

**Inception Date: 6<sup>th</sup> August 2013**

**Risk review date: 13<sup>th</sup> Sept 2013**

Risk ID	SD00056
Risk Area	Operational
Risk Owner	Chief Operating Officer
Main responsible Committee	Executive Committee
Risk Manager	Dorking locality chair
Title	SASH 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. The SASH health economy area has a particular history of struggling with periods of peak demand, particularly winter.
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.
Gaps in Assurance	Lack of assurance from supplier relating to issues such as recruitment plans for winter and resolution of technical issues relating to x-ray reporting
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	Aug 2013 – work with GP localities to ensure take up of 'flu LESs (issued by NHS England 1 <sup>st</sup> Aug) Sep 2013 - Establishment of winter operational group Sep 2013 - Development and implementation of winter capacity and escalation plan with key suppliers Oct 2013 - Implementation of flu plan
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	4	Proposed likelihood score	
Net initial score	<b>16</b>	Net last score	<b>16</b>	Proposed new net score	<b>16</b>