

Risk review date: Sept 2013

Risk ID	SD00055
Risk Area	Operational
Risk Owner	Chief Operating Officer
Main responsible Committee	Executive Committee
Risk Manager	East Elmbridge locality chair
Title	Kingston 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. There are particular issues around Kingston relating to its location in the London health system and the interface between SECAMB and the LAS.
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	The flu plan was published in July 2013. The CCG has established an internal group to co-ordinate winter planning. Whole Systems Transformation Board for Kingston have put plans in place to mitigate against Winter pressures with additional discharge co-ordinators, navigator roles and education of community and secondary care staff about services within the hospital and in the community.
Gaps in Assurance	There is no guidance available as yet on overall planning for winter 2013/14.
Controls	Executive committee oversight of operational delivery on a weekly basis; 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 local Transformation Board to ensure a joined up approach to Winter.

Gaps in controls	None.
Actions with timescales	<ul style="list-style-type: none"> The CCG has established a dedicated internal group to co-ordinate capacity and surge issues across the four localities. A Surrey Downs CCG Specific Escalation Plan is being created and training for on-call managers is planned for October
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	4
Pre mitigation Likelihood score	4	Last likelihood score	3	Proposed likelihood score	3
Net initial score	16	Net last score	12	Proposed new net score	12