

Item 5i - Appendix 1: Strategic Risks (extract from Trust Strategy 2020 - 2025)

Goal	Risk	How we will manage it
Deliver Clinical Excellence	Failure to prioritise projects/activities that drive the delivery of “excellence” due to competing demands either day to day or from other areas of what we do.	<p>Rigorous and structured prioritisation of programmes of work by Executive.</p> <p>Regular review and reporting or progress via strategy monitoring processes.</p>
Grow Pathways with Partners	Activity transfers from partner organisations may not positively contribute the Trust financial position then the deficit level will be increased.	Detailed understanding of transferring activity and support from system partners.
	Failure to secure partners engagement in changing services due to different priorities and competing demands.	<p>Lobby at system level to agree focus of service changes.</p> <p>Ensure clinical and managerial leads fully engage in the wider STP and regional communities.</p> <p>Develop influencing skills of clinical and operational leads.</p>
Research and Innovate	Failure to give R&D strategic direction and recognition then this may result in damaged reputation as a centre of excellence.	<p>Develop and agree a clear Trust R&D strategy and monitor its implementation at senior management and Board level</p> <p>Medical Director and R&D Clinical Director will represent the Trust's interests on the Cambridge Cardiorespiratory Research Strategy Group.</p> <p>MD or Director of R&D to sit on all consultant appointment committees.</p>
Share and Educate	Failure to release staff to undertake educational activity due to workload constraints and capacity pressures.	<p>Build in protected time for study.</p> <p>Identify training priorities identified for each professional group.</p> <p>Review training provision methods to encourage 'shop floor' training/on line training</p> <p>Implement the leadership programme to support cultural change.</p>

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Achieve Sustainability	<p>Insufficient income due to not meeting growth targets, change in case mix, demand and capacity plan. Inability to meet on-going CIP requirement causing I&E and cash pressure. Unexpected or unplanned for increase in cost base due to external factors e.g. changes to commissioner intentions or emerging new financial structures post COVID-19</p>	<p>Robust activity and delivery planning</p> <p>Regular reporting and review of position at Divisional, Executive and Board level.</p> <p>Detailed demand and capacity modelling work completed as part of the annual operational planning process</p> <p>Monthly review of capacity planning assumptions to ensure remain accurate.</p> <p>Negotiation of a guaranteed income contract with NHSE and CPCCG.</p> <p>Inflation reserve created and costs monitored closely. Procurement reviews to ensure best prices achieved.</p>
	<p>Potential for cyber breach and data loss which would compromise patient care.</p>	<p>Darktrace being used to monitor potential cyber security risks.</p> <p>Undertake a simulated Phishing exercises with the help of NHS Digital.</p> <p>Run "Keep I.T. Confidential" campaigns on a regular basis to maintain staff awareness.</p>
	<p>If we fail to optimise the new hospital then we will fail to utilise the full capacity and fail to deliver safe and effective services. Our ability to treat patients moving forward is particularly constrained by new infection control protocols to protect staff and patients from COVID-19.</p>	<p>The Living with COVID Steering Group focus is on managing constraints, developing and implementing robust recovery plans and managing both COVID-19-related activity and business as usual activity.</p>
	<p>Inability to meet RTT and cancer waiting targets could result in poor patient outcomes, poor patient experience, damage to the Trust's reputation and reduced income.</p>	<p>Review of waiting times on a weekly basis.</p> <p>Systematic methodology for management of waiting lists and ensuring staff are fully trained and equipped for their roles.</p>

Goal	Risk	How we will manage it
<p style="text-align: center;">Offer Positive Staff Experience</p>	<p>If turnover does not reduce or we fail to attract and retain staff or meet the safe staffing levels this will undermine our ability to deliver safe and effective care and the key measures of success outlined in the strategy.</p>	<p>Implement the leadership programme to support cultural change.</p> <p>Monitor closely areas of low engagement and high turnover and develop actions plans to address issue identified.</p> <p>Invest in leadership and management development.</p> <p>Continue initiatives to recognise and value staff such as annual staff awards.</p> <p>Support the continued development of the BAME Network.</p> <p>Improved career and personal development planning and support for staff.</p> <p>Comprehensive action plan to recruit and retain nursing staff.</p> <p>Regular communication with staff.</p> <p>Explore new ways to recruit staff ensuring that all possible opportunities to promote career opportunities within the Trust are maximised.</p>