QEH Top 3 Risks Approved as of 15 September 2022

RISK ID	SUMMARY DESCRIPTION	EXECUTIVE OVERSIGHT
392 2989 3018	**RAAC risk, insufficient funding to maximise safety and no long term solution** There are 3 risks relating to the roof on the Trust's Significant Risk Register: • The potential for harm to patients and staff caused by the potential catastrophic failure of the roof structure • The Trust may not receive the quantum of national capital funding it requested and needs to ensure the current hospital is safe and compliant, which is £130million, for the next three year allocation. • The risk of the New Hospital Project not progressing given the 2030 deadline for the current QEH.	Director of Estates & Deputy CEO
2244 2199 2984 2957	**Risk of patient harm due to delays in the Urgent and Emergency Pathway** There are 4 risks relating to delays in admissions on the Trust's Significant Risk Register: • Delays to accessing community mental health beds • Delays to accessing treatment within the Emergency Department • Delays to patients being transferred from ambulances into Emergency Department • Delays to accessing paediatric mental health treatment and community mental health beds	Chief Operating Officer, Chief Nurse & Medical Director
2915 2643 2788	**Risk of patient harm due to delays in the Elective Pathway** There are 3 risks relating to delays in non-urgent activity on the Trust's Significant Risk Register: • Delays to accessing elective surgery • Delays to accessing diagnostic imaging • Delays in treatment due to clinical pharmacist vacancies	Chief Operating Officer, Chief Nurse & Medical Director

As of 15 September 2022, there were 16 Significant Risks on the Trust's Significant Risk Register, including 2 of the Trust's Principal Risks:

- 3 Risks scoring 20 (includes 1 Principal Risk)
- 11 Risks scoring 16 (includes 1 Principal Risk)
- 2 Risks scoring 15

Principle Risks Aligned to the BAF

KSO – KEY STRATEGIC OBJECTIVES: THE TRUST HAS 6 KSOs AS SET OUT BELOW:						
	KSO 1	KSO 2	KSO 3	KSO 4	KSO 5	KSO 6
OBJECTIVE	Safe and Compassionate Care	Modernise Hospital and Estate	Staff Engagement	Partnership Working, Clinical and Financial Sustainability	Healthy Lives: Staff and Patients	Investing in Our Staff
PRINCIPAL RISK	ID 2592 (16): There is a risk that patients may receive sub-optimal care / treatment, with failures in: - Outcomes - Safety - Experience	ID 2757 (20): There is a risk that patients may receive sub-optimal care/treatment due to potential failures associated with the Trust's Estate, Digital Infrastructure and Medical Equipment	Risk ID 2758 (12): There is a risk that Trust leaders may be unable to strengthen staff engagement and trust, impacting on the development of an open culture at the Trust Risk ID 2791 (9): There is a risk that the underlying organisational culture impacts on the improvements that are necessary to patient and staff experience which will prevent QEH moving forward at the required pace. Specifically, there is a requirement for urgent and significant improvement in relation to staff attitudes and behaviours	Risk ID 2759 (12): There is a risk that the Trust is unable to work effectively with patients and system partners to improve patient pathways. This could impact the Trust's ability to ensure clinical and financial sustainability	Risk ID 2760 (12): There is a risk that the Trust is unable to adequately support our patients to improve their health and clinical outcomes	Risk ID 2761 (12): There is a risk that Trust leaders are unable to maximise opportunities for staff which could impact on the ability of staff to deliver outstanding care
ALIGNED SIGNIFICANT RISKS	ID 2643 Delays to accessing diagnostic imaging (16) ID 2244 Delays to accessing community mental health beds (16) ID 2915 Delays to accessing elective surgery (16) ID 2957 Delays to accessing paediatric mental health treatment (16) ID 2788 Delays in treatment due to clinical pharmacist vacancies (16) ID 2199 Delays to accessing treatment within ED (15) ID 2984 Risk of patient harm due to ambulance offload delays (15)	ID 392 Roof (20) ID 2989 Risk of not receiving the quantum of national capital funding for the RAAC programme (20) ID 2849 Cyber attack (loss of systems) (16) ID 2853 Cyber attack (theft of data) (16) ID 2999 Risk that the EPR project does not progress (16) ID 3018 Risk of New Hospital Project not progressing (16)	None	ID 3034 Risk of Trust deviation from breakeven and agreed deficit position (16)	None	None