

# Risk Detail

Risk Title	Raised On	Risk Causes	Risk Description (IF & THEN)	Consequence (LEADING TO)	Project Risk Owner	Delegated Risk Owner	Corporate Risk Owner	Risk Baseline Score	Risk Score After Mitigation	Corporate Risk Score	Reasoning for Current Score	Risk Proximity	Controls & Assurances in Place	Actions Required	Last Review Date	Update	Next Review Date
<b>STPProg01 : Primary Care</b>																	
Resilience within General Practice	02/03/17	Several practices in Bucks are experiencing difficulty in sustaining core primary care services. The reasons for this are varied and each practice is affected differently.  The collective impact risks destabilising current delivery of primary care across a wider area.	A practice informs the CCG that they are experiencing difficulties or are identified as being at risk.  Resilience of practices in the Wycombe Locality is a particular risk.  There may be difficulties in sustaining core primary care services.	<ul style="list-style-type: none"> <li>• Unsustainability of individual practice leading to difficulties in delivering primary medical services.</li> <li>• Instability of the individual practice impacts on other local practices creating further instability.</li> <li>• CCG not fulfilling statutory responsibility.</li> <li>• Ability to deliver transformation agenda hindered by resources being diverted to address resilience issues.</li> <li>• Loss of reputation.</li> <li>• Poor patient outcomes.</li> </ul>	Louise Smith	Jessica Newman	Robert Majilton	20	16	9	<p>Risk score after mitigation reflects that, depending on the severity of resilience issues identified, a practice, patients and surrounding practices may be affected in a moderate (3) way and the likelihood of the risk occurring in possible (3).</p> <p><b>22/04/21:</b> There is potential for a crisis in Primary Care as Secondary Care takes a period for rest and recovery, Primary Care holds patients on waiting lists at a time when patients are increasingly expecting face-to-face appointments and services to return to normal and primary care is continuing to deliver the Covid Vaccination Programme. The risk is that the workload will become unmanageable and primary care staff will take the brunt of increasing frustrations from the public leading to increased levels of sickness and resignation. The Clinical Harms Group has demonstrated a drop in cancer diagnosis, due to patients not coming forward and holding off visiting GPs during the Pandemic for fear of Covid.</p>	Immediate	<p>Controls:</p> <p>CCG to identify and work with at risk practices using GPRP to improve resilience.</p> <p>Appointment of Locality Co-ordinator for Wycombe. To assess risk across the locality and advise PCOG.</p> <p>Assurances:</p> <p>Completion of Primary Care risk register using E-Declaration responses and quality indicators including CQC liaison. Response to highlighted risks via CCG support processes.</p>	<p>Gaps in controls and assurances:</p> <p>On-going liaison between practices and primary care / BSM team to support resilience</p> <p><b>ACTION: 22/04/21; The PCOG AGREED to increase the risk scoring to 16, and recommended escalation to the Executive Committee meeting on 24<sup>th</sup> June.</b></p>	22/04/2021	<b>The PCOG AGREED to increase the risk scoring to 16, and recommended escalation to the Executive Committee meeting on 24<sup>th</sup> June</b>	01/07/2021

# CORPORATE RISK REGISTER: JUNE 2021 COVID-19

Risk Title	Risk Causes	Risk Description (IF)	Risk Effect (THEN)	Consequence (LEADING TO)	Risk Owner	Delegated Risk Owner	Corporate Risk Owner	Risk Baseline Score	Risk Score After Mitigation	Corporate Risk Score	Risk Score target (what is the aim)	Reasoning for Current Score	Risk Proximity	Controls & Assurances in Place	Actions Required	Integrated Care Partnership
33. Primary Care workload and resilience	Primary Care currently facing levels of workload that are above normal - with rising demand for consultations, the strain of remote patient contacts, staff absences and the backlog of NHS treatment adding to pressure as a COVID-19 second wave builds in the UK.	member practices report inability to sustain resilience during a second wave	patient services will be affected	1. increased risk of poor health outcomes. 2. Related risk of a practice having to close	Robert Majilton	Jessica Newman	Robert Majilton	20 (5*4)	16 (4*6)	16 (4*6)	4 (2*2)	<p>Update on current contingencies provided at all staff briefing on 12 October 2020.</p> <p>The Primary Care Team have been working with practices to help ensure robust business continuity plans (BCPs) are in place for the event of general practice level closures or service disruption due to COVID-19 outbreaks. While many practices already have plans in place, those who do not are offered support from both the CCG and the LMC working together. Action cards and NHS England's briefing which describes different outbreak scenarios have been provided to all practices. Nine practices have taken up an offer made by the LMC for assistance writing their BCP and a template is available for them to use. Work to assist with business continuity and resilience in primary care is ongoing with more communications planned in the coming weeks.</p> <p><b>RECOMMENDATION THAT RISK IS MODERATED AT 16 TO PROMPT ESCALATION TO THE GOVERNING BODY</b></p> <p><b>March 2021: remains as is whilst pandemic continues with increasing primary care demand</b></p>	Resilience maintained and routine face to face returns	Immediate	<p><b>CONTROLS:</b></p> <ol style="list-style-type: none"> <li>Primary Care Recovery Delivery Group has been established to make timely recommendations to the CCG's PCCC and the Buckinghamshire ICP System Recovery and Renewal Board and about the sustainable steps required to enable primary care in Buckinghamshire.</li> <li>take on board lessons learned from the Covid-19 pandemic,</li> <li>take action to implement agreed recovery work programmes and</li> <li>assure resilience of primary care in the event of a further peak.</li> </ol> <ol style="list-style-type: none"> <li>Practices supported to make changes for social distancing/safe delivery of care.</li> <li>Hot and cold hubs to manage patient escalations.</li> <li>Business Continuity Planning assurance including buddying arrangements at practice/PCN level - reflecting on first wave experience and learning.</li> <li>Primary care support offer development - digital and workforce.</li> <li>Additional funding invested to support practices where identified, with COVID-19 claims process in place as described elsewhere.</li> <li>Remote working as has in place to continue to support resilience.</li> </ol> <p><b>ASSURANCES:</b></p> <ol style="list-style-type: none"> <li>Reporting through this register</li> <li>Primary Care Commissioning Committee</li> <li>Primary Care Recovery Delivery Group papers and minutes</li> <li>Sit rep reporting at place and ICS level</li> </ol>	As identified through the Primary Care Recovery Delivery Group  Buckinghamshire plan currently being refreshed including primary care element. Owner - Bucks Recovery Group, timescale - end of April 2021.

<b>34. Vaccination Programme</b>	<p>The delivery of a COVID-19 vaccine is one of the largest logistical operations the NHS has faced, with primary care networks and clinical commissioning groups now planning how this can best be achieved for their population. <b>Priority Risk groups as determined by the National Joint Committee of Vaccination and Immunisation (JCVI)</b>. Priority groups and clinical conditions list also published here: <a href="https://www.gov.uk/government/publications/covid-19-vaccination-care-home-and-healthcare-settings-posters/covid-19-vaccination-first-phase-priority-groups">https://www.gov.uk/government/publications/covid-19-vaccination-care-home-and-healthcare-settings-posters/covid-19-vaccination-first-phase-priority-groups</a></p>	<p>local priority risk groups are not vaccinated within proposed timescales (either Pfizer/BioNTech or Oxford University/AstraZeneca)</p>	<p>contribution towards national target for vaccination programme shall not be met</p>	<ol style="list-style-type: none"> <li>1. staff at increased risk of harm/infection/hospitalisation/ITU</li> <li>2. priority risk groups at increased risk of harm/infection/hospitalisation/ITU</li> <li>3. Further lockdown restrictions</li> <li>4. Reputational damage of ability to deliver the programme</li> </ol>	<b>Robert Majilton</b>	<b>Jessica Newman</b>	<b>Robert Majilton</b>	<b>20 (5*4)</b>	<b>16 (4*6)</b>	<b>16 (4*6)</b>	<b>4 (2*2)</b>	<p>Adams Park and Chesham Town Hall live this week and further 3 sites next week. Primary care being signposted towards Medax workforce to ensure ongoing workforce is sustainable Vaccination process being rolled out at pace. BHT – Pfizer vaccine received - 300 staff per day being vaccinated Communications being very carefully managed</p> <p><b>March 2021: remains ongoing as per JCVI cohort priorities</b></p>	<p>All cohort groups vaccinated</p>	<p>Immediate</p>	<p><b>CONTROLS:</b></p> <ol style="list-style-type: none"> <li>1. Vaccination information on CCG website: <a href="https://www.buckinghamshireccg.nhs.uk/public/your-services/feeling-unwell/covid-19-vaccination-programme/">https://www.buckinghamshireccg.nhs.uk/public/your-services/feeling-unwell/covid-19-vaccination-programme/</a></li> <li>2. Finance support to PCNs to administer payments through one practice on behalf of each PCN.</li> <li>3. NHS England published tools to support national programme, including GP site designation process</li> <li>4. NHSx guidance in relation to data security and protection arrangements</li> </ol> <p><b>ASSURANCES:</b></p> <ol style="list-style-type: none"> <li>1. Accountable Officers report to Governing Body.</li> <li>2. Other escalation routes as deemed appropriate</li> </ol>	<p>Some issues re Vaccination payments for PCNs and practices, support form CCG requested</p> <p>Owner: JN to link with KH Timescales: <b>31 March 2021</b></p>
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