

CCG Strategic Risk Report Primary Care Commissioning Committee June 2018

Strategic Objective	ID	Risk Description	Current risk rating	Previous risk rating	Initial risk rating	Key controls	Internal assurances	External assurances	Details of gaps in controls	Details of gaps in assurances	Progress	Review date	Risk Owner	CCG Committee
To embed Patient and public involvement across the organisation and ensure that the CCG meets its statutory duty under 1422 of the Health and Social Care Act	915	There is significant patient and public opposition to plans for the development of new models of care including primary care at scale.	High Risk 8	High Risk 8	High Risk 12	Development of a Communications and Engagement plan for the CCG Primary Care Blueprint.	Reports to the Communications and Engagement sub-group and the Primary Care Joint Commissioning Committee.	Regular reports and consultation with the Hull City Council Health and Wellbeing Overview and Scrutiny Commission.	Adequate controls in place.	Adequate assurances in place.	12/06/18 - Primary Care update paper being taken to June 2018 Health & Wellbeing Overview & Scrutiny Commission. Service specification for extended access incorporates responses to engagement work. Appropriate engagement plans being incorporated into West Hull Hub development. 17/04/18 - CCG paper taken to Health & Wellbeing Overview & Scrutiny Commission with results from online consultation evaluation - positively received. Results from Extended Access engagement work being used to inform plans and service specification. 07/02/18 - My City My Health My Care newsletter produced and circulated widely. Extended access survey live and received in excess of 700 responses to date. Revised Communications and Engagement Plan approved by PCCC in December meeting. Overview and Scrutiny Commission continue to be kept up to date with changes. Risk score adjusted to reflect mitigation and assurances in place.	08/08/2018	Davis, Phil	Primary Care Commissioning Committee
Integrated Delivery	901	Lack of capacity/capability within CCG to deliver Strategic Commissioning Plan for Primary Care	High Risk 8	High Risk 12	High Risk 12	Additional CCG workforce to support primary care programme - Commissioning Lead - Primary Care, Director of New Models of Care. Establishment of joint commissioning arrangements with NHS E. Potential support package for practice groupings identified through Primary Care Commissioning (PCC).	Working relationships between Commissioning & Partnerships, Resources and Quality Teams in the CCG. Establishment of Primary Care Joint Commissioning Committee. Development of New Models of Care Team	NHS E working relationships and Primary Care Joint Commissioning Committee	Adequate controls in place.	Adequate assurances in place	PD - 12/06/18 - Additional project support roles in place within CCG to support delivery of Integrated Delivery work programme. CCG Commissioning Team work programme focusing on integrated delivery work. Relationships between CCG Leads and groupings continuing to be developed. Integrated Delivery Support Team considering risks associated with work programme and individual groupings. Risk rating reduced. PD - 17/04/18 - Integrated Delivery Support Team continues to develop and Leads are developing roles with groupings. 2018/19 Local Quality Premium Scheme in development for further consideration at PCCC on 27/04/18. PD - 07/02/18 - Integrated Delivery Support Team continuing to meet weekly. Leads for each grouping identified in addition to leads for each Local Quality Premium scheme. Further CCG support for groupings identified. Each grouping has also identified named leads for CCG to work with.	08/08/2018	Davis, Phil	Primary Care Commissioning Committee
Integrated Delivery	902	CCG practices unable to maintain a resilient primary care workforce	High Risk 12	High Risk 12	Extreme Risk 16	Development of CCG primary care workforce strategy. Development of Strategic Commissioning Plan for Primary Care support to practice groupings for collaborative working to address workforce issues. Development of New Models of Care involving range of other job roles. Development of STP primary care workforce modelling as part of out of hospital care work-stream	Progress in implementing primary care workforce strategy will be reported to Primary Care Joint Commissioning Committee. STP Strategic Partnership Board to oversee out of hospital care work-stream.	External support for practice groupings to cover support for addressing workforce challenges	Adequate controls in place.	Adequate assurances in place.	PD - 12/06/18 - APEX workforce tool being commissioned by NHS England to assist in primary care workforce planning - will be available to all practices to utilise. CCG continues to support practices through a range of initiatives in relation to a range of staff groups. PD - 17/04/18 - GP International Recruitment scheme continues to progress - taster weekend in Hull planned for July 2018 following successful event in Scarborough. LWAB PA Ready Scheme launched and EOs received from Hull practice groupings. Hull CCG supporting additional posts. CCG and grouping presence at PA Careers Fair in Hull held on 13/04/18. PD - 07/02/18 - GP International Recruitment programme continues to progress. LWAB considering PA Ready scheme for STP footprint. CCG support scheme for PA employment in primary care in development for consideration by PCCC at February 2018 meeting.	08/08/2018	Davis, Phil	Primary Care Commissioning Committee

Implement a revised Organisational Development Strategy	925	There is a successful cyber attack or other associated incident resulting in the failure of IT Infrastructure used by Hull CCG, resulting in the inability to access key corporate systems and disruption on business. In this Scenario it is likely that other partners would be affected requiring direct action by the CCG.	High Risk 8	High Risk 8	High Risk 8	Seek Assurance from eMBED that Virus checkers and Systems patching are activate and up to date. Ensure that staff are aware of business continuity processes. Ensure that on-call staff are aware of clinical disruption process. Ensuring that existing mobile devices are accessible to staff went access to the building may be limited.	Staff awareness of business continuity processes will reduce confusion and disruption during an incident, it would also to assist in reducing single points of failure. On-call staff knowing what to do in the event of clinical service disruption would reduce delay in formulating a plan. To ensure that secure communication channels are available, mobile devices e.g. laptops and iPads should be accessible by staff at all times (not locked in drawers) to allow a rapid deployment at another safe site.	If Virus and Patching tools provided by eMBED are upto date then the risk of being attacked by known threats is mitigated and the risk of new threats significantly reduced.	If Cyber attack is on a national level, all NHS services maybe affected, there are very little local controls that can be put in place to stop this. Arranging contingency plans with LA would at least provide a method of centralised comms.	National scale issues are outside of our IT suppliers control	JM 11/06/18 Facilitator assigned for next workshop. New network procurement about to commence New NHSD provided Windows comes with new centrally managed security systems - I'm hopeful that this will allow us to lower risk score when implemented JM 18/04/18 Cyber Workshop was very well attended. To be re-run at the highest Mgt level. CCG BCM Document is being revisited. JM 15.02.18 - A Humberwide Cyber Attack workshop has been organised for March, allowing for all partners to gain a better understanding of the implications of a cyber attack All IT leads have agreed minimum software patching standards Cross Partner Major Incident use Wifi is being designed eMBED have changed their Virus protection Product to better protect user facing devices.	28/09/2018	Mitchell, John	Integrated Audit and Governance Committee, Primary Care Commissioning Committee
Integrated Delivery	930	Practices may not remain part of a grouping and thereby become vulnerable/unsustainable as a result do not support delivery of the CCG Strategic Commissioning Plan for Primary Care and are unable to access General Practice Forward View and other funding streams which require working at scale.	Moderate Risk 6	New Risk	High Risk 8	Integrated Delivery Framework - developed October 2017 Local Quality Premium Scheme - 2018/19 scheme developed OD and other support to practice grouping - on-going	Reports to Primary Care Commissioning Committee	Reports to NHS England as part of regular CCG performance reviews	Adequate controls in place.	Adequate assurances in place.	12/06/18 - Integrated Delivery Framework and Local Quality Premium Scheme for 2018/19 encourage and incentivise primary care working at scale. Procurement plans of partner organisations considering how services may be commissioned from primary care at scale.	08/08/2018	Davis, Phil	Primary Care Commissioning Committee
Integrated Delivery	913	General practices do not come together at sufficient scale to meet the minimum suggested requirement of 30-50,000 patients as outlined in MCP guidance.	Moderate Risk 4	Moderate Risk 4	High Risk 12	New Models of Care programme is addressing the need to develop primary care at scale including support packages for practices wishing to explore how they can work together. A Provider Forum has been established to support practices develop provider organisations at scale. Learning from Vanguard sites is shared with practices.	Regular reports to the Primary Care Joint Commissioning Committee	Working to deliver the requirements and policy direction as set out in the General Practice Forward View (April 2016) and MCP emerging care model and contract framework (July 2016).	Adequate controls in place.	Adequate assurances in place.	PD - 12/06/18 - Following discussion at the April 2018 Primary Care Commissioning Committee it recommended that this risk be closed since all practices are now working as part of one of the 5 practice groupings that have been established: City Health Federation; Hull GP Collaborative; Hull Health Forward; Medicas; Modality. A new risk to be identified regarding sustainability of the groupings. PD - 17/04/18 - All practices continue to be part of one of the 5 groupings. CCG grouping Leads working with groupings to support practice engagement with grouping work. PD - 07/02/18 - All practices now working as part of one of the 5 groupings established in the city (all of which have at least 30,000 patients). Risk rating lowered to reflect position. Risk to remain on register though as position may change.	08/08/2018	Davis, Phil	Primary Care Commissioning Committee