

**STRATEGIC COMMAND REPORT FOR CMT  
MAJOR INCIDENT COVID-19 RISK REGISTER  
6<sup>th</sup> July 2020**

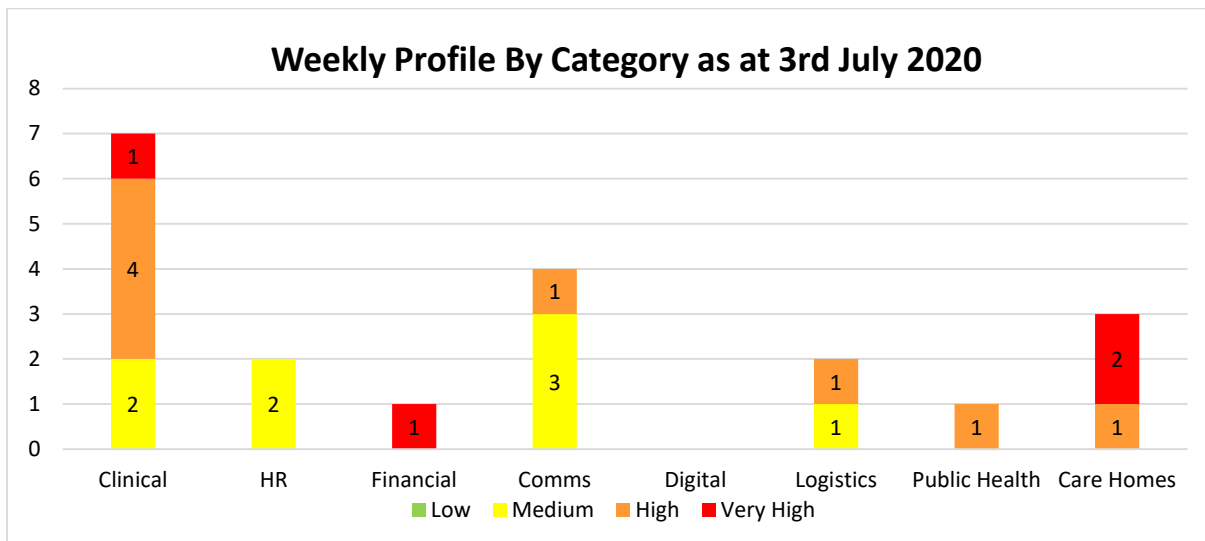
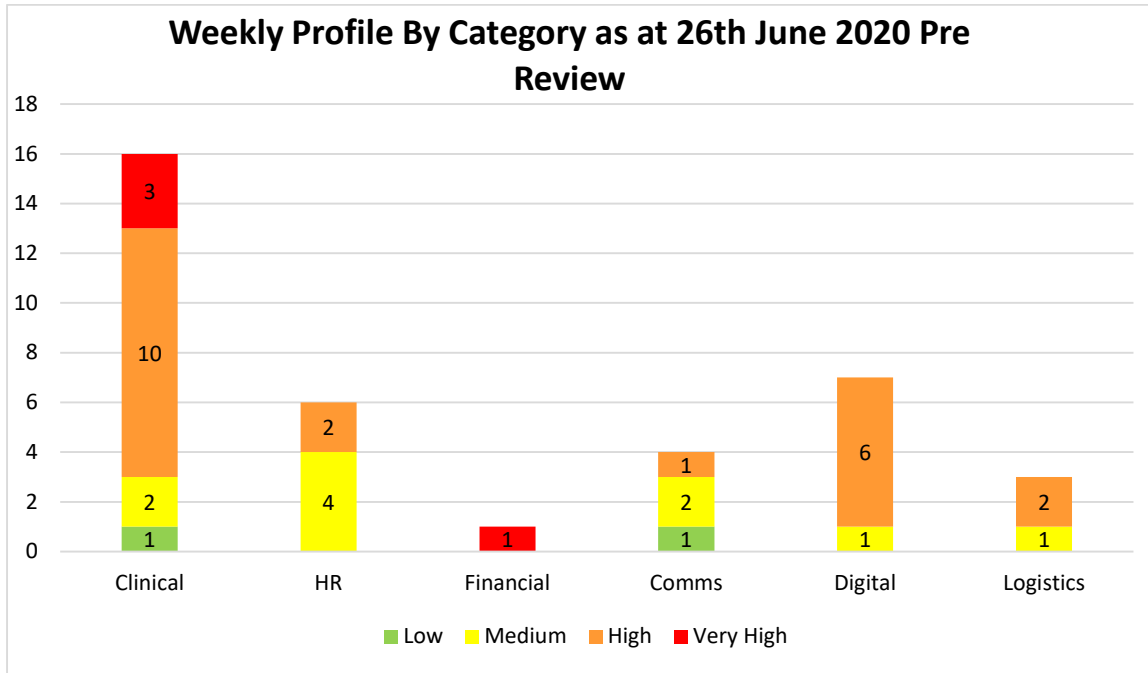
Appendix 4

NHSL is now operating in both response and recovery/redesign mode with notable changes to the command & control structure to reflect this. It was agreed that a review of the Covid-19 risk register would therefore be undertaken against a set of 4 questions to consider what risks could be closed, would be retained on the risk register, transferred / integrated with corporate or operational risks or transferred from ownership within the current register to 2 new tactical groups set up: Public Health and Care Homes, whilst being careful not to subsume critical incident issues into business as usual too early. This review was carried out by the responsible tactical leads and completed by Friday 26<sup>th</sup> June. A summary of the changes is set out below with full details in Appendix 1.

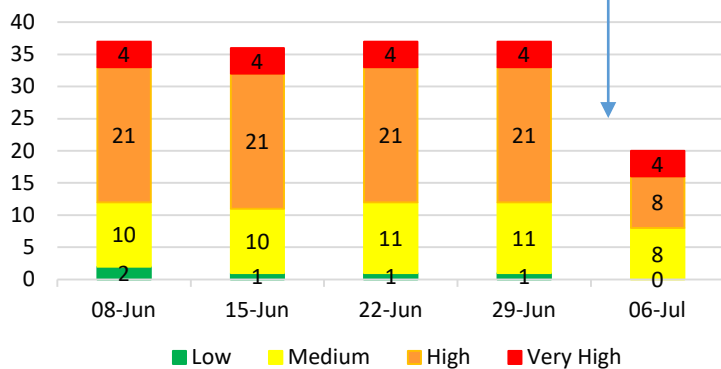
Summary of Changes

Action Following Review	Risk Category						
	Clinical	HR	Financial	Info/Digital	Comms	Logistics	Total Numbers
Risks Closed	Total - 4	Total- 2	Total- 0	Total- 0	Total- 0	Total- 0	6
	3 High 1 Low	2 Med	-	-	-	-	
Risks Transferred or Integrated Operational or Corporate Register	Total - 2	Total- 1	Total- 0	Total- 7	Total- 0	Total- 1	11
	2 High	1 High	-	6 High 1 Med	-	1 High	
Transferred to New Tactical Group & Retained on Covid-19 Risk Register	Total- 3	Total - 1	Total- 0	Total- 0	Total- 0	Total- 0	4
	2 V.High 1 High	1 High	-	-	-	-	
Risks Retained on Covid-19 Risk Register	Total- 7	Total- 2	Total- 1	Total- 0	Total- 4	Total- 2	16
	1 V.High 4 High 2 Med	2 Med	1 V.High	-	1 High 3 Med	2 Med	
Totals By Risk Category As At 29 <sup>th</sup> June 2020	16	6	1	7	4	3	37

Twenty (20) risks have been retained on the Major Incident Covid-19 Risk Register, including the transfer of 4 risks from clinical & HR tactical groups to the new public health and care home tactical groups. The revised risk register, accurate as at 3<sup>rd</sup> July 2020 can be seen in Appendix 2.



### Weekly Covid Risk Profile As At 3rd July



Register Review  
Subsequent to  
Command  
Structure Change

**VERY HIGH GRADED RISKS (STRATEGIC)**

Category	Reference	Risk
Care Home*	CH/01*	Care home support for patient care and outbreak management
Care Home*	CH/03*	Testing of asymptomatic care home residents & staff creates the potential for a number of homes to declare an outbreak with impact on patient flow from hospital and recovery plans
Clinical	CL/PHSC/18	Impact of overwhelming high volume services as they stand up again, regarding physical distancing and footfall eg immunisation and cervical smears
Finance	FC/01	Significant financial expenditure & NHSL's ability to sustain recurring financial balance for 2020/21

\*denotes changes to risk category and reference as a result of transfer to new tactical group

**HIGH GRADED RISKS (TACTICAL)**

Category Of Risk	Reference in Covid Risk Register	Risk Summary
Clinical	CL/PH/01	Cessation of opioid substitution therapy
Clinical	CL/CRG/09	Requirement of FFP3 for CPR & potential delays in undertaking CPR
Clinical	CL/PHSC/17	Progression of dental disease in a cohort of young people that can no longer be managed conservatively, and requires urgent surgery with general anaesthesia
Clinical	CL/AC/19	Laboratories potentially will be become overwhelmed as normal NHSL activity starts to resume. This could result in delays to turnaround times which could impact on patient care.
Care Home*	CH/02*	Capacity to immediately comply with the national testing programme at both local and regional laboratory level, with the potential for non-compliance with the imminent Test, Trace & Isolate (TTI) programme as this is workforce intensive.
Public Health*	PbH/01 *	Lack of national testing strategy for effective staff management
Logistics	LOG/PRO/05	Availability of chlorine based disinfectant products due to the current supplier of Actichlor disinfectant tablets being out of stock
Communications	COM/05	Sustainability of care homes due to Covid-19, impacting across H&SCPs' with potential to lead to reputational damage in the eyes of the media, public and service users.

\*denotes changes to risk category and reference as a result of transfer to new tactical group

CMT members are asked to:

- Note the review of the Major Incident : Covid-19 Risk Register subsequent to the change to the command and control structure, including 2 new tactical groups
- Note the undertaking of the work as commissioned through CMT, with the full audit trail of all changes as summarised within the report and detailed in Appendix 1
- Consider the changes as set out in the tables and charts above, approve the changes and endorse the risk profile and revised risk register in Appendix 2 as a reflection of the current position for NHSL
- Review the current very high and high graded risks and advise on any significant change
- Be assured that all risks transferred to corporate or operational registers will continue to be subject to review through the established risk management structures, including the acute and joint H&SCP recovery groups and the 3 tactical groups that continue to meet
- Consider and advise on the review process for the risks that are retained on the Covid-19 risks registers that do not have live tactical groups : Clinical, Finance, Logistics and HR

**Covid-19 Risk Register Review Output Details**

## Risks Closed

Closed	Risk	Category & Reference	Risk Level
01/07/2020	There is a risk that NHSL may not be able to secure the medications necessary for the increased ITU capacity.	Clinical CL/PH/04	High (2 x 5)
01/07/2020	Independent contractor staff working within the Covid Assessment Centres may wish to bring their own PPE and if not able to do the same will not provide the service. There is a need to keep patients and staff safe and ensure service delivery.	Clinical CL/PHSC/05	Low (1 x 3)
01/07/2020	There is a risk that ITU capacity will fall short of that needed during the pandemic. There is a risk that ITU capacity will fall short of that needed during the pandemic.	Clinical CL/AC/08	High (2 x 5)
01/07/2020	There is a risk that if enhanced PPE (table 4, HPS guidance) is required for delivery of all community health and social care (including care home support) as a result of the predicted population prevalence of COVID-19 with potential for sustained transmission, that demand for PPE could outstrip supply, impacting on safety for staff and patients across NHSL.	Clinical CL/HSCP/14	High (3 x 4)
02/07/2020	Streamlined recruitment process with fast tracked pre-employment is less robust than standard process.	HR HR/02	Medium (2 x 4)
01/07/2020	Withdrawal of public transport affecting staff attendance	HR HR/04	Medium (2 x 2)

## Risks Transferred To / Integrated With Corporate or Operational Risk Registers

Transferred /Integrated	Risk	Previous Covid -19 RR Category & Reference	New Risk Register & Reference	Risk Level
02/07/2020	There is a risk to NHSL staff, visitors and patients in the event of a fire due to change in the SFRS SOP from 6/5/2020. The response to automatic fire alarm activations at non-sleeping premises will be a single fire engine unless activation is accompanied by a 999 call confirming there is a fire.	Logistics LOG/PSSD/04	Corporate Risk Register ID 1905	High (4 x 3)
02/07/2020	There is a risk of delay in transfer of patients to care homes, despite being 'fit to transfer', as the implementation of the HPS guidance requires 14 days of isolation and 2 negative tests before transfer, impacting on available beds.	Clinical CL/AC/12	Corporate Risk Register ID 1882	High (4 x 3)

02/07/2020	There is a risk of reduced bed availability across sites as they strive to protect shielded persons when they are inpatients. That patient flow will be adversely affected by the requirements to shield and therefore isolate a high number of patients within acute hospitals. This could result in impact on ability to deliver safe patient care.	Clinical CL/AC/13	Corporate Risk Register ID 1882	High (4 x 3)
01/07/2020	Workforce supply if demand exacerbated by high absence rate and clinical workload exceeds capacity. Service delivery may be compromised.	HR HR/01	Corporate Risk Register ID 1832	High (3 x 5)
01/07/2020	There is a risk that eHealth staff could be exposed to COVID if no sustainable supply of PPE is available.	Info/Digital IDT/03	Operational Info /Digital RR&R Group & merge with IDT/10	High (2 x 5)
01/07/2020	Given the changes in the Health Boards Infrastructure that are being implemented in support of service developments in response to Covid -19 and an increase in the external threat level informed by NCSC, there is an increased risk to Cyber security.	Info/Digital IDT/04	Operational Info / Digital Cyber security group	High (4 x 3)
01/07/2020	There is an Information Governance risk which applies to GP practices that have created additional Key Information Summary (KIS) Records, without patient consent in accordance with CMO guidance. In certain instances, where the patient records contain highly sensitive clinical information, the latter will be shared with other systems and services.	Info/Digital IDT/06	Operational Information Governance Risk Register	High (3 x 4)
01/07/2020	There is a risk that end users, using unauthorised software, could access the Health Board network. This has been highlighted by the use of remote access software "Splashtop" by a single GP Practice in NHSL.	Info/Digital IDT/08	Operational Info /Digital Cyber security group	High (4 x 3)
01/07/2020	There is a risk caused by the increase in SMS text messaging usage within the Health Board following the Covid outbreak in March. The increased usage has led a 900% increase in costs between February and March this year. There is also concern about the volume of texts being sent to patients and that the purposes are in line with Information Governance legislation	Info/Digital IDT/09	Operational Info /Digital RR&R Group	High (4 x 3)
01/07/2020	There is a risk that eHealth staff could be exposed to COVID 19 if no protective screens/PPE is available for staff working in outpatient reception areas.	Info/Digital IDT/10	Operational Info /Digital RR&R Group	High (5 x 3)

			& merge with IDT/10	
01/07/2020	There is a risk that due to the increase in remote working there will be an increase in costs associated with conference calls across the Health Board.	Info/Digital IDT/11	Operational Info /Digital RR&R Group	Medium (4 x 2)

## Risks Transferred to the New Tactical Groups

Transferred	Risk	Previous Covid-19 RR Category & Reference	New Covid - 19 RR Category & Reference	Risk Level
01/07/2020	There is a lack of overall strategy around the range of elements of COVID testing, pace of testing and the person-dependent aspect of reporting of test results taken through the Glasgow Airport centre, creating delays for effective staff management.	HR HR/06	Care Home PbH/01	High (4 x 3)
01/07/2020	Local care homes may have such significant problems with staffing levels that they are unable to staff the homes and look to NHSL/H&SCP for assistance to maintain patient care and outbreak management and control.	Clinical CL//PHSC/06	Care Home CH/01	Very High (5 x 5)
01/07/2020	Testing asymptomatic care home residents as announced today (01/05/2020) by the First Minister may result in more care homes declaring a Covid outbreak and being closed. This may increase delayed discharge numbers putting additional pressure on acute site capacity and impacting on recovery plans.	Clinical CL.PHSC/15	Care Home CH/03	Very High (5 x 5)
01/07/2020	There is a risk that NHSL does not have the capacity to immediately comply with the national testing programme at both local and regional laboratory level, with the potential for non-compliance with the imminent Test, Trace & Isolate (TTI) programme as this is workforce intensive.	Clinical CL.PHSC/16	Care Home CH/02	High (5 x 3)