

Executive Summary

Report to the Board of Directors

Being held on 24 September 2024

Subject	Corporate Risk Register Report
Supporting TEG Member	Jennifer Hill, Chief Medical Officer (Operations)
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Status	For Discussion

PURPOSE OF THE REPORT

This paper presents the Corporate Risk Register Report for review.

KEY POINTS

- This report summarises all the open and validated Extreme Risks on the Trust Risk Register aligned to the relevant Strategic Risk, as approved by the Risk Management Group. This provides a clear link between Strategic Risks recorded on the Board Assurance Framework (BAF) and the Operational Risks recorded at Directorate level.
- The Corporate Risk Register Report includes all 19 open and validated Operational Risks with a score of 15 or more (Extreme Risks) logged on the Risk Register (Datix) as of 2 September 2024.
- Each Extreme Risk is mapped to one or more of the recently updated Strategic Risks recorded on the BAF as noted in the appended report. As part of the operation of the BAF relevant extracts from the Corporate Risk Register Report will be considered as part of BAF Deep Dive reviews.
- The Corporate Risk Register Report is reviewed bi-monthly at the Risk Management Executive Committee (RMEC) and a continued improvement in the numbers of risks overdue for review and actions completed has been noted.
- Since the Corporate Risk Register Report was last presented to the Board of Directors on 21 May 2024, two new Extreme Risk has been added¹ to the Corporate Risk Register Report, as highlighted below.

Datix ID	Risk title	Directorate	Current risk score
5378	Staff shortage in Maternity Ultrasound scanning resulting in suboptimal patient care	Obstetrics, Gynaecology, Neonatology	16
5403	Workforce shortages in the Breast service resulting in clinical delays and potential patient harm.	Oncology	20

- Following review at Directorate level, four risks have been removed from the report since its last presentation.

Datix ID	Risk title	Directorate	Comment
1877	Failure to recover national performance access targets	Chief Operating Officer	Closed as duplicated by Strategic risk
5278	Delays across Urological pathways (including cancer), potentially leading to patient harm	Urology	Risk score reduced from Extreme to High
5149	Delays in reviewing patients leading to potential delay in treatment/diagnosis of cancer (OMFS)	Neurosciences	Risk score reduced from Extreme to High

4555	Lack of resilience and robustness in A&C Staffing and Process (Oncology)	Oncology	Risk score reduced from Extreme to High
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- At the reporting date of 2 September 2024, 3 risks were overdue for review with 2 risks having 3 overdue actions. The extreme risks presented in this report are reviewed weekly at the Risk Management Group and all risk owners are contacted with a request to review and update risks and associated actions.
- There is one open extreme risk on the Risk Register that has not been validated at the reporting date of 2 September 2024 as shown in the appended report. Risk 5360: Failure to meet turnaround times and cancer targets due to a lack of consultant histopathologists across SYBP. Further information was required to support the risk score, the risk is being reviewed which should be completed by the end of September 2024.

¹ Note – risks are added to the report following approval at Directorate level and validation by the Risk Management Group (a quality assurance process undertaken centrally).

IMPLICATIONS

AIM OF THE STHFT CORPORATE STRATEGY		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	✓
6	Deliver Excellent Research, Education and Innovation	✓

RECOMMENDATIONS

The Board of Directors is asked to:

- **NOTE** the update provided and **COMMENT** on specific points raised within the report.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
Board of Directors	24/09/2024	

Corporate Risk Register Report - All Validated Extreme Risks as at 02-September-2024

Strategic Risk Alignment	Risk ID	Risk Title	Directorate	Score (Current)	Score (Target)	Date Opened	Next Review Date	Number of Overdue / Open Actions
SR1	458	Increased incidence of healthcare associated infection due to failure to implement or lack of adherence to IPC measures	Central Nursing	15	12	18/12/2006	30/09/2024	0/4
SR1	769	Failure to safeguard patients in mental health crisis within A&E and provide care in an appropriate / safe environment	Emergency Medicine	15	10	08/12/2009	30/08/2024	0/2
SR2	1180	A&E Capacity due to increased bed waits for inpatient care	Emergency Medicine	25	15	14/05/2013	04/09/2024	0/0
SR2 NEW	5403	Workforce shortages in the Breast service is resulting in clinical delays and potential patient harm	Oncology	20	4	18/06/2024	23/09/2024	0/9
SR2	2298	Failure to meet national Cancer Wait Time targets resulting in patient harm	Strategy & Planning	20	8	14/12/2015	30/09/2024	0/2
SR2 NEW	5378	Staff shortage in Maternity Ultrasound scanning resulting in suboptimal patient care	Obstetrics, Gynaecology, Neonatology	16	8	22/04/2024	31/10/2024	0/1
SR2	5286	Patients referred to Dermatology on cancer pathway delayed resulting in potential harm	Communicable Diseases and Specialised Medicine	15	5	19/12/2023	23/09/2024	0/5
SR2 and SR3	5145	Shortage of Consultant Oncologists in Specialised Cancer Services resulting in clinical delays and potential patient harm.	Oncology	20	4	03/03/2023	23/09/2024	0/6
SR3	3200	Staff Shortages across Ultrasound Services leading to patient delays, delayed diagnosis and treatment	Medical Imaging and Medical Physics	16	8	25/04/2019	21/09/2024	0/2
SR3	800	Staff exposure to violent and aggressive incidents in the AEM affecting their physical and mental wellbeing	Emergency Medicine	15	6	05/05/2010	30/08/2024	0/4
SR3	3407	Reduced Medical staffing in Clinical Haematology resulting in clinical delays, and potential patient harm	Haematology	15	9	12/02/2020	27/09/2024	0/5

Strategic Risk Alignment	Risk ID	Risk Title	Directorate	Score (Current)	Score (Target)	Date Opened	Next Review Date	Number of Overdue / Open Actions
SR3	4975	Staff balloting for and taking strike action resulting in difficulty in planning and delivering our services	Human Resources	15	12	16/09/2022	31/08/2024	0/4
SR3	5254	Limited AHP and Psychology interventions impacting patient care in Critical Care	Therapeutics and Palliative Care	15	6	20/10/2023	01/11/2024	0/1
SR4	3042	Unavailability or shortages in the medicine supply chain leading to patient harm and/or cost increases	Pharmacy	15	15	03/10/2018	30/09/2024	2/3
SR5	4957	No Maternity specific Electronic Patient Record (EPR) impacting on patient safety and quality.	Obstetrics, Gynaecology, Neonatology	16	4	02/09/2022	30/11/2024	1/1
SR5	3827	Risk of cyber attack	Informatics	15	12	07/09/2020	11/09/2024	0/10
SR5	5380	Patient, reputational, or financial harm due to flawed or delayed implementation of the Connect Electronic Patient Record (EPR)	STH Digital	15	10	02/04/2024	06/09/2024	0/5
SR6	5368	SYBP- Threat to key Paediatric and Adult Mortuary Services due to inability to recruit to qualified APT staff at all sites	Laboratories / SYB Pathology	16	4	05/04/2024	30/09/2024	0/4
SR8	5141	Lack of robust arrangements for managing Trust policies/guidelines means staff unable to access up to date standards/principles	Chief Executive Office	16	8	31/01/2023	14/10/2024	0/2

Strategic Risk Key

SR1 Quality of Care

SR2 Operational Delivery and Recovery

SR3 Workforce

SR4 Finance

SR5 Digital

SR6 Sustainable Healthcare

SR7 Research and Innovation

SR8 Well-led

Note: NEW denotes all risks that have been added to the Corporate Risk Register since 28-June-2024

Corporate Risk Register Report - Risks No Longer Extreme And/Or Closed After 15-May-2024

Strategic Risk Alignment	Risk ID	Risk Title	Directorate	Score (Current)	Date Reduced (If Applicable)	Date Closed (If Applicable)
SR2	1877	Failure to recover national performance access targets	Chief Operating Officer	16		23/08/2024
SR2	5278	Delays across Urological pathways (including cancer), potentially leading to patient harm	Urology	12	23/05/2024	
SR2	5149	OMFS: post cancer surgery surveillance waiting time delays	Neurosciences	12	21/06/2024	
SR3	4555	Lack of resilience and robustness in A&C Staffing and Process	Oncology	12	29/08/2024	

Strategic Risk Key

SR1 Quality of Care

SR2 Operational Delivery and Recovery

SR3 Workforce

SR4 Finance

SR5 Digital

SR6 Sustainable Healthcare

SR7 Research and Innovation

SR8 Well-led

Corporate Risk Register Report - All Unvalidated Extreme Risks as at 02-September-2024

Risk ID	Risk Title	Directorate	Score (Current)	Score (Target)	Date Opened	Next Review Date
5360	SYBP- Failure to meet turnaround times and cancer targets due to a lack of consultant histopathology's across SYBP	Laboratories / SYB Pathology	16	4	04/04/2024	30/09/2024
