

Date risk added: August 2013

Risk review date: 13th Sept 2013

Risk ID	SD00054
Risk Area	Operational
Risk Owner	Chief Operating Officer
Main responsible Committee	Executive Committee
Risk Manager	Medlinc and Mid Surrey locality chairs
Title	Epsom hub capacity and surge planning
Risk Description	There is a risk of potential failures of service quality, financial stability, or business continuity that impact on patients and may cause harm if periods when there is a surge in demand (such as winter, heatwaves or during a pandemic) are not adequately planned for.
Source of risk	Traditionally the NHS plans for potential disruption during peak periods of demand, however post-reform, with the NHS operating new strategic and commissioning structures, there are additional risks for an untested system.
Effect of the risk	Severe weather, high levels of demand, seasonal 'flu or other conditions, and norovirus can impact on the demand for services and also interrupt the supply and delivery of commissioned care. This can mean that services are unavailable or subject to long waits; high demand for emergency care leads to the cancellation of elective treatment; and there may be a significant impact on A&E departments, community hospitals, primary care and patient transport. This can also impact adversely on the CCG's financial and performance outturn at the end of the year if remedial action is not taken.
Assurance	<ul style="list-style-type: none"> • The Heatwave plan was published in May 2013 • The flu plan was published in July 2013 • GP practices have been contacted by the Area Team with contacts of this year's flu LES funding • The CCG has established a dedicated internal group to co-ordinate capacity and surge issues across the four localities.
Gaps in Assurance	<ul style="list-style-type: none"> • There is no guidance available as yet on overall planning for winter 2013/14. • Epsom as part of Epsom St Helier Trust is organisationally located within the London planning system which means extra caution needs to be taken to ensure Surrey sensitive planning.
Controls	<ul style="list-style-type: none"> • Executive committee oversight of operational delivery on a weekly basis

	<ul style="list-style-type: none"> • Feedback from suppliers about their winter capacity plans • Co-ordinating role of NHS England's Area Team • Joint working through the CCG Collaborative to ensure a joined up approach to business continuity • Joint working through the Epsom Transformation Board to ensure a joined up approach to Winter.
Gaps in controls	None known
Actions with timescales	<p>Aug 2013 – work with GP localities to ensure take up of 'flu LESs (issued by NHS England 1st Aug)</p> <p>Sep 2013 - Development and implementation of winter capacity and escalation plan with key suppliers</p> <p>Oct 2013 - Implementation of flu plan</p>
Comments on risk appetite	This risk is being actively managed to achieve as low a score as possible

Risk scoring					
Opening position		Last update		Revised	
Pre mitigation impact score	4	Last impact score	4	Proposed impact score	
Pre mitigation Likelihood score	4	Last likelihood score	3	Proposed likelihood score	
Net initial score	16	Net last score	16	Proposed new net score	16