Capacity	High Risk Patient Need	Potential for Patient Outcomes	A&E	ASP - GP/ AE/ MDD Corporate Objectives	Reorganised Flow of Patients to Maximize Absentees	None	Delayed Diagnosis and Treatment	Existing Service Care Audit data (SCAT)	Patient outcome data	There is a risk of delayed diagnosis and treatment for these patients as the impact on the equipment service will be increased as the patients will be inpatient outpatients for some patients.	4	3	12	Yes to be defined	None	None
Inpatients	Sustained Service	High Risk Patient Need	None	None	ASP - TIC Corporate Objectives	Not Applicable	None	Not Applicable	Imaginable	Imaginable	No risks or issues are identified			N/A	Not Applicable	None	None
Urgent - High Capacity (Emergency/Outpatients)																	
Day Surgery	Service Canceled	Release Capacity for Up-Scaling	Delayed Diagnosis and Treatment	MSK/SGY/DOH/A&E		Urgent to Maximize Impact	Release Capacity	Waiting Lists and Delayed Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in diagnosis and treatment by suspending all day surgery with the potential for clinical deterioration, and consultation increase in waiting times.	4	3	12	Yes to be defined	Potential	Revised Service Model
Endoscopy Suites	Service Canceled	Release Capacity for Up-Scaling	Delayed Diagnosis and Treatment	MSK/SGY/DOH/A&E		Urgent to Maximize Impact	Release Capacity	Waiting Lists and Delayed Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in diagnosis and treatment by suspending endoscopy with the potential for clinical deterioration, and consultation increase in waiting times.	4	3	12	Yes to be defined	Potential	Revised Service Model
Anaesthetics	Increased Capacity	Service Reduced	Not in a position to meet demand due to lack of equipment and staff	A&E/MSK		Urgent to Maximize Impact	None	Mortality and Morbidity	MSK data / M&M local data	M&M rates, mortality rates	There is a risk that there will not be the sufficient capacity and resources to meet the predicted demand of the anaesthetic services with the potential to impact on mortality in a number of critical care and other	4	4	12	Yes to be defined	None	None
Theatres	Reduced Capacity	Release Capacity/Restrictive Use	Delayed Diagnosis and Treatment	MSK/SGY/DOH/A&E		Urgent to Maximize Impact	Release Capacity	Delayed Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in diagnosis and treatment by reducing theatre capacity and capacity, with the potential for clinical deterioration, and consultation increase in waiting times.	4	3	12	Yes to be defined	None	None
Recovery	Alternative use	Increase Critical Care Capacity	Not in a position to meet demand due to lack of equipment and staff	A&E/MSK		Urgent to Maximize Impact	Critical Care Capacity	None	Unknown	Patient outcome data	There is a risk that there will be delays in recovery to increase capacity, there may not be sufficient resources to meet the predicted demands required being COVID-19 with the potential to impact on critical outcomes.	4	4	12	Yes to be defined	None	None
Urgent - Low Risk																	
Outpatients	Priority Patients Only	Release Capacity/Minor Risk	Delayed Diagnosis and Treatment	GP and A&E	ASP - GP/ AE/ MDD Corporate Objectives	Consultant Veritas and Referral to other/ Specialist/ Telephone Referral Any where	Release Capacity	Delayed Diagnosis and Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk of delayed diagnosis and treatment for these patients as the service is reduced to priority patients only, potentially resulting in patient outcomes for the range of conditions.	4	3	12	Yes to be defined	Potential	Revised Service Model
Diagnostic Service	Discussion ongoing with Cancer hub to explore the potential patients on cancer pathway	Release Capacity/Minor Risk	Delayed Diagnosis and Treatment	GP and A&E		Consultant Veritas and Referral to other/ Specialist/ Telephone Referral Any where	Release Capacity	Delayed Diagnosis and Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk of delayed diagnosis and treatment for these patients as the diagnostic service is reduced to priority patients resulting in patient outcomes for the range of disorders.	4	3	12	Yes to be defined	None	None
Electives	Cancer Patients to Golden Jubilee or other Electives Canceled	Release Capacity/Minor Risk	Delayed Treatment	Golden Jubilee/SP and A&E	ASP - TIC Corporate Objectives	Urgent to Maximize Impact	Release Capacity	Delayed Diagnosis and Treatment	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk of delayed treatment for general surgery patients as elective list would be generally resulting in patient outcomes.	4	3	12	Yes to be defined	None	None
Emergency	Service Sustained	Priority Patient Group	None	Theatres/TU	ASP - TIC Corporate Objectives	Urgent to Maximize Impact	None	Not Applicable	Imaginable	Imaginable	There is no immediate clinical risk			N/A	Not Applicable	None	None
Urgent - Critical Care/ICU																	
Outpatients	Urgent Appointments Only	Release Capacity/Minor Risk	Patient Outcomes	A&E	ASP - GP/ AE/ MDD/Vascular Corporate Objectives	Urgent to Maximize Impact	None	Patient Patient Outcomes	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in other diagnosis, intervention and treatment as the service will be reduced to urgent patients only, with the potential to impact on patient patient outcomes, and increased waiting times.	4	3	12	Yes to be defined	Potential	Revised Service Model
Electives	Canceled	Release Capacity/Minor Risk	Patient Outcomes	A&E	ASP - TIC Corporate Objectives	Urgent to Maximize Impact	None	Patient Patient Outcomes	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in diagnosis and treatment as the service will be reduced to urgent patients only, with the potential to impact on patient patient outcomes, and increased waiting times.	4	3	12	Yes to be defined	None	None
Emergency	Threat to Life and Limb Only	Release Capacity/Minor Risk	Patient Outcomes/Increased Mortality and Morbidity	Theatres and Critical Care		Urgent to Maximize Impact	None	Patient Patient Outcomes	TIC Waiting List Data	Time to Diagnose / Time to Treatment / Patient outcome	There is a risk that there will be delays in diagnosis and treatment as the service will be reduced to critical care only, with the potential to impact on patient patient outcomes, and increased waiting times.	4	3	12	Yes to be defined	None	None
Urgent - Low Risk - Critical Care/ICU																	
Outpatients	Service Sustained Conditional Age Increase - Undertaken as Medical Transitions where Possible	Minimization of Risk from High-Risk Patients	None	MSK/Theatres	ASP - GP/ AE/ MDD Corporate Objectives	Revised Treatment Plans	Increased Duration of Availability	None	TSP audit data (D&C)	Patient Outcome Data	No immediate clinical risk identified			N/A	Yes to be defined	Potential	Revised Service Model
Inpatients	Free Patients Requiring A&E to attend Conditional Age Appointments	Minimization of Risk from High-Risk Patients	None	MSK/Theatres	ASP - TIC Corporate Objectives	Revised Treatment Plans	Increased Duration of Availability	None	TSP audit data (D&C)	Patient Outcome Data	No immediate clinical risk identified			N/A	Yes to be defined	Potential	Revised Service Model
Outpatient Procedure	Single Interventional Service Provided at Patient	Minimization of Risk from High-Risk Patients	Psychological Impact	MSK/Theatres	ASP - TIC Corporate Objectives	Revised Treatment Plans	Free up capacity	Positive Review of COVID-19 Case during Interventional Medical Procedure	COVID-19 List	COVID-19 Data	There is a risk that by changing from single intervention to multiple interventions during the emergency period, there is the potential to impact on patient clinical outcomes that could result in an increase in COVID-19	3	3	9	Yes to be defined	Potential	Revised Service Model

SERVICE DETAIL	CHANGE BEING MADE	RATIONALE	RISKS AND TRADEOFFS	IMPACT/BENEFIT	LINKS TO OTHER PROGRAMS/IC	IMPACT/BENEFIT	SMART TERM BENEFIT	KNOWN IMPACT	EVIDENCE SOURCE	ACTION MEASURES	RISK DESCRIPTION	RISK LIKELIHOOD	RISK IMPACT	COMBINED RISK	RECOVERY PLAN	ADDS FOR BUDGETING	LONG TERM BENEFIT
Surveillance	Reporting Capacity	Non-reporting of national data	None	ADP - ICAI Corporate Objectives	Identify increase in equipment through the surveillance systems	Reporting Capacity	Failure to Report National Data Set	LHA ICAI System Data	ICAI numbers	There is a risk of non-compliance of reporting to the national data set resulting in the need to release essential information to the public with limited impact on patient outcomes with potential increased through laboratory testing.	4	1	4	Yet to be Defined	Potential	Refined review of approach - Orthopaedics	
	Reporting MISRA & CKE Reporting Compliance	Non-reporting of local data	None	ADP - ICAI Corporate Objectives	Identify increase in equipment through the surveillance systems	Reporting Capacity	Failure to Report Compliance against National Standards	LHA ICAI System Data	ICAI numbers	There is a risk of non-compliance of reporting MISRA & CKE to comply against the national standards as all testing is currently suspended, with limited impact on patient outcomes as equipment are not identified through the laboratory surveillance systems.	4	1	5	Yet to be Defined	Potential	Review Service Model	
Prevention and Control	Training capacity	Reduction in COVID	None	ADP - ICAI Corporate Objectives	Advised use of signage	Reporting Capacity	Reduction in compliance with National Standards	Reportable Data Sets	Reportable Data	There is a risk of a loss of general infection prevention and control measures with the national standards as all testing is suspended on COVID-19, with limited impact on clinical outcomes.	1	2	4	Yet to be Defined	Potential	Review Service Model	
	Audit of Clinical Practice	Non-reporting of local data	None	No	No	Reporting Capacity	Level of assurance of infection is compromised	Reportable Data	Reportable Data	There is a risk of loss of assurance of effectiveness of clinical practice against national standards as clinical audit activity is suspended, impacting on effectiveness of surveillance systems.	1	3	5	Yet to be Defined	Potential	Review Service Model	
Public Health - Child Health																	
Child Health Commission	Increased Demand	Increased Demand	Reduced non-attendance activity impacting on Health Protection Service	None	Stable to Increase	None	Child Critical Areas of Work Delayed	GP Data Sets	Parent outcomes	There is a risk that some areas of critical health protection work will be delayed as resources shift with the COVID-19 demands, with the potential to impact on general health protection in the longer term.	4	3	12	Yet to be Defined	None	None	
Child Health Commission	Reduced Focus on Vulnerability Only	Reduced Focus on Vulnerability Only	Increasing inequalities	None	Corporate Objectives	Stable to Monitor	Potential failure to meet legal obligations under Child Poverty Act	DATA / CEIS database	Child Protection forms / CLS LAC - Number of LAC notifications and time delay to notification / Time delay to completion of assessments	There is a risk that NRS could fail to meet legal obligations under the Child Poverty Act as capacity is reduced during the emergency, potentially resulting in harm.	1	4	12	Yet to be Defined	None	None	
Population Health	Meet work	Increasing	Increasing inequalities	None	Corporate Objectives	Stable to Monitor	Long Impact on Mortality and Morbidity	ICMI / GP Data	Parent outcomes	There is a risk of increasing inequalities as the population health strategy is impacted with the potential to have a longer term impact on mortality and morbidity.	1	4	12	Yet to be Defined	None	None	
Health Care Public Health	Meet work	Increasing	Increasing inequalities	None	Corporate Objectives	Stable to Monitor	Focus on COVID	System redesign/Behaviours	?	?	There is a risk that planned change cannot be supported in capacity is reduced to support response to COVID-19, resulting in a delay to the public health care system change.	4	2	6	Yet to be Defined	None	None
Screening	Programs	Programs	Potential delayed diagnosis	GP	Corporate Objectives	Stable to Monitor	None	Unknown	Delivering Cancer early DEX (cancer) data submission	Cancer staging of diagnosis / Other patient outcomes	There is a risk of delay in early diagnosis and treatment of cancer in other conditions as screening programmes are suspended with the potential to impact on patient clinical outcomes and increased waiting times.	4	4	14	Yet to be Defined	None	None
Public Protection - Child Health																	
Child Protection & Adult Support and Protection	Enhanced Case Management	Enhanced Case Management	Failure to identify harm to vulnerable children and adults across the range of services as general protection training is currently cancelled, with the potential for future harm to occur undetected.	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	None known	Learning / Public Protection Consultation Log	Number of staff to receive Learning / Public Protection Consultation Log / Any issues identified / Abuse identified and actions within the duty of Child Protection team	There is a risk of failure to identify harm to vulnerable children and adults across the range of services as general protection training is currently cancelled, with the potential for future harm to occur undetected.	1	4	12	Yet to be Defined	Potential	Review approach to service specific training
Child Protection	Case supervision for child protection	Case supervision for child protection	Failure to identify harm to vulnerable children and adults across the range of services as general protection training is currently cancelled, with the potential for future harm to occur undetected.	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	None known	DATA - Failure to refer to regional data to risk of knowledge / Child Protection Database	Number per locality of general protection training / Number of general protection training / Number of general protection training / Number of general protection training / Number of general protection training	There is a risk of failure to identify harm to vulnerable children and adults across the range of services as general protection training is currently cancelled, with the potential for future harm to occur undetected.	1	4	12	Yet to be Defined	Potential	Review Service Model
GPV	GPV Clinics review support only or referred to Women's Aid	GPV Clinics review support only or referred to Women's Aid	Potential impact on Women's Aid	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	None known	Inappropriate	Inappropriate	There is no immediate risk within this service as it is monitored for high risk issues with a sustainability and recovery plan.			N/A	Yet to be Defined	Potential	Review Service Model
MARA	MARA	MARA	Potential impact on Women's Aid	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	None known	Inappropriate	Inappropriate	There is no immediate risk within this service as it is monitored for high risk issues with a sustainability and recovery plan.			N/A	Yet to be Defined	None	None
Referral Care - Two Community General Hospital																	
Referrals	Increased level of demand and of Life Care and Respite Care	Increased level of demand and of Life Care and Respite Care	Increased level of demand and of Life Care and Respite Care	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	Enhanced support to PFD/Critical Care Working with Technology	Local Data Set	?	There is a risk that there will be a reduced level of general patient support as the focus will be on critically ill and end of life patients with COVID-19, with potential impact on patient outcomes as support is reduced.	1	2	3	Yet to be Defined	Potential	Review Service Model
Community	Staged Support Community	Staged Support Community	Staged Support Community	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	GP Workload	Local Data Set	?	There is a risk that patients in the community will not continue to receive support as the training service is stopped with potential impact for longer term issues with impact on other services eg primary care.	4	2	6	Yet to be Defined	Potential	Review Service Model
Staff Health & Wellbeing	Support Education and Support Programme	Support Education and Support Programme	Support Education and Support Programme	None	IC - Child Health Commission Corporate Objectives	Continuous review of Service Risk Mitigation Plans	Minimize staff exposure to infection	GP and SALS	Local Data Set	?	There is a risk that staff will not continue to receive support as the Education and Support programme is stopped with potential impact for longer term issues with impact on other services eg primary care & GPV.	4	3	12	Yet to be Defined	Potential	Review Service Model

SERVICE DETAIL	CHANGE BEING ENACTED	RATIONALE	ISSUES AND THREATS	INTRAOPERABILITY ISSUES	LINKS TO OTHER PROGRAMMES OF	MINIMISE IMPACT	SHORT TERM BENEFIT	KNOWN IMPACT	EVIDENCE SOURCE	ACTUAL MEASURES	RISK NUM	RISK DESCRIPTORS	RISK LIKELIHOOD	RISK IMPACT	COMBINED RISK	RECOVERY PLAN	AREA FOR REMODELING	LONG TERM BENEFIT	
Care Home Liaison - Trudi Marshall (Supporting Documents)*																			
Liaison Service	Service moving to 7 day provision to support Care Homes and Mobile Team configured to deploy in Support as necessary	Sustainability of Care Homes Increasing levels of advice being sought	Workforce Capacity and Sustainability of some Homes	Community Nursing/GPs/Bankside		Unable to minimise	Deployment of NHS Resource in Support of Lanarkshire Population care for in Private Care Homes	Significant Challenges being experienced in some homes resulting in increasing demands for advice and guidance	Training and Support Log, Deployment of NHS Resource Tracked	?		There is a risk that the workforce capacity will not meet the increasing demands for the care home liaison service in response to COVID-19, with the potential to fail to respond to advice and guidance requests from the private contractors further impacting on other primary care services and potential longer term sustainability of care homes	4	3	12	Yet to be defined	Potential	Revised Service Model	
CAMHS - Emer Shepherd*																			
CAMHS	Near Me Appointments and Face to Face for Vulnerable Children	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	GP & A&E	AOP - CAMHS AE - MH Corporate Objectives	Regular telephone contact/guidance issued/monitored by MDT	Releasing capacity to facilitate training	Unkown	CAMHS Waiting time data	Time to treatment data / Patient Outcome Data		There is a risk of failure to identify new or emerging deterioration as the CAMHS service is restricted to Near Me and prioritised face to face for vulnerable children with the potential	4	3	6	Yet to be defined	Underway	Revised Service Model	
Challenging Patient Service - Paul O'Neill																			
Clinics	Urgent Appointments Only	Minimise Risk of Exposure	Failure to identify new or emerging deterioration	A&E and OOHs		Unable to minimise	None	Unkown	Data Patient Set using CHI Search Facility / Datix	Adverse Events / Patient Outcomes		There is a risk of failure to identify deterioration in this cohort as clinic sessions are reduced with the potential for patients to present at other services and be disruptive or cause harm to staff or others, and not receiving the right level of medical review.	3	4	9	Yet to be defined	Potential	Revised Service Model	
			Assessment Centre/OOHs unaware of Challenging Patient Behaviours/Risks			Warning/Alert System being confirmed for Adastra	None	Unkown	Data Patient Set using CHI Search Facility / Datix	Adverse Events / Patient Outcomes		as above			as above	Yet to be defined	None	None	
Community Addiction Services - Elizabeth Kearney*																			
Clinics	Urgent Face to Face Appointments Only All other Appointments by Telephone/Attend Anywhere	Minimise Risk of Exposure	Failure to identify new or emerging deterioration. Complete loss of contact with Service User	A&E and OOHs	Locally Agreed Standards Drug & Alcohol AE - MH Corporate Objectives	Unable to minimise	None	Unkown	Drug & Alcohol treatment waiting times	Patient Outcomes / Referral to treatment waiting times		There is a risk of failure to identify new or emerging deterioration within this group of service users as clinic sessions are reduced with the potential to adversely impact on recovery, longer term issues and/or loss of contact with the service user.	4	3	12	Yet to be defined	Potential	Revised Service Model	
Home Visits	Service Mainly Suspended - Public Protection and Mental Health Crisis Only	Minimise Risk of Exposure	Failure to identify new or emerging deterioration. Complete loss of contact with Service User	A&E and OOHs	Locally Agreed Standards Drug & Alcohol AE - MH Corporate Objectives	Unable to minimise	None	Unkown	Drug & Alcohol treatment waiting times	Patient Outcomes / Referral to treatment waiting times		There is a risk of failure to identify new or emerging deterioration within this group of service users as home visits are reduced with the potential to adversely impact on other services, individual recovery, longer term issues and/or loss of contact with the service user.	4	3	12	Yet to be defined	None	None	
Community Addiction and Recovery Services - Anne Broderick*																			
Clinics	Urgent Face to Face Appointments Only All other Appointments by Telephone/Attend Anywhere	Minimising Risk of Exposure	Failure to identify new or emerging deterioration. Complete loss of contact with Service User	GP, A&E and OOHs	Locally Agreed Standards Drug & Alcohol AE - MH Corporate Objectives	Attend Anywhere and Telephone Contact and Written Guidance	None	Potential loss of contact with service user/negative impact on health and wellbeing	Drug & Alcohol treatment waiting times	Patient Outcomes / Referral to treatment waiting times		There is a risk of failure to identify new or emerging deterioration within this group of service users as clinics are reduced with the potential to adversely impact on other services, health and wellbeing and/or loss of contact with the service user.	4	3	12	Yet to be defined	None	None	
Home Visits	Service Mainly Suspended - Public Protection and Mental Health Crisis Only	Minimising Risk of Exposure	Failure to identify new or emerging deterioration. Complete loss of contact with Service User	GP, A&E and OOHs	Locally Agreed Standards Drug & Alcohol AE - MH Corporate Objectives	Attend Anywhere and Telephone Contact and Written Guidance	None	Potential loss of contact with service user/negative impact on health and wellbeing	Drug & Alcohol treatment waiting times	Patient Outcomes / Referral to treatment waiting times		There is a risk of failure to identify new or emerging deterioration within this group of service users as home visits are reduced with the potential to adversely impact on other services, health and wellbeing and/or loss of contact with the service user.	4	3	12	Yet to be defined	None	None	
Community Hubs and Assessment Centres - Maureen Dearnie*																			
Hubs	Established	Streaming COVID Patients requiring Review from GP via 111 (or on occasion via prof to prof if patient goes via GP based urgent appointment triage) to HUB and then to CAC as required.	Workforce Capacity	GPs/Advanced Nurse Practitioners/GP Nurses		Able to minimise in part through the use of remote working, allowing staff who are shielding to carry out telephone based and near me triage.	Rapid Triage	Triaging of COVID Patients	?	Waiting Times and Activity Data		There is a risk that through the development of the new community hubs there will be limitations in the capacity of remote access that could potentially impact on the triaging of COVID-19 patients	3	3	9	Yet to be defined	Definitely	Transforming Primary Care Services	
Assessment Centres	Established x 2. Further 2 to be established and maintained at ready to go live status.	COVID Patients requiring Clinical Assessment	Adequate Supplies of Equipment, PPE, Medication and Oxygen Cylinders and Workforce Capacity Availability of Patient transport to attend Assessment centres. Availability of drivers to drive the	GPs/Advanced Nurse Practitioners/GP Nurses/District Nurses/SAS		Patient transport-Minibus loaned from Arnold Clark for duration of centres being active. Request for volunteer drivers to increase pool currently being co-ordinated by Lifesavers.	Rapid Clinical Assessment and referral following agreed Clinical Pathways	Cohorting COVID Patients	?	Waiting Times/Activity and Patient Outcome Data		There is a risk that there will be inadequate workforce, patient access, supplies of equipment, PPE, medication and oxygen cylinders for the new community assessment centres, impacting on the ability to cohort COVID-19 patients.	3	4	12	Yet to be defined	Definitely	Transforming Primary Care Services	

Community Prescribing for Addictions - Duncan Hill (Supporting Documents)*																		
Prescribing Clinics	Limit face to face Appoints/Remote Working/Revised Prescribing Guidance and Process for Rapid Change in Prescription	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration/Increased Risk of Overdose	Community Pharmacy/A&E/Community Addiction Teams	Locally Agreed Standards Drug & Alcohol Corporate Objectives	Risk Assessed Phone Consultations/Regular Contact	None	Unkown	Datix / ?	Adverse Events / Patient Outcomes / Referrals Admission and Discharge Data	There is a risk that there will be failure to identify new or emerging deterioration in this client group as prescribing face to face clinics are limited with the potential for unintended overdose.	3	3	9	Yet to be defined	None	None	
Cottage Hospitals - Karen Thompson (Supporting Documents)*																		
Minor Injury and Triage	Minor Injury Units Closed and will remain so during Pandemic Phase	Release Capacity/Minimise Risk	Patients will require to travel for treatments	SAS/A&E/OOH/GP		Unable to Minimise	None	Delayed Treatment and Travel	Ad Astra?	A&E/OHH Activity	There is risk that patients will have to travel to other units (community hub/assessment centres) as minor injury and treatment services within community hospitals are closed to release capacity for inpatient services resulting in potential for delay in treatment, impact on A&E/GP services and patient inconvenience	4	2	8	Yet to be defined	None	None	
Inpatients Kello and Victoria	Service Sustained GP Support via remote Access Technologies	Patient Need	Not Applicable	Community Nursing Services/Care Homes		Unable to Minimise	None	None	Inapplicable	Inapplicable	There is no immediate clinical risk as the inpatient service at Kello and Victoria Kilsyth are sustained.			N/A	Not Applicable	None	None	
Inpatients Lady Home	Reduced Bed Capacity	Minimise Risk and Ensure Containment	Reduced Capacity/Delayed Rehabilitation	Community Nursing Services/Care Homes		Unable to Minimise	Reduce Risk of Cross Infection	Potential Impact on Flow From Acute Services	?	Referral Admission and Discharge Data / Bed capacity	There is a risk of reduced capacity for routine community hospital care and delayed rehabilitation as the overall bed capacity is reduced with the potential to impact on flow from acute hospitals.	3	3	9	Yet to be defined	Definitely	Reinstate Beds/Increase Capacity	
Dietetics - Maureen Lees*																		
Outpatient	Urgent Appoints Only	Release Capacity/Minimise Risk	Failure to identify deterioration	None	Corporate Objective	Written guidance for patients	Releasing capacity	Delayed Recovery/Potential Deterioration in Nutritional State	?	Patient Outcome Data	There is a risk of failure to identify deterioration in nutritional state of out-patients and community patients due to an increased demand on in-patient dietetic services, in particular, enteral feeding for compromised patients affected by COVID 19 which could result in higher morbidity for a range of patients	3	4	12	Yet to be defined	Potential	Revised Service Model	
Inpatient	Marked increase in enteral feeding	Increase in compromised pts	Capacity for increased demand	Availability of Supplies/Equipment	AOP - TTG Corporate Objective	Demand & capacity modelling	None	Unkown	?	Patient Referral, Supplies and Sundries Data	There is a risk of failure to identify deterioration in nutritional state of out-patients and community patients due to an increased demand on in-patient dietetic services, in particular, enteral feeding for compromised patients affected by COVID 19 which could result in higher morbidity for a range of patients	3	4	12	Yet to be defined	Potential	Revised Service Model	
Community Visits	Urgent reviews only	Release Capacity/Minimise Risk	Failure to identify deterioration	None	Corporate Objective	Written guidance for patients	Releasing capacity	Unkown	?	Patient Outcome Data	There is a risk of failure to identify deterioration in nutritional state of out-patients and community patients due to an increased demand on in-patient dietetic services, in particular, enteral feeding for compromised patients affected by COVID 19 which could result in higher morbidity for a range of patients	3	4	12	Yet to be defined	Potential	Revised Service Model	
District Nursing - Lindsey Sutherland *																		
Routine	Curtailing/rescheduling/deferring based on clinical judgement of patient need. Patients also being offered Telephone Calls and Near Me Video Calls	Increasing Service Pressure	Failure to identify new or emerging deterioration	None	Corporate Objectives	Promote/direct self care/ management recruit families/informal carers to support	Release capacity to Community Assessment Centre and Care Homes	Unkown	?	Patient Pathway and Outcome Data	There is a risk that there is failure to identify new or emerging clinical risk in patients as resources are reprioritised to maintain complex care and end of life demands during the COVID 19 pandemic. This increases the potential for long term adverse health outcomes and a high demand for district nursing service post pandemic.	4	3	12	Yet to be defined	Potential	Revised Service Model	
Complex Care	Preserve where possible	Prioritising complexity of need	Limited Risk	None	Corporate Objectives	Regular review of need. Recruit families/informal carers to support	Release capacity to Community Assessment Centre and Care Homes	Unkown	?	Patient Pathway and Outcome Data	There is limited clinical risk to patients with complex care as DN resources are redirected during the COVID 19 pandemic. This service is being maintained as far as possible.	3	2	6	Yet to be defined	Potential	Revised Service Model	
End of Life Care	No Change	Prioritising complexity of need	Limited Risk	Palliative Care Services	Corporate Objectives	Regular review of need. Recruit families/informal carers to support	Release capacity to Community Assessment Centre and Care Homes	Unkown	?	Patient Pathway and Outcome Data	There is limited clinical risk to patients with complex care as DN resources are redirected during the COVID 19 pandemic. This service is being maintained.	3	2	6	Yet to be defined	Potential	Revised Service Model	
Family Nurse Partnership - Lynsey Sutherland (Supporting Documents)*																		
FNP Community Serv	Sustained Service	Patient Need	Failure to meet Licence Requirements/Uniqueness and No Alternative Workforce	None	Corporate Objective	Use of Telephone and Technology	None	Unknown	National FNP submissions		There is a risk of failure to meet licence requirements for this service if it was not sustained.	3	4	12	Yet to be defined	None	None	
General Practice - Philip McMenemy (Supporting Documents)*																		

Emergency/Urgent Ad	Emergency/Urgent Continue	Patient Need	None At Present	Community Hub/Assessment Centres/A&E	Locally Agreed Standard - 48 hour access to primary care Corporate Objective	Reduce Hospital Admissions	Seperation of COVID Activity	Unknown		Activity Data	There is no immediate clinical risk as emergency and urgent General Practice has been quickly reconfigured with the community hub/assessment centres/A&E whole system approach			N/A	Yet to be defined	Potential	Revised Service Model
Routine Appointments	Service Paused	Release Capacity/Minimise Risk	Disruption to LTC Management	Labs/Radiology/Secondary Care	Locally Agreed Standard - advance booking to primary care Corporate Objective	Maintain Urgent Assessment	None	Possible Disease Progression		Activity and Patient Outcome Data	There is a risk of disruption to LTC management as routine GP appointments are paused in response to the COVID-19 pandemic, with the potential for disease progression.	4	3	12	Yet to be defined	Potential	Revised Service Model
Screening Clinics	Most Services Paused	Release Capacity/Minimise Risk	Undetected Disease/Disruption to Child Health Surveillance	Community Nursing/HV/Secondary Care	Corporate Objective	Maintain Public Protection and Other Key Services to Vulnerable Groups	Release Capacity	Unknown		Patient Outcome Data	There is a risk that there will be undetected disease and disruption to child health surveillance as screening clinics are paused with potential for delays to diagnosis and treatments	4	3	12	Yet to be defined	None	None
Health and Homeless - Claire Henry (Supporting Documents)*																	
Homeless Units	Suspended Visits - Telephone Support Only	Release Capacity and Minimise Risk	Failure to Identify Deterioration	Housing/Third Sector/A&E		Regular Telephone Contact	Releasing Capacity to Focus on Greatness Need	Unknown		Referral Rates	There is a risk that there will be lost opportunity to identify deterioration in health as visits to homeless units are suspended, with impact on health outcomes, wellbeing and on other services.	4	3	12	Yet to be defined	Potential	Revised Service Model
Temporary Accomod	Visits Based on Level of Need	High Risk Client Group and Release Some Capacity	Accessibility Issues with High Risk Client Group	Housing/Third Sector/A&E		Regular Telephone Contact and Visit Based on Need	Releasing Capacity to Focus on Greatness Need	Unknown		Referral Rates	There is a risk that this hard to reach group may also be susceptible to COVID-19 and require a level of health contact to be maintained as services are reduced, with the potential for health deterioration and spread of infection to visiting staff.	4	3	12	Yet to be defined	Potential	Revised Service Model
Own Home/Impend	Service Sustained	High Risk Client Group	Lack of Community/Third Sector Support	A&E and OOHs		Regular Telephone Contact and Visit Based on Need	None	Unknown		Referral Rates	This service has been sustained for the high risk client group and to minimise presentation at A&E & OOH.			N/A	Yet to be defined	Potential	Revised Service Model
Health Visiting - Lynsey Sutherland (Supporting Documents)*																	
Support Groups and	Curtailing/rescheduling/deferring	Release capacity	Failure to identify vulnerability	None	Corporate Objectives	Promote/direct involvement of families/carers and support networks	Release capacity	Unknown	Universal Pathway Data / ISD from CHSS / Datix	% Children with uptake at each review / % achieving developmental milestones / % increase in requests for future actions / Adverse Events	There is risk that there is failure to identify and respond to vulnerability in children/families as some aspects of service are deferred to support the NHS response to the COVID 19 pandemic, increasing the potential for harm to occur.	4	3	12	yet to be defined	None	None
Universal	Sustain In First Year/Curtailing/rescheduling/defer all others based on clinical judgement of need	Release capacity/Minimise Risk	Failure to identify vulnerability	None	AE - BCC Corporate Objectives	Promote/direct involvement of families/carers and support networks	Release capacity	Potential for Failure to Identify Post 1 year Development Issues	Universal Pathway Data / ISD from CHSS	% Children with uptake at each review / % achieving developmental milestones / % increase in requests for future actions	There is a risk that there is failure to identify and respond to vulnerability as services are reduced with the potential to miss post 1 year development issues.	4	3	12	Yet to be defined	None	None
Additional	Sustain Service	Prioritised based on Vulnerability and Risk	Limited Risk	Public Protection Team		Regular review of need. Recruit families/informal carers to support	None	Unknown	Inapplicable	Inapplicable	Limited clinical risk as this service is sustained.			N/A	Not Applicable	None	None
Hospital at Home - Trudi Marshall*																	
	Service Expansion	Increased Activity and Community Acuity	Ability to provide to increased numbers of Patients	Community Nursing/GP	FSP (Pipeline)	Staff being redeployed from Acute and Student Workforce	Increased Capacity	Enhanced Care at Home		Referral and Patient Outcome Data	There is a risk that there will be an increased demand on this service as admission to hospital is based on significant clinical need to release beds for COVID-19, resulting in enhanced care at home.	5	4	20	Yet to be defined	Definitely	Revised Service Model/Potential Increased Service Offering
Immunisation Service - James Duffy*																	
Childrens Immunisation	Service Sustained	Public Health Priority	DNA Rates High	None	Corporate Objective	Call and Recall Process	None	Reduced Uptake/Coverage/Health Protection		Uptake Data	There is a risk that the childrens immunisation DNA rates will increase during the national lockdown period, with reduced coverage/protection and the potential for recurrence of childhood diseases	4	3	12	Yet to be defined	Potential	Revised Service Model
School Immunisation	School Programme Paused	Due to School Closure/Lack Access to Children	Reduced Community Cover For Specific Diseases	Public Health	Corporate Objective	Unable to Minimise	Release Capacity and Retrained/Upskilled	Unknown		Uptake Data	There is a risk that there will be reduced community cover for specific diseases as the school immunisation programme is suspended during school closure with the potential for poorer outcomes of mass immunisation programmes	4	3	12	Yet to be defined	Potential	Revised Service Model
Incontinence Service - Trudi Marshall*																	
	New Assessments Continue all Reviews Paused	Release Capacity/Minimise Risk	Failure to recognise Changing Needs of Review Patients	Community Nursing		Regular Telephone Contact	Release Capacity and Retrained/Upskilled	Unknown		Referral and Patient Outcome Data	There is a risk of failure to recognise changing needs through continuous review as services are reduced, with the potential to create unmet need, increased anxiety for patients and families and ineffective use of continence products	3	3	9	Yet to be defined	None	None
Mental Health - Karen McCaffrey (Supporting Documents)*																	

Adult - Outpatients	Urgent appointment only	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	Potential impact on GP & A&E	AOP - O/P AE - MH Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT Deferring Guidance Available	Releasing capacity to facilitate training	Unkown		Waiting List and Patient Outcome Data	There is a risk of failure to identify new or emerging deterioration as the Adult - Outpatients services for Mental Health are prioritised to urgent appointments only, with the potential for hospital admission or progression to more complex needs.	4	3	12	Yet to be defined	Potential	Revised Service Model
Adult - Inpatients	No Elective Admissions or Weekend Passes	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration Potential increased length of stay	Potential on CMHT	AOP - TTG/Psychological Therapies AE - MH Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT	Releasing capacity to facilitate training	Increase in Patient Acuity Due to Movement Restrictions		Length of Stay and Patient Outcome Data	There is a risk of failure to identify new or emerging deterioration as the Adult Inpatient services for Mental Health are restricted with cancellation of electives and the potential for increase in patient acuity.	4	3	12	Yet to be defined	None	None
CMHTs	Urgent appointment only	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	A&E	AE - MH and Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT Deferring Guidance Available	None	Unkown		Patient Outcome Data	There is a risk of failure to identify new or emerging deterioration as the CMHT's service is restricted to prioritised urgents only with the potential for poorer outcomes.	4	3	12	Yet to be defined	Potential	Revised Service Model
Forensic	Relocated Community Team to Support Inpatients Wards	Legislative Requirements High Risk Group Release Capacity and Minimise Risk	No New Risk	Inpatient Facilities	AE - MH and Corporate Objectives	Assertive outreach to High Risk Patients	Releasing Capacity to bolster Inpatient Services	Increase in Patient Acuity Due to Movement Restrictions		Length of Stay and Patient Outcome Data	There is no immediate clinical risk identified through relocation of community staff within the forensic services, although there is the potential for increased acuity resulting from social restrictions.	2	2	4	Yet to be defined	None	None
Old Age Psychiatry - I	No Elective Admissions or Weekend Passes	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration Potential increased length of stay	CMHT	AE - MH and Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT	Releasing capacity to facilitate training	Increase in Patient Acuity Due to Movement Restrictions		Patient Outcome Data	There is the risk of failure to identify and manage new or emerging deterioration in Old Age Psychiatry as the inpatient service is restricted and recognising potential increase in acuity due to social restrictions.	4	3	12	Yet to be defined	None	None
Old Age Psychiatry - C	Urgent appointment only	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	GP & A&E	AOP - O/P AE - MH Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT Deferring Guidance Available	Releasing capacity to facilitate training	Unkown		Waiting List and Patient Outcome Data	There is the risk of failure to identify and manage new or emerging deterioration in Old Age Psychiatry as the outpatient service is restricted with the potential for poorer outcomes.	4	3	12	Yet to be defined	Potential	Revised Service Model
Learning Disability - I	Relocated Community Team to Support Inpatients Wards	Legislative Requirements High Risk Group Release Capacity and Minimise Risk	No New Risk	Inpatient Facilities	AOP - TTG AE - MH Corporate Objectives	Assertive outreach to High Risk Patients	Releasing Capacity to bolster Inpatient Services	Increase in Patient Acuity Due to Movement Restrictions		Patient Outcome Data	There is no immediate clinical risk identified through relocation of community staff within the learning disability inpatient services, although there is the potential for increased acuity resulting from social restrictions.	2	2	4	Yet to be defined	None	None
Learning Disability - C	Urgent appointment only	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	Inpatient Facilities	AE - MH Corporate Objectives	Regular telephone contact /guidance issued/monitored MDT Deferring Guidance Available	Releasing Capacity to bolster Inpatient Services	Unkown		Patient Outcome Data	There is the risk of failure to identify and manage new or emerging deterioration in learning disabilities as the community service is restricted with the potential for poorer outcomes.	4	3	12	Yet to be defined	None	None
Psychiatric Liaison Se	Relocating current A&E Service	Release Accomodation and Minimise Risk	Increased activity and security implications for inpatient wards	Potential impact on A&E Redirection of Client Group	AE - MH Corporate Objectives	Redirection arrangements Inplace	None	Unkown		Patient Outcome Data	There is a risk of increased activity within the general psychiatric inpatient wards as the psychiatric liaison service is relocated with the potential to create some disruption and security issues.	4	3	12	Yet to be defined	Potential	Revised Service Model
Out of Hours - Maureen Dearie*																	
Urgent Appointment	Increased COVID 19 assessments As the CA Pathway is in place means that OOHs should not be seeing these patients as Hamilton CAC is 24hrs and that that we are planning to increase	Increasing demand	Capacity/Failure to identify deteriorating patients	Community Assessment Centres/Community Nursing/A&E	FSP (HSCP South) Corporate Objectives	Unable to Minimise	None	Increased Referral to A&E	Adastra Data	Response to Home Visit times / A&E referrals / Patient Outcomes	There is a risk of failure to provide adequate OOH services due to overwhelming demand arising through COVID-19 that could result in delays in response to home visits, missed diagnosis and/or failure to identify deteriorating patients.	4	3	16	Yet to be defined	Possible	Revised Service Model
Osteoporosis Service - James Duffy*																	
	Service Suspended	Release Capacity/Minimise Risk	Failure to identify and manage condition	A&E		Unable to Minimise	Release Capacity	Deterioration in Condition and Increased Risk of Fractures		Patient Outcome Data / A&E attendences / Emergency admissions	There is a risk of failure to identify and manage conditions as the osteoporosis service is suspended, with the potential for deterioration in condition and increased risk of fractures requiring hospital attendance/admission/surgery	4	3	12	Yet to be defined	Possible	Revised Service Model
OT - Janice McClymont*																	
Outpatients	Primary 1 (critical) cases only	Release Capacity and Pick up New Role	Failure to Support Re-enablement	None	AE - BCC Corporate Objectives	Utilise Near Me Technology	Release Capacity to Inpatient Care	Delayed Development and Re-enablement		Waiting List Data / Patient Outcome data	There is a risk that there will be delayed development and re-enablement as the OT outpatient clinics are reduced impacting on expected outcomes	4	3	12	Yet to be defined	Potential	Revised Service Model

Inpatients	Essential Review Only	Release Capacity and Pick up New Role	Failure to support Rehabilitation and Discharge Planning	Supporting Discharge Team	AOP - TTG Corporate Objectives	Unable to Minimise	Release Capacity and Support Early Discharge and Inpatient Care	Delayed Rehabilitation and Discharge Planning		Reportable Data Sets	There is a risk of delayed rehabilitation and discharge planning as the services are reduced impacting on bed blocking and independent living	4	3	12	Yet to be defined	None	None
Community	Essential Review Only	Release Capacity and Pick up New Role	Failure to Support Rehabilitation	Facilitating Discharge	Corporate Objectives	Unable to Minimise	Release Capacity and Support Early Discharge and Community Care	Delayed Rehabilitation		Reportable Data Sets	There is a risk of delayed rehabilitation as the services are reduced impacting on the support for early discharge and community care.	4	3	12	Yet to be defined	None	None
Overnight Nursing Service - Trudi Marshall*																	
Community	Sustained Service	Vulnerability of Client Group	None	OOHs		Unable to Minimise	None	None	Inapplicable	Inapplicable	There is limited risk as this service is sustained.			N/A	Not Applicable	Potential	Revised Service Model
Paediatrics - Emer Sheehy*																	
Outpatients	Near Me Appointments and Face to Face for Vulnerable Children	Release Capacity and Minimise Risk	Failure to identify new or emerging deterioration	GP	AOP - O/P AE - Child Health Commissioner Corporate Objectives	Utilise Near Me Technology Revised Staff Rotas	None	None	TTG Waiting List Data	Waiting List Data / Patient Outcomes	There is a risk of failure to identify new or emerging deterioration in children as the paediatric outpatient service is reduced, with the potential for poorer outcomes.	4	3	12	Yet to be defined	Definitely	Revised Service Model
Inpatients	Reprofiled Ambulatory Beds	Increase Inpatient Capacity	None Known at Present	None	AOP - TTG AE - Child Health Commissioner Corporate Objectives	Unable to Minimise	Release Capacity to Inpatient Care	None	Inapplicable	Inapplicable	There is no immediate clinical risk identified as inpatient beds are reprofiled.			N/A	Yet to be defined	Definitely	Revised Service Model
Elective Surgery	Cancelled Non Essential	Release Capacity and Minimise Risk	Delay in Treatment	Supporting release of Theatre Capacity	AOP - TTG AE - Child Health Commissioner Corporate Objectives	Unable to Minimise	None	Supporting Theatre Reprofitting	Inapplicable	Inapplicable	There is no immediate clinical risk identified as inpatient beds are reprofiled.			N/A	Yet to be defined	None	None
Emergency Surgery	Service Sustained based on Clinical Assessment or Transfer to RHSC Glasgow	Minimise Risk	None	RHSC and SAS	AOP - TTG AE - Child Health Commissioner Corporate Objectives	Unable to Minimise	None	None	Inapplicable	Inapplicable	There is no immediate clinical risk identified as emergency surgery for paediatrics is sustained based on clinical assessment or transfer to the RHSC Glasgow.			N/A	Yet to be defined	Potential	Revised Process/Pathway Model
Integrated Community	Near Me Appointments and Face to Face for Vulnerable Children	Release Capacity and Minimise Risk	None Known at Present	Support Paed Inpatient Care and COVID Assessment Centre	Corporate Objectives	Unable to Minimise	Release Capacity to Inpatient and Community Assessment and Care	None	Inapplicable	Inapplicable	There is a no immediate clinical risk identified as the integrated community nursing team for paediatrics are relocated to other relevant areas, and there near me appointments and face to face appointments for vulnerable children as in place.			N/A	Yet to be defined	Potential	Revised Service Model
Transition	Service Reconfiguration Stalled	Release Capacity and Minimise Risk	Non Progression of Children to Adult Medical Services	AE - Child Health Commissioner					Unknown	Patient Outcome Data	There is a risk that children do not transition effectively from paediatric to adult medical services as the overall service reconfiguration is suspended with the potential to adversely impact on continuity of care.	4	3	12	Yet to be defined	Potential	Revised Service Model
Physio - Claire Rae (Supporting Documents)*																	
Outpatients	Emergency Reviews Only	Release Capacity	Delayed Recovery	None	Corporate Objectives	Promote Self management via Web	Release Capacity	Unkown	Reportable Data Sets		There is the risk of delayed recovery as the physio outpatient service is reduced to emergencies only with unknown impact	4	3	12	Yet to be defined	Potential	Revised Service Model
Inpatients	Essential Reviews Only Plus Moving to 7 Day Service	Release and Retrain Some Staff/Increase Cover for Respiratory Patients	Delayed Recovery for Some Patient Groups	Supporting ITU and Respiratory Staffing	AOP - TTG Corporate Objectives	Unable to Minimise	Enhance Critical Care and Respiratory Workforce	Unkown	Reportable Data Sets		There is the risk of delayed recovery as the physio inpatient service is reduced to essential reviews only, however, move to 7 day service, with unknown impact.	4	3	12	Yet to be defined	Potential	Revised Service Model
Community	Essential Reviews Only	Release Capacity and Pick Up New Role	Delayed Recovery	Facilitating Discharge		Promote Self management via Web	Release Capacity	Unkown	Reportable Data Sets		There is the risk of delayed recovery as the community physio service is reduced to essential reviews only, with unknown impact.	4	3	12	Yet to be defined	Potential	Revised Service Model
Podiatrists - Robert Peat*																	
Outpatient	Cancelled	Release Capacity and Minimise Risk	Failure to identify complications	Support cares and patients with self management	Corporate Objectives	Written guidance for patients	Release Capacity	Potential for Complications to Develop		Patient Outcome Data	There is the risk of failure to identify complications as the podiatry outpatient service is cancelled, with the potential for poorer outcomes.	4	3	12	Yet to be defined	Potential	Revised Service Model
Inpatients	Emergency review only	Release Capacity and Minimise Risk	Failure to identify complications	Support ward staff	AOP - TTG Corporate Objectives	Unable to minimise	None	Potential for Complications to Develop		Patient Outcome Data	There is the risk of failure to identify complications as the podiatry in-patient service is reduced to emergency reviews only with the potential for poorer outcomes.	4	3	12	Reinstate normal referral criteria	None	None

Community	Wound care only	Release Capacity and Minimise Risk	Containing the spread of the virus and addressing the needs of vulnerable patients	Support District Nursing Teams with Wound Care	Corporate Objectives	Written guidance for patients	Minimising patient flow to hospitals	Potential for Complications to Develop	Datix	Patient Outcome Data / Adverse Events	There is the risk of not meeting the needs of vulnerable patients as the community podiatry service is reduced to wound care only, with the potential for progression of condition and complications to develop.	4	3	12	Yet to be defined	Potential	Revised Service Model
Psychological Services - Gary Tanner (Supporting Documents)																	
Outpatients	Deferring Non Urgent New Referrals/Prioritising Existing Patients	Release capacity whilst picking up Vulnerability and Risk in Patient and Staff Groups	Failure to identify vulnerability	GP/CMHT	AOP - O/P AE - MH Corporate Objectives	Written Guidance for Patients/Telephone Helpline	Release capacity	Potential for Deterioration		Patient Outcome Data	There is a risk that there will be failure to identify vulnerability as the psychological outpatient services are prioritised to existing patients only with the potential for deterioration in condition.	4	3	12	Yet to be defined	Potential	Revised Service Model
Inpatients	Triaged Referral for New and Face to Face Reviews as Required	Release capacity whilst picking up Vulnerability and Risk in Patient and Staff Groups	Failure to identify vulnerability	Ward Staff	AOP - Psychological Therapies AE - MH Corporate Objectives	Unable to minimise	Release capacity	Potential for Deterioration		Patient Outcome Data	There is a risk that there will be failure to identify vulnerability as the psychological in-patient services are triaged and prioritised with the potential for deterioration in condition.	4	3	12	Yet to be defined	None	None
Home Visits	Triaged Referral for New and Face to Face Reviews as Required	Release capacity whilst picking up vulnerability and risk in Patient and Staff Groups	Failure to identify vulnerability and Deterioration	GP/CMHT/LD Teams	Corporate Objectives	Unable to minimise	Release capacity	Potential for Deterioration		Patient Outcome Data	There is a risk that there will be failure to identify vulnerability and deterioration in some patients as the psychological home visit service is triaged and prioritised with the potential for deterioration in condition.	4	3	12	Yet to be defined	None	None
School Nursing - James Duffy (Supporting Document)*																	
Training and Admins	Curtailing/rescheduling/deferring	Release capacity to pick up Vulnerability and Risk	Failure to identify vulnerability	None	Corporate Objectives	Promote/direct involvement of families/carers and support networks	Release capacity	Unkown		Activity Data	There is a risk that there will be failure to identify vulnerability as the training and administration of the school nursing service is deferred with unknown impact at this point in time.	4	3	12	Yet to be defined	Potential	Review of Service Model
Main Stream	Curtailing/rescheduling/deferring	Release capacity to pick up Vulnerability and Risk	Failure to identify vulnerability	None	Corporate Objectives	Promote/direct involvement of families/carers and support networks	Release capacity	Unkown		Activity Data	There is a risk that there will be failure to identify vulnerability as the main stream school nursing service is suspended with unknown impact at this point in time.	4	3	12	Yet to be defined	Potential	Review of Service Model
Special	Curtailing/rescheduling /deferring based on clinical judgement of need	Prioritised based on Vulnerability and Risk	Limited Risk	None	Corporate Objectives	Promote/direct involvement of families/carers and support networks	None	Unkown		Activity Data	There is a risk that there will be failure to identify vulnerability as the special school nursing service is reprioritised with unknown impact at this point in time.	4	3	12	Yet to be defined	None	None
Sexual Health - James Duffy (Supporting Documents)*																	
Routine Clinics	Reduced Number of Clinics and Appointment Slots	Minimise Risk	Accessibility in a Timely Manner	Community Pharmacy/GPs	Corporate Objectives	Individualised Treatment Plans and Care Telephone Advice Offered and Postal Dispensing of Supplies to Known Patients	None	Unkown		Activity Data	There is a risk that there will be the loss of timeous accessibility to the sexual health clinic for some clients as the routine appointment slots are reduced with unknown impact at this point in time.	4	2	8	Yet to be defined	None	None
Emergency Clinics	Sustained	Vulnerability of Client Group	None	None	Corporate Objectives	Not Applicable	None	Not Applicable	Inapplicable	Inapplicable	There are no immediate clinical risks identified as the emergency clinics are sustained.			N/A	Not Applicable	None	None
RSAFME	Sustained	Vulnerability of Client Group	None	None	Corporate Objectives	Not Applicable	None	Not Applicable	Inapplicable	Inapplicable	There are no immediate clinical risks identified as the RSFAFME service and support is sustained.			N/A	Not Applicable	None	None
Shotts Prison - Karen McCaffrey (Supporting Documentation)*																	
Outpatients	Urgent Appointments Only	Release Capacity	Failure to identify new or emerging deterioration as the outpatient service in Shotts prison is reduced to urgent appointments only, with an unknown impact at this point in time.	None		Unable to minimise	Releasing capacity to facilitate training	Unknown		Patient Outcome data	There is a risk of failure to identify new or emerging deterioration as the outpatient service at Shotts prison is reduced to urgents only with unknown impact at this point in time.	4	3	12	Yet to be defined	Potential	Revised Service Model
Treatment Room	Urgent Appointments Only	Release Capacity	Failure to identify new or emerging deterioration	None		Unable to minimise	Releasing capacity to facilitate training	Unknown		Patient Outcome data	There is a risk of failure to identify new or emerging deterioration as the treatment room function at Shotts prison is reduced to urgents only with unknown impact at this point in time.	4	3	12	Yet to be defined	None	None
GP	Urgent Appointments Only	Release Capacity	Failure to identify new or emerging deterioration	A&E		Unable to minimise	Releasing capacity to facilitate training	unknown		Patient Outcome data	There is a risk of failure to identify new or emerging deterioration as the GP service at Shotts prison is reduced to urgents only with unknown impact at this point in time.	4	3	12	Yet to be defined	Potential	None

Psychology	Cancelled	Release Capacity	Failure to identify new or emerging deterioration	None		Unable to minimise	Releasing capacity to facilitate training	unknown		Patient Outcome data	There is a risk of failure to identify new or emerging deterioration as the psychology service at Shots prison is cancelled with unknown impact at this point in time.	4	3	12	Yet to be defined	Potential	Revised Service Model
Smoking Cessation - Shirley Mitchell*																	
	Telephone/Technology Support Only/Products Delivered to Patients Homes	Releasing Capacity/Minimise Risk	Reduced Effectiveness of Service Offering/Outcomes	GP/Community Pharmacy	Locally Agreed Standards - Smoking cessation Corporate Objectives	Help Desk Established Clients Advised	Releasing Capacity to Support District Nursing	Poorer Patient Outcome	Smoking Cessation targets	Patient outcomes (successful smoking quits)	There is a risk that there will be reduced support for clients as the smoking cessation service is suspended resulting in poorer patient outcomes.	3	2	6	Yet to be defined	Potential	Revised Service Model
Speech and Language - Pauline Downie*																	
Outpatients	High Risk Reviews Only	Release Capacity	Delayed Recovery / deterioration in condition	None	Corporate Objectives	Written and visual guidance and resources	Release Capacity for critical SLT care and staff mobilisation to wider workforce	Increased risk of transient conditions becoming permanent	Datix	Patient outcome data / complaint data	There is a risk of delayed recovery as the speech and language outpatient service is reduced to high risk reviews only, with potential of transient conditions becoming permanent.	4	3	12	Yet to be defined	Potential	Revised Service Model
Inpatients	High Risk Reviews Only	Release Capacity	Delayed Recovery / deterioration in condition	None	AOP - TTG Corporate Objectives	Produce guidance and communication resources for ward staff	Release Capacity for critical SLT care and staff mobilisation to wider workforce	Increased risk of transient conditions becoming permanent	Datix	Patient outcome data / complaint data	There is a risk of delayed recovery as the speech and language inpatient service is reduced to high risk reviews only, with potential of transient conditions becoming permanent.	4	3	12	Yet to be defined	Potential	Revised Service Model
Community	High Risk Reviews Only	Release Capacity	Delayed Recovery / deterioration in condition	None	Corporate Objectives	Written and visual guidance and resources	Release Capacity for critical SLT care and staff mobilisation to wider workforce	Increased risk of transient conditions becoming permanent	Datix	Patient outcome data / complaint data	There is a risk of delayed recovery as the speech and language community service is reduced to high risk reviews only, with potential of transient conditions becoming permanent.	4	3	12	Yet to be defined	Potential	Revised Service Model
Inpatients - Child	High Risk Reviews Only	Release Capacity	Delayed Development/Deterioration/Increase in Disability	None	AOP - TTG AE - Child Health Commissioner Corporate Objectives	Produce guidance and resources for ward staff	Release Capacity for critical SLT care and staff mobilisation to wider workforce	Increased risk of transient conditions becoming permanent	Datix	Patient outcome data / complaint data	There is a risk of delayed development as the speech and language inpatient child service is reduced to high risk reviews only, with potential of transient conditions becoming permanent.	4	3	12	Yet to be defined	Potential	Revised Service Model
Community - Child	High Risk Reviews Only	Release Capacity	Delayed Development/Deterioration/Increase in Disability	None	AE - Child Health Commissioner? and Corporate Objectives	Providing universal, targeted support through eHealth, social media and telephone advice line	Release Capacity for critical SLT care and staff mobilisation to wider workforce	Increased risk of transient conditions becoming permanent	Datix	Patient outcome data / complaint data	There is a risk of delayed development as the speech and language community child service is reduced to high risk reviews only, with potential of transient conditions becoming permanent.	4	3	12	Yet to be defined	Potential	Revised Service Model
Specialist Palliative Care - Lynsey Sutherland*																	
Acute		Vulnerable Patient Group	Unable to meet service demand and failure to expedite preferred place of care for EOL.	Palliative Care Consultants/Ward Staff/District Nursing Services Kilbride Hospice - Likley for further 4 wks only from 21/4/2020	AOP - TTG Corporate Objectives	Unable to Minimise	None	Altered End of Life Care Management	HPCT Referral database	Number of patients referred / Palliative care intervention levels / Numbers / % for whom an sACP and / or DNACPR is in place	There is a risk of being unable to deliver to demand an optimal symptom management and preferred place of care with support to family at end of life stage, with the potential to have less than the expected end of life care package.	4	3	12	Yet to be defined	None	None
Community	Service Sustained and Enhanced by input from Palliative Consultants Hospice	Vulnerable Patient Group	Unable to meet service demand and failure to expedite preferred place of care for EOL.	Palliative Care Consultants/District Nursing Services/Hospital @ Home	Corporate Objectives	Unable to Minimise	None	Unknown	?	Patient Outcome Data	There is a risk of being unable to deliver to demand an optimal symptom management and preferred place of care with support to family at end of life stage, with the potential to have less than the expected end of life care package.	4	3	12	Not Applicable	None	None
Treatment Rooms - North and South - Lynsey Sutherland* (Supporting Documents)																	
Phlebotomy	Urgent Home Visits/No Routine Testing	Release Capacity/Minimise Risk	Backlog for Routine Blood Tests	District Nursing		Unable to minimise	Release Capacity to District Nursing and Assessment Centres	Unknown		Activity Logs and Patient Outcomes	There is a risk that there is lost opportunity to identify deterioration as routine blood testing is ceased with the potential to impact clinical management and backlog testing	4	3	12	Yet to be defined	Potential	Revised Service Model
Dressings	Urgent Home Visits for Clinical Prioritised Interventions Patients also being offered Telephone or Near Me Video Advice	Release Capacity/Minimise Risk	Failure to identify new and emerging deterioration	District Nursing		Unable to minimise	Release Capacity to District Nursing and Assessment Centres	Unknown		Activity Logs and Patient Outcomes	There is a risk of failure to identify deterioration as there is a reduction in review of dressings with the potential for complications and poorer clinical outcome	4	3	12	Yet to be defined	None	None
Claudication Service	Suspended Service/Patient Vetting	Release Capacity/Minimise Risk	Failure to Achieve Waiting Time	Vascular Consultants		Unable to minimise	Release Capacity to District Nursing and Assessment Centres	Delayed Referral and Treatment		Waiting List and Patient Outcome Data	There is a risk of failure to meet the national standards/ waiting times for claudication as the service is suspended, with potential for delayed referral and treatment.	4	3	12	Yet to be defined	None	None
Urgent Care Service - Joanne Jenkins*																	

Advanced Practitioners	Service Suspended	Release Capacity to Establish Community Assessment Centres	Work reverting back to GPs	GP/District Nurses		Unable to minimise	Establishment of Community Hubs and Assessment Centre	Increased GP Worked Paused Transformation of Primary Care		Activity Data	There is a risk that general practice will have an increase in workload as the service provided by Advanced Nurse Practitioners are suspended, impacting on the programme of work for the transformation of primary care.	4	3	12	Yet to be defined	Definitely	Transformation of Primary Care Enacted
Vaccine Transformation Programme - Joanne Jenkins*																	
Primary Care Transformation Programme GP Contract Changes	Transfer of model of service delivery from GP Delivered to Health Board Delivered	To address requirements of the new GP Contract	Workforce availability challenges recruitment ongoing	Community Nursing and Some GPs if recruitment unsuccessful	Corporate Objectives	Recruitment underway	Release GP Capacity and Deliver Contract Requirements	Release of GP Time		Immunisation Rates	There is a risk to the progression of the vaccine transformation programme resulting from the workforce availability and recruitment during Covid-19, impacting on the recovery of overall immunisation rates in NHS.	3	4	12	Not Applicable	No New Service	GP Capacity Building

Business
 Clinical
 Workforce
 Reputation
 Legislative/SG Mandate

Likelihood	I		M		P		A		C		T	
	1	2	3	4	5	1	2	3	4	5	1	2
5	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)							
4	Low (4)	Medium (8)	High (12)	Very High (16)	Very High (20)							
3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)							
2	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)							
1	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)							

Impact
 Medium (5)
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 Low (3)
 Low (2)
 Low (1)
 High (10)
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 Medium (9)
 Medium (6)
 Low (3)
 Very High (20)
 Very High (16)
 High (12)

Medium (8)

Medium (4)

Very High (25)

Very High (20)

High (15)

High (10)

Medium (5)