

Report Title	COVID-19: Risk management		
Sponsoring Executive	Kam Dhami, Director of Governance		
Report Author	Kam Dhami, Director of Governance		
Meeting	Public Trust Board	Date	2 nd July 2020

1. Suggested discussion points *[two or three issues you consider the Committee should focus on]*

The Board has discussed risks at each meeting since early May, and this paper provides an update. Members will recall some tolerated risks, and a high number of mitigated items. For surge closeout is expected now, for recovery later in July.

Not all surge risks are at closeout. There is work to be done on quantified impact assessment for psychological wellbeing and work to do on stock beyond PPE. The Trust also has considerable work to do in coming weeks about known waiters and work to start on suppressed demand. We need to work backwards from the health impact iceberg we may face in 2021 and Gold command needs to consider dedicating resource to analysing this issue, alongside continued consideration of mortality and cross infection.

The Board will be updated next month on recovery risks. In Q4 2020/2021 our Internal Audit programme will examine the documentation and process that we have applied.

2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	x	Public Health Plan		People Plan & Education Plan	
Quality Plan		Research and Development		Estates Plan	
Financial Plan		Digital Plan		Other <i>[specify in the paper]</i>	x

3. Previous consideration *[where has this paper been previously discussed?]*

Trust Board in May 2020, Clinical Leadership Executive June 2020

4. Recommendation(s)

The Public Trust Board is asked to:

- a. **NOTE** closed risks within our surge plan
- b. **ACCEPT** incomplete risks to be resolved during July
- c. **ANTICIPATE** a further report at the Board's next meeting in August

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register	x	Various				
Board Assurance Framework		n/a				
Equality Impact Assessment	Is this required?	Y	N	X	If 'Y' date completed	
Quality Impact Assessment	Is this required?	Y	N	X	If 'Y' date completed	

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Public Trust Board: 2nd July 2020

COVID-19: Risk Management

1. Introduction

- 1.1 We have a clear structure for managing risk during COVID-19, which reflects our general approach to risk mitigation. Both the weekly Gold meeting and the Trust's Risk Management Committee have oversight of the work being done.
- 1.2 The attachment largely reflects success closing out Surge risks with some more detail and documentation needed during July. Our Recovery risks will be presented alongside the dataset on performance next month.

2. Closeout - surge

- 2.1 The attachment supports a Board discussion of both blue and green risks. In each case we are asserting that we have met the target score or will do within short order. These have been considered by the Clinical Leadership Executive. Tracking will take place weekly through the Gold process.
- 2.2 There are a small number of TBC/red risks. These reflect either specialist items where data is awaited, or wider system risks which need to be addressed. These include shielding arrangements, as well as system alignment. Red status does not represent concern that we cannot meet the requirements, but recognition that leadership resources are stretched. More time will need to be devoted to progress during July. The ICPs will be principally responsible for delivery.

3. Recovery – next steps

- 3.1 The Trust has developed a detailed plan for recovery, which sees services largely restored from August 2020. On current plans we are on track to deliver on time. Second surge remains a threat to that work, and our wider scale Winter Plan has first consideration today.
- 3.2 Tracking recovery risks will depend on the production of data on supply side provision and dependencies and on the demand curve. As presently conceived, the position is per Trust alone, notwithstanding expected guidance on a system wide response. We would expect to update this for next month after 'letter 3' is received and considered.

4. Recommendations

- 4.1 The Trust Board is asked to:
 - a. **NOTE** closed risks within our surge plan
 - b. **ACCEPT** incomplete risks to be resolved during July
 - c. **ANTICIPATE** a further report at the Board's next meeting in August

Kam Dhani
Director of Governance

25th June 2020

Annex 1: COVID-19 Surge Risks