

**NHS LANARKSHIRE**

**MONKLANDS  
ACCIDENT AND EMERGENCY  
REVIEW**

**STRATEGIC RISK ASSESSMENT**

## 1. Introduction

The purpose of this paper is to set out the approach NHS Lanarkshire has taken in developing the Strategic Risk Register for the planning of A Picture of Health, and how this has been reviewed and extended in response to the Review of Monklands Hospital Accident and Emergency services.

## 2. Strategic Risk Assessment Approach

As part of the development of A Picture of Health and to inform the NHS Lanarkshire Board decision making in June 2006 high-level risk identification was undertaken by Tribal Consulting.

- This report was presented to the NHS Board and identified high level risks:
- The capacity to establish robust project arrangements to deliver the various strands of the project within the projected timeline
- The organisational capacity to manage change, given the need to maintain business continuity whilst bringing about major change
- The clinical sustainability of services if change is not achieved within the timeline envisaged
- The ability to harmonise and synchronise a single system approach to the integration of services across sectors
- The lack of detailed service and capacity plans at this stage which will require significant resources to prepare, within a relatively short timescale, to ensure that the overall timeframes for development can be achieved
- Financial risk around affordability and value for money arising from the development of detailed service plans, capacity plans and revised capital plans
- Financial risk around double running and transitional costs, which have currently not been explored
- The reorganisation and redeployment of staff to support the revised configuration of services
- The management of patient flows in line with Regional Planning agreements, given major developments in Greater Glasgow and Forth Valley
- The impact of “political” responses to the decision on and approval of the preferred option for the *Picture of Health* strategy.

Following the NHS Board decision, the Risk Management Steering Group commissioned work to progress a risk analysis of these identified high level risks. As part of this process, the responsibility for each strategic risk was designated to the appropriate member of the Corporate Management Team (Executive Director).

The risk analysis was completed by an external consultancy organisation which specialises in risk management, Offrisk, and this was undertaken by interviewing members of the Corporate Management Team with the designated responsibility of the strategic risk, applying the risk assessment process in:

- Describing the risk in detail
- Assessing the level of Risk (likelihood x consequence, using the AS/NZ Matrix)
- Identification of existing controls to mitigate against the risk(s)
- Assessing the adequacy of the controls
- Setting out actions to further reduce the risk(s)

The information above was refined through consultation within NHS Lanarkshire and input to the NHS Lanarkshire internal electronic risk management system (Datix) which enabled the development of a Picture of Health Strategic Risk Register as attached.

The Corporate Management Team and the Risk Management Steering Group ratified this Risk Register in June 2007.

From Autumn 2006 a programme and project management structure was developed from NHS Lanarkshire to support the implementation of A Picture of Health. The management of risk was identified as a core function of the Programme and Project Management Boards. This structure was ratified in A Picture of Health Initial Agreement, which was agreed by the Scottish Executive in ....2007. Work has commenced to develop standard Programme and Project Management documentation, which will use the Datix system for risk management, and training during November 2007 will support this.

### **3. Application of Strategic Risk Management to Accident and Emergency Review**

The initial Strategic Risk Register identified a risk in relation to “the impact of responses to the decision on and approval of the preferred option for the Picture of Health strategy”. Following the decision of the Cabinet Secretary on 6 June 2007 this risk was reviewed on 3 July and as a consequence was closed and replaced by a risk in relation to “impact of Ministerial request for review of A&E services across each site in terms of affordability, sustainability and time”. Controls were put in place and they have been reviewed. A major control identified for the Picture of Health Risk Register is the Executive Acton Group. This function of this Group has been refocused during this interim review period, as the Project Group for the Accident and Emergency review and will revert back to the Executive Action Group on completion of the review.

Detailed risk analysis of the scenarios developed for Accident and Emergency services is being undertaken. This includes:

- Clinical risk through extensive engagement with clinical and professional groups during June, July and August 2007 and the commissioning of an independent review on clinical risk
- Capital and logistics risks through work commissioned from Currie and Brown
- Process risk through work commissioned from PricewaterhouseCoopers
- Opportunity costs risk through a process of identification of all opportunity costs and a planned Corporate Management Team prioritisation process to take place in October
- Financial / affordability risk will be consider in December 2007

Information from the above risk analysis will inform the NHS Lanarkshire Board's consideration in January 2008.

Report completed by:

Carol McGhee	Head of Risk Management
Pam Milliken	Head of Acute Services Programme
Robert Peat	Head of A PoH Delivery, Primary and Community

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