

HERTFORDSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

FRIDAY, 23 SEPTEMBER 2016 AT 10.30 AM

RISK FOCUS REPORT – HEALTH AND SOCIAL CARE ECONOMY

Author: Edward Knowles, Assistant Director (Health Integration)

Executive Member: Colette Wyatt-Lowe, Adult Care and Health Cabinet Panel

1. Purpose of Report

1.1. To provide further information regarding risks and controls recorded on the Hertfordshire County Council Corporate Risk Register relating to local health and social care economy, specifically HCS0010 related to workforce, HCS0012 related to National Health Service (NHS) structural changes and funding and HCSOPD0001 related to delays in discharging patients from hospital.

2. Summary

2.1. The Audit Committee has requested a report on the above risks, the assessment and rating of these risks and the controls in place to minimise or avoid their occurrence. These are summarised in the table below.

3. Recommendation

3.1. The Audit Committee is invited to note and comment on the information provided within this report.

4. Background

4.1. HCS0010 was raised as a corporate risk in May 2015 and HCS0012 in July 2015. HCSOPD0001 was originally raised as a service risk for Health and Community Services in 2010 and was escalated in April 2016.

4.2. At its meeting on 21 June 2016, the Audit Committee resolved that a Risk Focus report on these three risks be brought to the Committee's meeting in September.

5. Supporting information

5.1. All three risks are connected to the operation of the local health and social care economy and its capacity to deliver good quality care and support to Hertfordshire's residents. Each risk has been identified separately on the Corporate Risk Register but it is important to note that they are interdependent and necessarily will have an impact on each other.

5.2. HCS0010 relates to the risk of being unable to recruit enough care workers. This is a pressing issue both locally and nationally. A lack of appropriate careworkers prevents our homecare providers and care homes from being

- able to deliver the number of packages and the hours of home care required.
- 5.3. Controls are in place and a new workforce strategy is in development. The value of working in this sector is promoted through Hertfordshire's Good Care Week. However, despite a number of initiatives, including Hertfordshire already paying a rate above the national minimum wage, recruitment will continue to present a significant challenge to sustainability of the sector.
 - 5.4. HCS0012 relates to structural changes to NHS Commissioning and the risk that this might jeopardise jointly commissioned projects. No formal structural changes are being proposed at this time by NHS England or the Department of Health.
 - 5.5. The NHS and local authorities have been asked to produce Sustainability and Transformation Plans (STPs). Each STP will cover a geographical footprint, with Hertfordshire's covering the whole county as well as West Essex. A number of work streams have been developed to look at how to achieve service transformation and financial sustainability across this footprint by 2020. While this does not constitute or propose any formal structural changes, it changes the context for some conversations regarding sharing services or commissioning and providing at larger levels.
 - 5.6. The County Council is represented across the STP's work streams and works closely with its partner Clinical Commissioning Groups (CCGs) to ensure that developments take into account the impact on Hertfordshire's local health and social care economy and its residents.
 - 5.7. Despite additional investment, the NHS nationally is struggling to minimise deficits, resulting in recent steps by NHS England to extend oversight and interventions where NHS Trusts are not meeting their financial targets.
 - 5.8. HCSOPD0001 relates to delays in discharging patients from hospital due to increased demand. As was noted by the Audit Committee at its June 2016 meeting, a combination of factors contributed to the escalation of this risk including the difficulty in recruiting care workers and a change in demographics which included a greater number of elderly people with care needs.
 - 5.9. We are aware that the volume of activity referred to Social Care from acute hospital settings has increased significantly over the last five years. This points towards the complexity of needs experienced by these patients and, as a consequence, the higher levels of care required outside of hospital, at least initially.
 - 5.10. Health and Community Services Directorate has established robust controls to manage and reduce this risk. The County Council and the CCGs monitor the number of patients delayed on a daily basis. Integrated Discharge Teams have now been established at West Hertfordshire Hospitals NHS Trust and East and North Hertfordshire NHS Trust to ensure that effort and resource is aligned. The Directorate is represented at each area's System Resilience Groups and works alongside partner agencies including Hertfordshire NHS Community Trust, to trial and implement initiatives to improve the flow of patients through the hospital and into appropriate community settings.

CORPORATE RISK REGISTER

Risk Number	Risk Owner	Department
HCS0010	Iain MacBeath	Health and Community Services (HCS)
Date risk first included on corporate risk register	Risk treatment (response) to manage the risk	Executive Member
26 May 2015	Reduce	Colette Wyatt-Lowe
<p>Short description of the risk <i>Inability to attract an increased number of care workers in line with the Health and Community Services Workforce Strategy</i></p> <p>Consequences of the risk <i>Non-compliance with the Care Act 2014 duties and customer dissatisfaction</i></p>		
<p>Current controls</p> <p>HCS0010/001 <i>Regular reporting on workforce strategy to HCSMB</i></p> <p>HCSF0010/002 <i>Monitoring of new staffing requirements for whole sector in place within commissioning</i></p> <p>HCSF0010/007 <i>Contingency planning around key areas of risk</i></p>		
<p>Current Risk score based on effectiveness of current controls Q2 2016/17</p>		
Likelihood score:	Impact score:	Overall score:
4 – Likely	8 – High	32 – Severe
<p>Reason for inclusion on Corporate Register</p> <p>The risk met the corporate risk criteria</p>		
<p>Direction of travel (overall risk score for previous three quarters)</p>		
16	32	32
<p>Target risk score</p>		
Likelihood score:	Impact score:	Overall score:
2 – Unlikely	2 – Low	4 – Manageable

CORPORATE RISK REGISTER		
Risk Number	Risk Owner	Department
HCS0012	Iain MacBeath	Health and Community Services (HCS)
Date risk first included on corporate risk register	Risk treatment (response) to manage the risk	Executive Member
8 July 2015	Reduce	Colette Wyatt-Lowe
<p>Short description of the risk <i>Due to national NHS commissioning changes from May 2015 there may be structural changes to NHS commissioning</i></p> <p>Consequences of the risk <i>Financial uncertainty for jointly commissioned projects including the Better Care Fund within Hertfordshire County Council.</i></p>		
<p>Current controls</p> <p>HCS0012/001 <i>Section 75 arrangements in place between NHS and HCC</i></p> <p>HCSF0012/002 <i>Agreed governance arrangements between CCGs and HCS</i></p> <p>CSF0070/007 <i>Joint Integrated Planning Process (IPP) planning with CCGs</i></p> <p>HCS0012/004 <i>Transformation through Better Care Fund</i></p>		
Current Risk score based on effectiveness of current controls Q2 2016/17		
Likelihood score:	Impact score:	Overall score:
4 – Likely	8 – High	32 – Severe
Reason for inclusion on Corporate Register		
The risk met the corporate risk criteria		
Direction of travel (overall risk score for previous three quarters)		
64	64	32
Target risk score		

Likelihood score:	Impact score:	Overall score:
2 – Unlikely	8 – High	16 – Significant

CORPORATE RISK REGISTER		
Risk Number	Risk Owner	Department
HCSOPD0001	Iain MacBeath	Health and Community Services
Date risk first included on corporate risk register	Risk treatment (response) to manage the risk	Executive Member
12 April 2016	Reduce	Colette Wyatt-Lowe
<p>Short description of the risk</p> <p><i>Due to increased demands from the NHS for assistance discharging patients from hospital (this includes new groups of patients not previously referred to social care and admission avoidance), there is a risk of delays in discharging some patients requiring HCC input, which may result in financial and reputational consequences.</i></p>		
<p>Current controls</p> <p>HCSOPD0001/001/005 <i>Regular performance monitoring by HCS Management Board and budget managers</i></p> <p>HCSOPD0001/002 <i>Reviewing operational structures which interface with NHS</i></p> <p>HCSOPD0001/003 <i>Financial authorisation procedures in place and applied constantly</i></p> <p>HCSOPD0001/004 <i>Maximising external funding sources</i></p> <p>HCSOPD0001/008 <i>Integrated discharge arrangements planned for all major acute hospitals that accept Hertfordshire patients</i></p> <p>HCSOPD0001/009 <i>New Commissioning Module for all Specialist Care at Home from hospital</i></p>		
Current Risk score based on effectiveness of current controls Q2 2016/17		

<i>Likelihood score:</i>	<i>Impact score:</i>	<i>Overall score:</i>
4 - Likely	8 – High	32 – Severe
Reason for inclusion on Corporate Register		
The risk met the corporate risk criteria		
Direction of travel (<i>overall risk score for previous three quarters</i>)		
24	24	32
Target risk score		
<i>Likelihood score:</i>	<i>Impact score:</i>	<i>Overall score:</i>
2 – Unlikely	8 – High	16 – Significant