

Quality Impact Assessment - Option One

- Maintain Current Services at Pilgrim Hospital, this is reliant on finding additional multi-professional staff from agency to cover paediatrics.

Following advice we are currently unable to identify nationally that a middle grade tier run solely by locums is safe and whether it could carry a bigger risk and therefore need to seek assurance as to whether it is safe to do so.

#	Area of Impact	Consequence	Likelihood	Total	Potential Impact	Impact (Positive or Negative)	Action	Owner	What is the measurement?	New or existing metric	Frequency of measurement	Baseline measurement
1	Duty of Quality	4	4	16	How does it impact adversely the rights and pledges of the NHS Constitution?	Negative	Risk: Increase gestational age from 30 weeks to 34 weeks Mitigation: Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
2					How does the impact affect the organisations commitment to being an employer of choice?	Negative	Risk: • Staff do not wish to work in a fragile service • Staff have already expressed their concerns for Option 1 unless the risks can be mitigated • Not assured of reliability and quality of locum staff • No assurance on sustainability of Option 1 Mitigation: • Additional Consultant Paediatricians and ward presence • Compliant rota populated by agency and locum staff • Targeted induction programme with through checks and balances	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
3					What is the equality impact on race, gender, age, disability, sexual orientation, religion and belief, gender reassignment, pregnancy and maternity for individuals access to services and experience of the service?	Negative	Mitigation: Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
5	Quality	4	4	16	How will this impact on the organisation's duty to protect children, young people and adults?	Negative	Risk: Shortage of middle grade Doctors as the Trust only has one substantive middle grade in post at significant financial cost of the organisation Mitigation: • Backfilling the middle grade Doctors rota with 7 locums (long term contracts)	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Ensure doctors rota is complete	Existing	Daily	
6					How will it impact on patient safety? • Infection rates • Medication errors • Significant untoward incidents and serious adverse events • Mortality & Morbidity • Failure to recognise a deteriorating patient • Safe staffing levels	Negative	Risk: Staffing Levels - a service predominantly delivered by locums of unknown competency would impact on all areas of the service Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review & assessment • Recruitment of additional Consultants Risk: Some Nursing service shifts are delivered by block agency RNC, NQNs and Adult Nurses working alongside locums Mitigation: Induction, training and competency assessment	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Safety Quality Dashboard	Existing	Monthly	
7					How will it impact on preventable harm? (e.g. slips, trips, falls)	Negative	Risk: Staffing Levels - a service predominantly delivered by locums of unknown competency would impact on all areas of the service Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review & assessment • Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Datix	Existing	Daily	
8					How will it impact upon the reliability of safety systems? (e.g. WHO checklist)	Negative	Risk: • Dependent upon the competency of the locums & assessment, locum/agency staff maybe not be willing to engage in assessment processes • Understanding the local safety systems with no oversight Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Negative	Risk: Dependent upon the competency of the locums Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review & assessment • Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Datix Infection Dashboard	Existing	Daily checks Monthly reporting	
10					How will this impact on workforce capability, care and/or skills?	Negative	Risk: Dependent upon the competency of the locums Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review • Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Governance framework, e.g. ESR	Existing	Monthly reporting	
11					Patient Experience	3	3	6	What impact is it likely to have on self reported experience of patients and service users? (Response to national/local surveys/complaints/PALS/incidents)	Negative	Risk: Dependent upon the competency of the locums Mitigation: • The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant
12	How will it impact on choice?	Negative	Risk: Increase gestational age from 30 weeks to 34 weeks Mitigation: Recruitment of additional Consultants	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant								

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13	Experience	Patient Experience	5	3	15	Will there be an impact on waiting times?	Positive	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Performance Reports	Existing	Monthly	
14						How will it impact upon the compassionate and personalised care agenda?	Negative	Risk: Dependent upon the competency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review. As part of competency check Trust to ensure locums have bedside manner skills	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	PALS Family Friends Testing Complaints	Existing	Weekly	
		How will it impact on recruitment of staff				Negative	Risk: Having a service dependent upon locums Mitigation: • Long term locum contracts and continuation of recruitment plan • HEE risk to recruitment of trainee's	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Staff Survey Sickness Monitoring Vacancy Rate	Existing	Weekly Checks Monthly Reporting		
		What will the impact be on staff turnover and absentee rates				Negative	Risk: Potential for medical, nursing and midwifery substantive staff to be subject to more pressure, a higher workload as they oversee the work of locums until competency confirmed Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts. Trust engagement with staff to offer reassurance, support and professional development	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Staff Survey Sickness Monitoring Vacancy Rate HR Processes	Existing	Weekly Checks Monthly Reporting		
		Staff Experience				How will it impact on staff satisfaction surveys	Negative	Risk: Substantive staff will have low job satisfaction due to increased pressure Mitigation: Trust engagement with staff to offer reassurance, support and professional development. Ensuring staff are involved and part of the solution	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Staff Survey	Existing	Quarterly	
15	Effectiveness	Clinical Effectiveness and Outcomes	4	4	16	How does it impact on implementation of evidence based practice?	Negative	Risk: Dependent upon the competency of the locums to run the service	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Safety Quality Dashboard	Existing	Monthly	
16						How will it impact on patient's length of stay?	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Performance Reports	Existing	Monthly	
17						Will it reduce/impact on variations in care? (e.g. readmission rates)	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Datix	Existing	Daily	
18						What will the impact be upon clinical and cost effective care delivery?	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Finance Reports	Existing	Monthly	
						How does it impact upon care pathway(s)? E.g. mortality	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	SUDIC CDOP Mortality Reviews? Feedback from Children, Young people & Parents / Carers re: preferences?	Existing	Monthly	
19						How will it impact on target performance?	Neutral	Risk: Dependent upon the competency, effectiveness and efficiency of the locums Mitigation: The Trust needs to be assured on locums competency, i.e., CV review, induction process, competency review and long term contracts	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant	Performance Reports	Existing	Monthly	
20	Other	Please use this section to detail any other impacts to clinical and quality that are not listed in the questions above. Please enter any additional potential positive or negative impacts.	1	2	2	How will this impact upon East Midlands Ambulance Service?	Negative	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
21						How will this impact upon surrounding Trusts?	Negative	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
22						How will this impact upon GP Services?	Negative	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				
23						How will this impact upon Community Services?	Negative	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe Srin Amirchetty Manjusha Sant				

LIKELIHOOD	IMPACT
1 RARE	1 MINOR
2 UNLIKELY	2 MODERATE / LOW
3 MODERATE / POSSIBLE	3 SERIOUS

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)

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4	LIKELY	4	MAJOR		15 - 25	Extreme risk (red)							
5	ALMOST CERTAIN	5	FATAL / CATASTROPHIC										