

PCCC Risk Report February 2022 (extracted 14.02.22)

| 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 |
|---|-----|---|---------------------|----------------------|---------------------|--|---|--|---|-------------------------------|--|-------------|-------------|--------------------------------------|
| 6-Development of an agreed out of hospital strategy for Hull supporting local Primary Care Networks to determine models for transition to integrated provision as well as a new clinical leadership model which increases the emphasis of primary care at all | 902 | CCG practices unable to maintain a resilient primary care workforce resulting in reduced access to services and patient needs not being met. This risk is further exacerbated by the requirements of primary care with respect to the COVID-19 response, and in particular support to the vaccine programme, as well as the implications from the White Paper relating to next steps for integrated care systems. | Extreme Risk 1x | Extreme Risk 1x | Extreme Risk 1x | Development and implementation of CCG primary care workforce strategy and associated initiatives eg. International GP Recruitment, PCN Ready, Physician Associate Schemes. Use of National Workforce Reporting System to monitor trends in primary care workforce. Primary Care Networks to be supported to develop new roles as outlined in NHS Long Term Plan and for which reimbursement available through Network DES. Development of HC&W 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 | Need for NHS Pensions issue to be addressed at a national level to address the increasing number of GPs retiring. | Adequate assurances in place | Phil Davis - 14/02/22 - 3 GP Fellowship schemes to support recruitment & retention being made available for practices in HCV - CATALYST, Enhanced scheme and Phoenix scheme. The Enhanced scheme is prioritised for under doctored areas in HCV including Hull. The VCDD requirements have been paused for further consideration. Further ARRS resource expected in 2022/23 to support PCN workforce development - confirmation awaited. Phil Davis - 07/12/21 - Risk rating increased from High to Extreme Risk to reflect current workforce challenge and in particular in recognition of challenge regarding Admin & Clerical / Reception workforce recruitment and retention in light of current access challenges. The Winter Access Fund is being used to support workforce including supporting primary care with recruitment. The Vaccination as a condition of employment guidance has been received and its implications are being considered by practices - may create further pressure on the workforce. Phil Davis - 13/10/21 - Recruitment to a number of practice roles remains challenging. PCN refreshed plans submitted at end of August. Further work underway with PCNs where there is a projected shortfall in the utilisation of ARRS resources available. Work on-going to develop potential hub and spoke model to increase GP training opportunities in practices. NHS E International GP recruitment programme still underway. Phil Davis - 12/08/21 - PCN plans for Phase 3 COVID Vaccination programme include a range of staffing models including the Trust bank; all plans reviewed by CCG to assess risk for primary care. ARRS recruitment on-going with PCNs refreshing plans for 2021/22 by end August and for 2021/22 - 2023/24 by end October. PCNs working with NHS E regarding accessing resources for initiatives to support recruitment of primary care workforce. Hub and spoke GP Training model being explored to support placement of GP trainees in non-training practices. Phil Davis - 15/06/21 - Pilot agreed to progress Mental Health Practitioner role. HCV ICS developing range of support to PCNs to assist in recruitment initiatives. At end May 21 3 of 5 PCNs have been successful in further ARRS recruitment. Recruitment challenges remain given scale of recruitment planned across HCV area. | 11/04/2022 | Davis, Phil | Primary Care Commissioning Committee |
| 6-Development of an agreed out of hospital strategy for Hull supporting local Primary Care Networks to determine models for transition to integrated provision as well as a new clinical leadership model which increases the emphasis of primary care at all | 915 | There is significant patient and public opposition to plans for the development of new models of care resulting in services not being sustainable. | High Risk 12 | High Risk 12 | High Risk 12 | Development of a Communications and Engagement plan with patients and the public for the CCG Primary Care Blueprint. | Reports to the Communications and Engagement sub-group and the Primary Care 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 | Phil Davis - 14/02/2022 - Primary Care Comms and Engagement Group meetings re-established. New My City My Health My Care edition being planned. Comms and Engagement Team supporting practices where required regarding any potential service changes. Phil Davis - 07/12/2021 - Engagement pilot continuing. CCG offering support to practices where required regarding patient engagement. HCV Winter Access Fund plans include public facing communications regarding primary care. LMC also running a public campaign regarding primary care. Phil Davis - 12/10/2021 - Engagement pilot commenced with 5 pilot practices in Hull (1 per PCN) to develop the toolkit for use throughout primary care. Media coverage of access to primary care causing challenges for staff with reports of abuse particularly aimed at reception and telephone staff. Phil Davis - 12/08/2021 - Work continuing on engagement pilot. Phil Davis - 15/06/2021 - Hull CCG selected as pilot CCG for 'General Practice and Healthcare Partners Engagement Pilot' - aim is to support practices to provide inclusive access routes to their services and to engage with patients about these, promoting greater patient understanding and confidence in each route and greater use, where appropriate, of digital access channels. Target outcomes of the pilot include: improved patient understanding and experience of accessing GP care services; increased patient use of online consultation (OC) requests by patients; improved patient satisfaction with practice communications and improved satisfaction of practice staff with partner engagement as a result of the pilot. Phil Davis - 12/04/2021 - Further engagement work in Hull undertaken - preliminary findings to be presented to June 2021 PCCC. Phil Davis - 15/02/2021 - HCV engagement report presented to Primary Care Commissioning Committee 22/01/20. Variable views of public regarding total triage and digital first models of care. Most people had been able to access care but inequalities were apparent; opinions of NHS 111 and NHS App were mixed; majority of people's experience of total triage were positive; digital first works for approximately half of respondents; patients prefer health information from NHS sources. On-going public engagement will be required regarding changes to service delivery as services emerge from the pandemic. | 11/04/2022 | Davis, Phil | Primary Care Commissioning Committee |
| 6-Development of an agreed out of hospital strategy for Hull supporting local Primary Care Networks to determine models for transition to integrated provision as well as a new clinical leadership model which increases the emphasis of primary care at all | 942 | Lack of capacity/capability within agreed out of hospital strategy for Hull supporting local Primary Care Networks to deliver the Long Term Plan. | High Risk 8 | High Risk 8 | High Risk 12 | Core Primary Care Team in place within CCG Strategic Lead, Head of Commissioning - Integrated Delivery, Commissioning Manager, Commissioning Lead - Quality Lead and NHS E/I Assistant Contracts Manager. 5 PCNs approved in Hull with Clinical Directors appointed. Support roles approved by CCG for each PCN - Lead Nurse, Clinical Pharmacist and BI role. Wider support for PCNs from CCG teams - e.g. BI, Comms & Engagement. PCN self-completion of Maturity Matrix and OD Plans. Resource available through HCV STP for PCN and Clinical Director development. Humber-side LMCs Clinical Director development offer. | Reports to Primary Care Commissioning Committee regarding PCN establishment and development. Regular communication with PCNs and escalating of any issues to SLT if required. | Joint work with both Local Medical Committees and NHS E/I to support development of PCNs. | Adequate controls in place | Adequate assurances in place | 14/02/2022 - CCG continues to work with PCNs to support development and delivery of Network DES requirements. Support offer remains in place across current CCG teams and will be developed as part of future ICS Place arrangements. 07/12/2021 - Work continues with PCNs - Clinical Directors and Lead Managers to support development including development of future place arrangements and PCNs role within them. 13/10/2021 - HCV ICS and Place plans, alongside Humber Primary Care Collaborative development incorporating support required for PCNs. 12/08/2021 - CCG continues to work with Humber CCGs and NHS E colleagues to support PCNs. PCNs developing plans for utilisation of 2021/22 PCN OD monies. Model of support for PCNs being developed as part of transition to ICS. 24/06/21 - Phil Davis. Risk rating to be discussed with PCCC in June 2021 and will be updated accordingly. 15/06/21 Phil Davis - Closer working developing across 4 Humber CCGs and with NHS E colleagues in relation to primary care and delivery of 2021/22 plans. Risk however remains during period of transition. 12/04/21 Phil Davis - Risk rating increased due to a number of CCG staff leaving roles and reduced capacity in CCG in short-term. Plans in development to cover gaps and review staff working across Hull & NL CCGs. 15/02/21 Phil Davis - Meetings between CCG PC Team and PCN Clinical Directors continuing. Additional support for Clinical Directors provided for Q4 2020/21 by NHSE. Link managers continue to support PCNs. Bevan Ltd PCN recruiting a secondeo to a manager role to support PCN development. Practices being supported through CCG and LMC regarding business continuity plans. 07/10/20 Phil Davis - Regular meetings held between PCN Clinical Directors and CCG Primary Care Team and PCN Link Managers. Options for further CCG support for PCN managers being explored. Collaborative Hull and East Riding work continues. | 11/04/2022 | Davis, Phil | Primary Care Commissioning Committee |
| 9 - Maintain support for the effective local planning and response to the Coronavirus Pandemic, ensuring that positive innovations are retained, improved and generalised. | 957 | Risk assessment of staff within general practice, in line with the NHS England and NHS Improvement "Risk assessments for at-risk staff groups" letter of 25th June 2020, and the necessary mitigating actions may result in some practices having reduced capacity to deliver some services or being unable to deliver some services (eg. face-to-face consultations). | High Risk 8 | High Risk 8 | High Risk 12 | Risk assessment tools and guidance available from NHS England and NHS Improvement | Situation reports provided by practices which include outcomes of staff risk assessments | Strep returns to NHS England and NHS Improvement | Adequate controls in place | Adequate assurances in place | Phil Davis - 14/02/2022 - OPEL reporting daily Monday - Friday continuing. Engaged with HCV work on response plans. Main reason for reporting OPEL levels indicating pressure in primary care remains staff absence. Phil Davis - 08/12/2021 - Implementation of daily OPEL reporting by practices underway - includes development of system plans for support and mutual aid when required. Phil Davis - 13/10/2021 - CCG receiving streps from practices by exception. Planning to extend use of the local system App for OPEL reporting to general practices. CCG continues to support practices where absences create capacity problems. Phil Davis - 12/08/2021 - National General Practice SOP withdrawn in July. CCG continues to receive strep information from practices through PCNs - levels of COVID related absences remain low. Phil Davis - 15/06/2021 - New National SOP received May 2021. Weekly strep process remains with practices / PCNs reporting by exception. All Hull practices reporting Green for a number of months - risk rating reduced. Phil Davis - 12/04/2021 - Practices continue to deliver services in line with national general practice SOP during recovery phase. Nationally government has confirmed advice that shielding to be paused from 1/04/21. A letter was sent to all GP practices confirming change to shielding advice, requiring employers to refresh risk assessments of clinically extremely vulnerable staff, and setting out principles for the support of staff. Phil Davis - 15/02/2021 - Practices continue to deliver services in line with national general practice SOP. CCG supporting practices with accommodation to support social distancing where necessary. Offer of Covid-19 vaccination to primary care staff in line with JCVI priority groups undertaken. | 11/04/2022 | Davis, Phil | Primary Care Commissioning Committee |

Risk scoring = consequence x likelihood (C x L)

The risk score is calculated by multiplying the consequence score by the likelihood score:

| Likelihood of occurrence | Consequences/Severity | | | | |
|--------------------------|-----------------------|-------|----------|-------|---------|
| | Insignificant | Minor | Moderate | Major | Extreme |
| | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|----------------------|---|----|----|----|----|
| Rare .1 | 1 | 2 | 3 | 4 | 5 |
| Unlikely .2 | 2 | 4 | 6 | 8 | 10 |
| Possible .3 | 3 | 6 | 9 | 12 | 15 |
| Likely .4 | 4 | 8 | 12 | 16 | 20 |
| Almost Certain .5 | 5 | 10 | 15 | 20 | 25 |