

Appendix 1- NHSG Strategic Risk Register August 2023

Risk ID	Risk Owner	Title	Cause	Event	Consequence	Aligned Committee(s)	Enduring Status	Risk Rating
3065	Paul Bachoo	Threat to delivery of clinical services	<p>Resource limitations including staff, equipment and premises.</p> <p>Population healthcare demands.</p> <p>System constraints; lack of whole system flow and effective patient pathways. The coordination of systems and resources, with patients not being seen in the right setting, at the right time.</p>	<p>Inability to deliver planned and unplanned care.</p> <p>Inability to meet the populations' healthcare needs.</p> <p>Delays in timely care.</p> <p>Non-standard clinical care provision and prolonged use of extreme measures.</p> <p>System waste and delay.</p>	<p>Increased unscheduled care demand.</p> <p>Increase of avoidable adverse clinical outcomes; delay in assessment of undifferentiated patients and increased wait times for critical services resulting in patient harm.</p> <p>Unsafe and unsustainable patient care; normalisation of poor and risky care resulting in patient harm.</p> <p>Organisational reputation damage and lack of public confidence.</p> <p>Poor staff experience (NHSG and SAS).</p> <p>Potential Scottish Government intervention, increasing health debt.</p>	<p>Clinical Governance Committee</p> <p>Staff Governance Committee</p> <p>Performance Assurance, Finance & Infrastructure Committee</p>	Not Enduring	Very High

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3006	Adam Coldwells	Capacity for Transformation	Due to the complexity of the healthcare landscape and focus on current system pressures and recovery, there is insufficient capacity to carry out transformation activities.	This could lead to an inability to plan, deliver and embed long-term strategic systemic transformation.	<p>Failure to robustly embed required transformation to meet the populations' healthcare needs will have a direct impact upon safe and sustainable patient care.</p> <p>Inability to manage healthcare demand.</p> <p>Organisational reputation damage and lack of public confidence.</p>	Performance Assurance, Finance & Infrastructure Committee	Not Enduring	High
3068	June Brown	Deviation from recognised service standards of practice and delivery	Due to resource constraints and system pressures, there are instances when it is necessary to deviate from accepted organisational procedures and expected patient care standards.	<p>Instances of non-standard clinical practice:</p> <p>Due to lack of bed space, it has been necessary to implement deviations allowing the care of patients in corridors within ARI and community hospitals.</p> <p>Due to insufficient nursing and midwifery staffing there is often an inability to adequately meet required roster/shift establishments. Insufficient staffing levels also often result in an inability to meet the required registered nurse to patient ratio, resulting in priorities of care being undertaken.</p>	<p>Impact upon patient safety and quality of care.</p> <p>Normalisation of poor and risky care resulting in patient harm.</p> <p>Organisational reputational damage and lack of public confidence.</p> <p>Lack of timely shared learning.</p> <p><i>Opportunity-</i> May lead to the introduction of opportunity that could help ease pressures upon our healthcare system.</p>	Clinical Governance Committee	Enduring	High

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3130	Alex Stephen	Financial Resources	<p>Operational service pressures and inflation impact directly on funding levels.</p> <p>Financial resources invested in current service models, difficult to shift into new service models and pathways of care.</p>	<p>There is a risk of overspending on service budgets. There may be a requirement to recover the financial position.</p> <p>By being unable to shift financial resources into new service models we are reliant on additional funding to deliver service change.</p>	<p>Inability to meet financial targets and resources prioritised to deal with operational pressures at the expense of delivering the annual delivery programme.</p> <p>Impact on the delivery of programmes and patient care.</p> <p>Inability to create the conditions for sustainable change.</p>	Performance Assurance, Finance & Infrastructure Committee	Enduring	High
3127	Gavin Payne	Infrastructure	<p>NHS Grampian's estate is aging with an increasing backlog of high-risk maintenance issues and associated problems with critical utilities.</p> <p>Delays in construction of or lack of capital investment in major estate buildings and facilities.</p>	<p>Structural building failures, for example falling masonry, ceiling collapse and/or ventilation system failures.</p> <p>Limited availability of temporary accommodation to allow upgrade/refurbishment of existing facilities, or services may be unwilling to relocate temporarily.</p> <p>Hindering of recovery and improvements in organisational productivity and capacity.</p>	<p>Potential closure of buildings, due to denial or delay of facilities improvement, will reduce capacity for clinical care.</p> <p>Detriment to quality and safety of patient care.</p> <p>Impact upon staff safety and experience.</p> <p>Increased risk of adverse related events.</p>	Performance Assurance, Finance & Infrastructure Committee	Enduring	High

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3132	Paul Allen	Cyber Risk	Criminal or malicious actions/intent.	Partial or full service denial.	<p>Increased financial demand.</p> <p>Patient privacy and safety impacts, and permanent loss of data.</p> <p>Organisational reputational damage and lack of public confidence.</p>	Performance Assurance, Finance & Infrastructure Committee	Enduring	High
3131	Susan Webb	Future Pandemic	There may be future waves of Covid 19/Omicron or other viruses that may lead to a more severe outcome than the current pandemic.	There may be a new wave of Covid, which may overrun our abilities to cope with increased hospitalisation.	<p>Inability to meet the populations' healthcare needs.</p> <p>Partial collapse of our system.</p> <p>Detriment to quality and safety of patient care.</p> <p>Impact upon staff safety and experience.</p> <p>Organisational reputation damage and lack of public confidence.</p>	Population Health Committee	Enduring	High
3125	Tom Power	Deteriorating Workforce Engagement	Unclear direction, managers who do not engage, lack of employee voice and perceived lack of organisational integrity.	May impact negatively on workforce engagement levels, increasing attrition and reducing organisational attractiveness.	Deteriorating performance and inability to deliver required change, increasing the instability of services, potential for harm to service users and likelihood of reputational damage.	Staff Governance Committee	Enduring	High