

**APPENDIX 5**

**DRAFT RISK SUMMARY UNSCHEDULED CARE**

<b>ID No: PDAF X</b>	<b>Risk Title: There is a risk that a lack of Urgent and Emergency Care capacity and restricted flow across all sectors in Wirral (primary care, community, mental health, acute hospitals and social care) results in patient harm and poor patient experience.</b>			
	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score</b>	<b>Trend</b>
Inherent Risk Score <i>[assess on 5x5 scale, this is the score before any controls are applied]</i>	5	5	<b>25</b>	
Current Risk Score	4	5	<b>20</b>	
Target Risk Score	3	5	<b>15</b>	
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.			

<b>Senior Responsible Lead</b>		<b>Operational Lead</b>		<b>Directorate</b>		<b>Responsible Committee</b>	
Place Director (Wirral), NHS Cheshire and Merseyside		Senior Responsible Officer, Unscheduled Care Programme		NHS Cheshire and Merseyside, Wirral Place		Place Based Partnership Board	
<b>Strategic Objective</b>	<b>Function</b>		<b>Risk Proximity</b>		<b>Risk Type</b>		<b>Risk Response</b>
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience	Transformation		<b>A – within the next quarter</b>		Principal		Manage
<b>Date Raised</b>			<b>Last Updated</b>			<b>Next Update Due</b>	
9 <sup>th</sup> November 2023			29 <sup>th</sup> November 2023			14 <sup>th</sup> February 2024	

<b>Linked Wirral Plan 2026 objective(s)</b>	<b>Active and healthy lives:</b> Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.
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## Risk Description

The wider urgent and emergency care system, spanning primary care, community and mental health care and social care is under significant pressure with similar demand, capacity and flow challenges impacting on the ability of patients to access the right urgent or emergency care at the right time in the right place. Wirral, as a Place, is experiencing the same pressures. Within the acute sector, high bed occupancy, driven by excess bed days due to no criteria to reside patients and higher levels of acuity is resulting in reduced flow from emergency departments into the acute bed base, and is in turn impacting on waiting times in the Emergency Department (ED), ambulance handover delays and failure to meet ambulance response time standards. Delays in ambulance response times and delays in ED are associated with patient harm and poor patient experience, and increased health inequalities as people living in more deprived areas are more likely to present at EDs.

## Linked Operational Risks

Place operational risk registers are being developed. A bespoke Risk Register may be required for the Unscheduled Care Programme.

Current Controls		Rating
<b>Policies</b>	NHS Delivery plan for recovering urgent and emergency care services (“the recovery plan”) January 2023, Urgent and Emergency Care (UEC) Tiering, Winter Planning Guidance (Annex A ten high impact interventions and Annex B System Roles and Responsibilities) (August 2023), System Control Centre (SCC) Review of Standards (August 2023), revised OPEL framework (July 2023)	<b>G</b>
<b>Processes</b>	System Control Centre (SCC), Cheshire and Merseyside (C&M) level operational plans, provider and Place level plans, performance monitoring, contract management, NHS Oversight Framework, national Urgent and Emergency Care (UEC) Tiering and associated support, 2023/24 Winter Planning process. Wirral Place – Unscheduled Care Programme.	<b>A</b>
<b>Plans</b>	C&M Operational Plan, Place Delivery Plans – 2023/24 operational planning round concluded, and plans signed off 04/05/2023. The overall UEC recovery programme of work is in development and includes the 10 high impact interventions running through provider, place and reports into the new UEC Recovery and Improvement Group across C&M. Winter plans developed for 2023/24, including a Wirral Place plan.	<b>A</b>
<b>Contracts</b>	NHS Standard Contract – contracting round for 2023/24 concluded.	<b>G</b>
<b>Reporting</b>	SCC reporting; Winter Plan reporting; UEC Recovery Programme level reporting via UEC Recovery and improvement Group (sitting under Transformation Committee) at C&M level. UEC operational performance reported via Quality & Performance Committee, NHS C&M Board; regular touch points with regional/national NHSE teams. Wirral Place – Unscheduled Care Programme Board reporting to Wirral PBPB.	<b>A</b>

## Gaps in control

Industrial Action. IA to date has had significant impact thus far primarily on elective care, as resource has been redirected to support the UEC pathway. The scale and frequency of IA going forward is unknown. We work to mitigate through EPRR processes on days of IA, and Trusts seek to mitigate impact overall.

Demand exceeds planned capacity levels in a range of sectors, and fuller understanding of demand and capacity across all sectors is required.

Actions planned	Owner	Timescale	Progress Update
EPRR processes to mitigate impact of industrial action.	NHS Cheshire and Merseyside	Completed	Systems in place.
Demand and capacity plan for Wirral Place.	Director of Adults' Care and Health, Wirral Council	December 2023	Work in progress.

### Assurances

Planned	Actual	Rating
Unscheduled Care Programme reports to Wirral Place Based Partnership Board.	Monthly reports to Wirral Place Based Partnership Board in place.	<b>Reasonable</b>

### Gaps in assurance

Wirral Place Winter Plan 2023/24 to be agreed by Wirral PBPB.

Actions planned	Owner	Timescale	Progress Update
Wirral Place Winter Plan 2023/24 to be agreed by Wirral PBPB.	SRO, Unscheduled Care Programme	November 2023	To be included as an agenda item for December Board.