

Standard Risk Register

Report Date	23 Oct 2015
Risk Status	Open
Risk Area	Frail Elderly Service Integration
Control Status	Existing
Action Status	Outstanding

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Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	To be implemented by	Person Responsible
FES 10	Lack of preparedness and capacity in community services (incl. general practice) Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Lack of headroom to develop new services to be ready for changes in wider system New models fail to be properly implemented and benefits not realised. Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 4 4L = 16 (16)	Key stakeholders and clinicians engaged in service redesign and implementation planning Whole system programme management approach to enable dependencies to be managed and ensure transparency of all projects to minimise duplication and gaps	I = 4 4L = 16 (16)	Plans should be prepared in advance so that additional funds can be applied for at every opportunity.	31 Mar 2016	Lesley Perkin
FES 15	Services improve quality but targets not met Risk Owner: Lesley Perkin Last Updated: 08 Jul 2015	Multi factorial, system wide issues impacting on key target areas of non elective and care home admissions. Non elective and care home admissions targets exceeded Risk Owner: Lesley Perkin Last Updated: 08 Jul 2015	I = 3 4L = 12 (12)	Metrics reported on regularly to all relevant groups to ensure impact known and mitigating actions can be implemented	I = 3 4L = 12 (12)		-	
FES 11	Financial rewards and incentives not aligned Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Different organisations with different funding systems and contextual situations. Appropriate changes not implemented because the financial impacts are not acceptable to individual organisations. Opportunities within existing frameworks not therefore sought. Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 4 3L = 12 (12)	Develop relationships with key stakeholders such as TDA so that permission is granted as alternative methodologies developed. HBL and other groups to build trust and understanding	I = 4 3L = 12 (12)		-	

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FES 8	Staff not available to deliver new models of care Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Unaligned workforce strategies Insufficient staff with incorrect skills to provide new models of care Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 4 3L = 12 (12)	Consider workforce requirements as part of longer term model development and liaise with education providers Whole system workforce project established to bring together all key personnel and develop plans for changes. Workforce planning as part of the project plan for each implementation phase Build and maintain links with HETV to ensure alignment.	I = 3 3L = 9 (9)		-	
FES 1	Lack of trust destabilises partnership Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Pressure on organisations and lack of trust. Reluctance to take leaps of faith. Partnership destabilised. Leaps of faith not taken so changes not effected. Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 4 3L = 12 (12)	Governance and structure correct Patient stories describe impact across the system Early and sustained engagement with key stakeholders	I = 3 3L = 9 (9)	Develop robust risk share arrangements as trust builds around integration	31 Mar 2016	Lesley Perkin
FES 4	Lack of pump priming investment impacts on ability to deliver changes at scale and pace Risk Owner: Lesley Perkin Last Updated: 23 Oct 2015	No new BCF funding in Bucks Schemes can only develop slowly and organically which limits their impact and therefore in turn delays the return of savings for future investment. Risk Owner: Lesley Perkin Last Updated: 23 Oct 2015	I = 3 3L = 9 (9)	Work on several whole system projects to release funds for investment in integration schemes to drive even further savings Deliver alignment benefits in Tier 3 services where pump priming resource not required	I = 3 3L = 9 (9)	Ensure plans ready so that additional funding can be secured whenever possible.	31 Mar 2016	Lesley Perkin

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FES 14	Providers fail to work together constructively to deliver changes Risk Owner: Lesley Perkin Last Updated: 08 Jul 2015	Individual organisational pressures (either policy or operational) inhibit doing the right thing in terms of joint working. Service changes are not implemented at scale and pace. Risk Owner: Lesley Perkin Last Updated: 08 Jul 2015	I = 4 3L = 12 (12)	Main providers being encouraged to sign a memorandum of understanding Detailed service redesign led by provider experts to ensure buy in	I = 4 2L = 8 (8)		-	
FES 13	Different languages and lack of understanding impacts on programme implementation Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Regulatory frameworks and context such as the commissioner/provider split and local accountability arrangements. Projects not implemented at scale and pace and benefits not realised. Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 3 3L = 9 (9)	Whole system workshops to share constraints and increase understanding of frameworks within which partners operate.	I = 3 2L = 6 (6)		-	
FES 12	Focus on Buckinghamshire organisations and services Risk Owner: Lesley Perkin Last Updated: 18 May 2015	Seeking to reduce complexity and make changes within framework of existing relationships. Opportunities missed to improve services for Bucks residents outside borders. Learning opportunities missed. Risk Owner: Lesley Perkin Last Updated: 18 May 2015	I = 3 3L = 9 (9)	Key personnel to ensure time spent researching programmes in other areas and involving ourselves in them as and when appropriate.	I = 3 2L = 6 (6)		-	