

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	1	2	2	How does it impact adversely the rights and pledges of the NHS Constitution?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
2					How does the impact affect the organisations commitment to being an employer of choice?	Negative	RISK: Staff do not wish to work in an unsafe 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 substantive staff. Targetted induction programme with through checks and	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
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?	Neutral	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
5	Quality	4	4	16	How will this impact on the organisation's duty to protect children, young people and adults?	Positive	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	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, ie, CV review, induction process, competency review & assessment. Risk: Some shifts the Nursing service is 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	Safety Quality Dashboard	Existing	Monthly	
7					How will it impact on preventable harm? (eg slips, trips, falls)	Positive	Risk: Staffing Levels - A service predominantly delivered by locums of unknown competency would impact on all areas of the service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
8					How will it impact upon the reliability of safety systems? (eg WHO checklist)	Positive	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, ie, CV review, induction process, competency review.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Positive	Risk: Dependent upon the competency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, CV review, induction process, competency review & assessment.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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, ie, CV review, induction process, competency review.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Governance framework, eg ESR	Existing	Monthly reporting	
11					Patient Experience	3	3	9	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, ie, 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
12	How will it impact on choice?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe								
13	Will there be an impact on waiting times?	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, CV review, induction process, competency review and long term contracts.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe					Performance Reports	Existing	Monthly	

#	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
14	Experience	Staff Experience	5	3	15	How will it impact upon the compassionate and personalised care agenda?	Positive	Risk: Dependent upon the competency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, 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	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.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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, ie, 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	Staff Survey Sickness Monitoring Vacancy Rate HR Processes	Existing	Weekly Checks Monthly Reporting	
						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	Staff Survey	Existing	Quarterly	
15	Effectiveness	Clinical Effectiveness and Outcomes	4	4	16	How does it impact on implementation of evidence based practice?	Positive	Risk: Dependent upon the competency of the locums to run the service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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, ie, CV review, induction process, competency review and long term contracts.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports	Existing	Monthly	
17						Will it reduce/impact on variations in care? (eg readmission rates)	Negative	Risk: Dependent upon the competency, effectiveness and efficiency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, CV review, induction process, competency review and long term contracts.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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, ie, 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)? Eg mortality	Positive	Risk: Dependent upon the competency, effectiveness and efficiency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, CV review, induction process, competency review and long term contracts.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	SUDIC CDOP Mortality Reviews? Feedback from Children, Young people & Parents / Carers re: preferences?	Existing	Monthly	
19						How will it impact on target performance?	Positive	Risk: Dependent upon the competency, effectiveness and efficiency of the locums. Mitigation: The Trust needs to be assured on locums competency, ie, CV review, induction process, competency review and long term contracts.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
21						How will this impact upon surrounding Trusts?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
22						How will this impact upon GP Services?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
23						How will this impact upon Community Services?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				

LIKELIHOOD	IMPACT
1 RARE	1 MINOR
2 UNLIKELY	2 MODERATE / LOW
3 MODERATE / POSSIBLE	3 SERIOUS
4 LIKELY	4 MAJOR
5 ALMOST CERTAIN	5 FATAL / CATASTROPHIC

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)
15-25	Extreme risk (red)

Quality Impact Assessment - Option Two

- Temporary Closure of the Children's inpatient ward at Pilgrim with effect from 31st July 2018
- Temporary redirection of paediatric emergencies transported by ambulance to Pilgrim – redirected to nearest ED or UCC
- Temporary re-direction of urgent GP paediatric referrals to neighbouring organisations
- Paediatric support with emergencies in Emergency Department at Pilgrim Hospital
- Increase gestational age for delivery within the high risk birthing unit from 30 weeks to 34 weeks in line with national recommendations of a Special Care Baby Unit.

#	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	5	3	15	How does it impact adversely the rights and pledges of the NHS Constitution?	Negative	Risk: Assumption made for the population on the East Coast will be disadvantaged and therefore not compliant with the Constitution. Mitigation: The Trust to engage with other providers to develop alternative pathways.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
2					How does the impact affect the organisations commitment to being an employer of choice?	Negative	Risk: Staff will be asked to work on a temporary basis in Lincoln County Hospital, and in ED at PHB to support Emergencies. Mitigation: The Trust will support to facilitate temporary movement of the staff. Robust recruitment processes will be maintained as a high priority for the Trust to try and mitigate the need to move staff. There will be no financial cost to the workforce.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	HR Procedures	Existing	Weekly	
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	Risk: Assumption made that the children, young people and their families on the East Coast will be disadvantaged to access a local health service. Mitigation: The Trust to engage with other providers to develop alternative pathways.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
5	Quality	3	3	9	How will this impact on the organisation's duty to protect children, young people and adults?	Positive	Risk: Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service and will necessitate travel to other providers. Mitigation: To support a safe Children's Service the temporary co-location of inpatient Children's Services will keep the service sustainable and safe. The Emergency Department at PHB will have enhanced resources and support in relation to the care of the sick child.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
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	Positive	Risk: Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service. There is a significant risk that parents will be re-directed following GP referral / decide themselves to travel with their sick children across county from East Coast to Lincoln or to other identified hospital which could lead to significant untoward incidents / serious adverse events. Mitigation: Additional Paediatric Services to be placed within ED at PHB for triage / assessment, stabilisation and safe transfer. Safer staffing levels at Lincoln to deliver care?	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Safety Quality Dashboard Datix	Existing	Monthly	
7					How will it impact on preventable harm? (eg slips, trips, falls)	Positive	Risk: Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
8					How will it impact upon the reliability of safety systems? (eg WHO checklist)	Positive	Risk: Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Positive	Risk: Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix Infection Dashboard	Existing	Daily checks Monthly reporting	
10					How will this impact on workforce capability, care and/or skills?	Negative	Risk: Temporary impact upon Pilgrim Hospital. Impact upon individual staff capability and skills. Impact upon care delivery. Mitigation: Keep all staff informed of future developments. Staff are supported during this period to professionally maintain their capability, care and skills. Additional training and competency assessment as required. All appropriate HR processes followed and staff would not be disadvantaged financially.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
11					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: Sick children will still go to Pilgrim Hospital. Mitigation: The Trust to ensure that the child attends the right place first time and robust clinical pathways are in place. Trust to ensure multiple provider sign up and Communication & Engagement with the population.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Datix	Existing	Monthly Daily	

#	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
12	Experience	Patient Experience	5	5	25	How will it impact on choice?	Negative	Risk: 1) Percentage of the children, young people and their families on the East Coast will be disadvantaged to access a local health service. 2) Family/Carers will need to travel and financial/time/public transport impact. This will lead to a potential increase in waiting times for inpatient medical & nursing reviews, ward attenders and ambulances, resulting in a delay for transfer to other hospitals. There may be associated increased costs for families resulting in their inability to visit their sick child. Mitigation: The Trust to keep patients, CCG's, GP's and the public fully informed of future developments, and the key reason for the temporary change, which is to sustain safe and sustainable care for children. Consider funding of transport for inter-hospital transfers. Consider support/options for family/carers in funding.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Datix	Existing	Monthly Daily	
13						Will there be an impact on waiting times?	Negative	Risk: Sick children will have a potential longer wait to be transferred to an In-Patient Unit. Some families may not be able to access their local hospital for care of their child. This will lead to a potential increase in waiting times for inpatient medical & nursing reviews, ward attenders and ambulances, resulting in a delay for transfer to other hospitals. Mitigation: Establish a service level agreement with an alternative provider to transfer patients to an In-Patient Unit.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	PALS Family Friends Testing Complaints	Existing	Weekly	
14						How will it impact upon the compassionate and personalised care agenda?	Negative	Risk: Percentage of the children, young people and their families population on the East Coast will be disadvantaged to access Pilgrim Hospital.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	PALS Family Friends Testing Complaints	Existing	Weekly Checks Monthly Reporting	
		Staff Experience				How will it impact on recruitment of staff	Negative	Risk: Potential temporary closure could extend to longer term., Mitigation: Continue the delivery of recruitment plan. Which will require local, regional and national support with this.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Vacancy Rate HR Processes	Existing	Weekly Checks Monthly Reporting	
						What will the impact be on staff turnover and absentee rates	Negative	Risk: Children's medical and nursing staff at Pilgrim Hospital will feel vulnerable for this future employment position. There is the potential for more staff to leave and an increased sickness rates. Ensure communication open, honest and regular. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines. Enable all levels of staff to be involved in the various working groups so as to facilitate engagement.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Meetings Comms & Engagement	Existing	Weekly	
						How will it impact on staff satisfaction surveys	Negative	Risk: Children's medical and nursing staff at Pilgrim Hospital will feel vulnerable for this future employment position. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Survey	Existing	Quarterly	
15	Effectiveness	Clinical Effectiveness and Outcomes	2	3	6	How does it impact on implementation of evidence based practice?	Positive	Compliance against both medical and nursing rotas in line with national standards. Review of all aspects of service provision against national standards and recommendations.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
16						How will it impact on patient's length of stay?	Positive	Mitigation: Will consolidate the childrens acute services on one hospital site which will improve compliance against national standards. No anticipated change in length of stay.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Safety Quality Dashboard	Existing	Monthly	
17						Will it reduce/impact on variations in care? (eg readmission rates)	Positive	Mitigation: Will consolidate the childrens acute service on one hospital site, thus enabling compliance against national standards including the Royal College of Paediatrics & Child Health "Facing the Future" standards.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
18						What will the impact be upon clinical and cost effective care delivery?	Positive	Risk: Loss of income to other providers.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Finance Reports	Existing	Monthly	
						How does it impact upon care pathway(s)? Eg mortality	Negative	Risk: Existing care pathways are not fit for purpose. Mitigation: All care pathways to be reviewed to address risk.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
19						How will it impact on target performance?	Positive	Mitigation: Modelling suggest there is capacity in the short term.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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.	3	4	12	How will this impact upon East Midlands Ambulance Service?	Negative	Risk: EMAS cannot support inter-hospital transfers. Mitigation: The Trust to seek alternative transport provider.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
21						How will this impact upon surrounding Trusts?	Negative	Risk: Other providers do not have the capacity. Mitigation: The Trust needs to engage with other providers.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
22						How will this impact upon GP Services?	Negative	Risk: Clearer agreement with GP's & Urgent Care Centres in relation to admission avoidance for their children. Mitigation: The Trust to ensure a robust Communications Strategy is in place and GP's are involved/informed with the development of care pathways. Engagement with Urgent Care Centres so as to prevent admissions to the acute childrens ward.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		

#	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
23					How will this impact upon Community Services?	Negative	Risk: Increase in support required for parents from Children's Community Services. Current lack of capacity within Children's Community Services to provide this additional support to parents. Mitigation: The Trust to ensure a robust Communications Strategy is in place and adding resource to Community Services.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		

LIKELIHOOD		IMPACT	
1	RARE	1	MINOR
2	UNLIKELY	2	MODERATE / LOW
3	MODERATE / POSSIBLE	3	SERIOUS
4	LIKELY	4	MAJOR
5	ALMOST CERTAIN	5	FATAL / CATASTROPHIC

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)
15-25	Extreme risk (red)

Quality Impact Assessment - Option Three

- Temporary closure of Paediatric inpatient services at Pilgrim with effect from 31st July 2018
- Temporary redirection of paediatric emergencies transported by ambulance to Pilgrim – redirected to nearest ED or UCC
- Temporary re-direction of urgent GP paediatric referrals to neighbouring organisations
- Paediatric support with emergencies in the ED department at Pilgrim Hospital up until July 31st
- Retaining Consultant led Obstetrics and Neonatology at Pilgrim until August 31st when medical staffing reduces beyond the ability to support Neonatology. From August 31st temporary closure of Consultant led Obstetrics and Neonatology at Pilgrim until the staffing gaps could be addressed
- Increase gestational age for delivery within the high risk birthing unit from 30 weeks to 34 weeks
- Establish midwifery led birthing unit at Pilgrim Hospital and a co-located midwifery led birthing unit at the Lincoln Hospital to facilitate increased activity on the consultant led unit.

#	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: Assumption made for the children, young people and their families on the East Coast on the East Coast will be disadvantaged and therefore not compliant with the Constitution. Mitigation: The Trust to engage with other providers to develop alternative pathways.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
2						How does the impact affect the organisations commitment to being an employer of choice?	Negative	Risk: This will impact on staff working in the Women & Children's Directorate at Pilgrim hospital who will be asked to work on a temporary basis at Lincoln County Hospital, and in the ED at Pilgrim Hospital. Mitigation: Support will be offered to facilitate temporary movement of the staff. Robust recruitment processes will be maintained as a high priority for the organisation to try and mitigate the need to move staff. There will be no financial cost to the workforce.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	HR Procedures	Existing	Weekly	
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	Risk: Will impact on the children, young people and their families on the East Coast for Paediatrics, Maternity and Neonatal Services at Pilgrim as women, babies, children & Young People will have to travel further for full services. This will have implications for the Neonatal transport Team in addition to EMAS. Mitigation: Establish a service level agreement with other providers to transfer patients to Lincoln County Hospital and other acute providers.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
5	Patient Safety		2	4	8	How will this impact on the organisation's duty to protect children, young people and adults?	Positive	Risk: Percentage of the children, young people and their families on the East Coast on the East Coast will be disadvantaged to access a local health service and will necessitate travel to other providers. Mitigation: To support a safe Children's Service the temporary co-location of inpatient Children's Services will keep the service sustainable and safe. The Emergency Department at PHB will have enhanced resources and support in relation to the care of the sick child.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
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	Positive	Risk: Percentage of the children, young people and their families on the East Coast on the East Coast will be disadvantaged in being able to access a local health service. Risk: There is a significant risk that parents will be re-directed following GP referral / decide themselves to travel with their sick children across county from East Coast to Lincoln or to other identified hospital which could lead to significant untoward incidents / serious adverse events. Mitigation: Additional Paediatric Services to be placed within ED at PHB for triage / assessment, stabilisation and safe transfer. Safer staffing levels at Lincoln to deliver care?	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Safety Quality Dashboard Datix	Existing	Monthly	
7						How will it impact on preventable harm? (eg slips, trips, falls)	Positive	Risk: Percentage of the children, young people and their families on the East Coast on the East Coast will be disadvantaged in being able to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
8						How will it impact upon the reliability of safety systems? (eg WHO checklist)	Positive	Risk: Percentage of the population on the East Coast will be disadvantaged to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
9						How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Positive	Risk: Percentage of the children, young people and their families on the East Coast on the East Coast will be disadvantaged to access a local health service.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix Infection Dashboard	Existing	Daily checks Monthly reporting	
10						How will this impact on workforce capability, care and/or skills?	Negative	Risk: Temporary impact upon Pilgrim Hospital. Impact upon individual staff capability and skills. Impact upon care delivery. Mitigation: Keep all staff informed of future developments in relation to the re-instating of acute services. Staff will be supported during this period to maintain professional capability, care and skills. Additional training and competency assessment as required.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				

#	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
11	Experience	Patient Experience	4	5	20	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: Potential for a significant surge of patient complaints, together with complaints from campaign groups, Local Councillors and Members of Parliament (MP's) protesting against the temporary closure of the Maternity, Neonatal and Paediatrics Services on the PHB site. Mitigation: A robust communications plan that includes highlighting to residents the clinical pathways to alternative places for care where appropriate.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	PALS Family Friends Testing Complaints	Existing	Weekly	
12						How will it impact on choice?	Negative	Risk: Some families may not be able to access their local hospital for care of their child. This will lead to a potential increase in waiting times for inpatient medical & nursing reviews, ward attenders and ambulances, resulting in a delay for transfer to other hospitals. There may be associated increased costs for families resulting in their inability to visit their sick child. Mitigation: Keep patients, CCG's and GP's and the public fully informed of future developments, and the key reason for the temporary change, which is to sustain safe and sustainable care for children, women and their babies. Consider funding of transport for families to visit their sick child or baby.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Datix	Existing	Monthly Daily	
13						Will there be an impact on waiting times?	Negative	Risk: Some families may not be able to access their local hospital for care of their child. This will lead to a potential increase in waiting times for inpatient medical & nursing reviews, ward attenders and ambulances, resulting in a delay for transfer to other hospitals. Mitigation: Keep patients, CCG's and GP's and the public fully informed of future developments, and the key reason for the temporary change, which is to sustain safe and sustainable care for children, women and their babies. Consider funding of transport for families to visit their sick child or baby.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Datix	Existing	Monthly Daily	
14						How will it impact upon the compassionate and personalised care agenda?	Negative	Risk: Percentage of the children, young people and their families on the East Coast on the East Coast will be disadvantaged to access Pilgrim Hospital.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	PALS Family Friends Testing Complaints			
	Staff Experience	Staff Experience	3	4	12	How will it impact on recruitment of staff	Negative	Risk: Potential temporary closure could extend to longer term. Mitigation: Continue the delivery of recruitment plan, this will require support locally, regionally and nationally with all external bodies.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Vacancy Rate HR Processes	Existing	Weekly Checks Monthly Reporting	
						What will the impact be on staff turnover and absentee rates	Negative	Risk: Maternity, Neonatal and Paediatrics Services at Pilgrim Hospital will feel vulnerable for this future employment position. There is the potential for more staff to leave and in increased sickness rates. Ensure communication open, honest and regular. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines. Enable all levels of staff to be involved in the various working groups so as to facilitate negament.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Meetings Comms & Engagement	Existing	Weekly	
						How will it impact on staff satisfaction surveys	Negative	Risk: Maternity, Neonatal and Paediatrics Services at Pilgrim Hospital will feel vulnerable for this future employment position. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines. To ensue staff included in working groups and that communication is open, honest and regular.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Survey	Existing	Quarterly	
15	Effectiveness	Clinical Effectiveness and Outcomes	3	4	12	How does it impact on implementation of evidence based practice?	Positive	Compliance against both medical and nursing rotas in line with national standards. Review of all aspects of service provision against national standards and recommendations.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
16						How will it impact on patient's length of stay?	Positive	Mitigation: Will consolidate standards on one hospital site. SEE OPTION 2	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Safety Quality Dashboard	Existing	Monthly	
17						Will it reduce/impact on variations in care? (eg readmission rates)	Positive	Mitigation: Will consolidate standards on one hospital site. SEE OPTION 2	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
18						What will the impact be upon clinical and cost effective care delivery?	Positive	Risk: Loss of income to other providers.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Finance Reports	Existing	Monthly	
						How does it impact upon care pathway(s)? Eg mortality	Negative	Risk: Existing care pathways are not fit for purpose this new model. Mitigation: All care pathways to be reviewed to address risk and new model of care, ensuring that evidence based clinical pathways utilised in clinical practice by the multi-professional team.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
19						How will it impact on target performance?	Negative	Risk: Requirement for additional capacity. Mitigation: The Trust has an Estates Plan to accommodate the additional capacity.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
20						How will this impact upon East Midlands Ambulance Service?	Negative	Risk: EMAS capacity to support the demand and longer journey. EMAS cannot support inter-hospital transfers. Safety issue to sick patients with regard to increase in travel time. Mitigation: The Trust to work up appropriate pathways. The Trust to look at alternative patient transport providers.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		

#	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
21	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.	4	5	20	How will this impact upon surrounding Trusts?	Negative	Risk: Do other providers have the capacity. Mitigation: The Trust needs to engage with other providers to agree care pathways.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
22					How will this impact upon GP Services?	Negative	Risk: Clearer agreement with GP's & Urgent Care Centres in relation to admission avoidance for their children. Mitigation: The Trust to ensure a robust Communications Strategy is in place and GP's are involved/informed with the development of care pathways. Engagement with Urgent Care Centres so as to prevent admissions to the acute childrens ward.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
23					How will this impact upon Community Services?	Negative	Risk: Increase in support required for parents from Midwifery and Children's Community Services. Current lack of capacity within Childrens Community Services to provide this additional support to parents. Mitigation: The Trust to ensure a robust Communications Strategy is in place and adding resource to Community Services.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		

LIKELIHOOD		IMPACT	
1	RARE	1	MINOR
2	UNLIKELY	2	MODERATE / LOW
3	MODERATE / POSSIBLE	3	SERIOUS
4	LIKELY	4	MAJOR
5	ALMOST CERTAIN	5	FATAL / CATASTROPHIC

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)
15 - 25	Extreme risk (red)

Quality Impact Assessment - Option Four

- Maintain Current Paediatric inpatient services, Consultant led Obstetrics and Neonatology services at Pilgrim & Lincoln Hospital Temporary Transfer of staff (medical and nursing) from Lincoln Hospital to Pilgrim Hospital.
- Stop all paediatric inpatient and day case elective (planned) activity for all paediatric specialities at both Lincoln and Pilgrim Hospital sites
(This will require adjustment to bed numbers at Lincoln and cancellation of some elective activity at Lincoln)
- Stop all general Paediatric outpatient appointments

#	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	2	5	10	How does it impact adversely the rights and pledges of the NHS Constitution?	Negative	Risk: No planned care activity at Pilgrim, Lincoln County and Grantham Hospitals. Mitigation: Communication with public in explaining delay in planned care.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
2					How does the impact affect the organisations commitment to being an employer of choice?	Negative	Risk: Staff based at LCH site will be asked to work on a temporary basis at Pilgrim Hospital. Mitigation: The Trust will support to facilitate temporary movement of the staff. Robust recruitment processes will be maintained as a high priority for the Trust to try and mitigate the need to move staff. Nursing Staff new to post have been employed to work Trust-wide.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	HR Procedures	Existing	Weekly	
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?	Positive	Risk: No local childrens elective daycase surgery / procedures within Lincolnshire will result in some children having to travel post-operatively following surgical procedure. They will also have to travel for follow-up OPD. This will impact upon equality for age and disability for this group of children.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
5	Quality	2	5	10	How will this impact on the organisation's duty to protect children, young people and adults?	Positive	Risk: There is the potential for a few surgical patients not to be seen within an acceptable time period for their condition having potential for delay and adverse impact upon long-term health and wellbeing. Mitigation: Trust need to audit planned care activity to identify high risk patients and implement robust care plans during this temporary period.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
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	Positive	Risk: There is the potential for delay in surgical patient being seen and condition deteriorating. Mitigation: Trust need to audit planned care activity to identify high risk patients and implement robust care plans during this temporary period.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
7					How will it impact on preventable harm? (eg slips, trips, falls)	Positive	Risk: There is the potential for delay in surgical patient being seen and condition deteriorating. Mitigation: Trust need to audit planned care activity to identify high risk patients and implement robust care plans during this temporary period.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
8					How will it impact upon the reliability of safety systems? (eg WHO checklist)	Positive	The standard for the provision of routine surgical care that is easily accessible to Children and their family closer to home will not be met. Childrens Surgical Forum 'Ensuring the Provision of General Paediatric Surgery in the District General Hospital' (2010) and 'Standards for Childrens Surgery' (2013).	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Positive		Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
10					How will this impact on workforce capability, care and/or skills?	Positive	Risk: Temporary significant impact upon Lincoln County Hospital staff. Mitigation: Keep all staff informed of future developments. Staff are supported during this period to maintain capability, care and professional skills.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
11	Patient Experience	4	5	20	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: All planned care not being undertaken. Mitigations: The Trust to inform all patients of the plan.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
12					How will it impact on choice?	Negative	Risk: Patient's planned care will be temporarily put on hold. Some children will need to be referred to other providers Mitigation: The Trust to ensure all patients affected are informed.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
13					Will there be an impact on waiting times?	Negative	Risk: Significant deterioration in Performance, ie, Referral to Treatment (RTT). Some children will need to be referred to other providers Mitigation: The Trust needs to quantify the impact of not performing planned care.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				

#	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
14	Experience	Staff Experience	4	5	20	How will it impact upon the compassionate and personalised care agenda?	Positive	Risk: There is a negative impact on children requiring daycase surgical procedures.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
						How will it impact on recruitment of staff	Positive	Risk: the service will be unable to recruit to this model in the short term, will be unattractive in particular to newly qualified nurses. Mitigation: All newly appointed nurses now have job descriptions that are Trust-wide.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
						What will the impact be on staff turnover and absentee rates	Negative	Risk: Staff feeling unsettled and may incur increased costs both financial and time as will be travelling to the Pilgrim Hospital site. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Meetings Comms & Engagement	Existing	Weekly	
						How will it impact on staff satisfaction surveys	Negative	Risk: Staff will feel vulnerable due to uncertainty with the service. Mitigation: The Trust to keep all staff informed of future service development; include them in discussions about any future changes. Ensure that all HR and employee relation systems and processes are enacted as per policy and guidelines.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Staff Survey	Existing	Quarterly	
15	Effectiveness	Clinical Effectiveness and Outcomes	4	5	20	How does it impact on implementation of evidence based practice?	Positive		Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
16						How will it impact on patient's length of stay?	Positive		Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Safety Quality Dashboard	Existing	Monthly	
17						Will it reduce/impact on variations in care? (eg readmission rates)	Positive		Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Datix	Existing	Daily	
18						What will the impact be upon clinical and cost effective care delivery?	Negative	Risk: Loss of income, increase in activity waiting lists and not achieving national performance standards.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	Performance Reports Finance Reports	Existing	Monthly	
						How does it impact upon care pathway(s)? Eg mortality	Positive	Risk: Potential to cause patient harm by delaying planned care. Mitigation: Trust need to audit planned care activity to identify high risk patients and implement robust care plans during this temporary period.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe		New		
19						How will it impact on target performance?	Negative	Risk: Loss of income, increase in activity waiting lists and not achieving national performance standards.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe	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.	3	5	15	How will this impact upon East Midlands Ambulance Service?	Positive	No impact.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
21						How will this impact upon surrounding Trusts?	Negative	Risk: GP's and Urgent Healthcare Centres to potentially refer elsewhere outside of ULHT services. Mitigation: The Trust to have a clear Communication Strategy.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
22						How will this impact upon GP Services?	Negative	Risk: Potential increase on GP increased activity.	Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				
23						How will this impact upon Community Services?	Positive		Neill Hepburn Dr R Kollipara Sue Bennion Paul Hinchliffe				

LIKELIHOOD	IMPACT
1 RARE	1 MINOR
2 UNLIKELY	2 MODERATE / LOW
3 MODERATE / POSSIBLE	3 SERIOUS
4 LIKELY	4 MAJOR
5 ALMOST CERTAIN	5 FATAL / CATASTROPHIC

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)
15 - 25	Extreme risk (red)

Quality Impact Assessment - Option Five

With effect from July 1, 2018, providers across the region to provide Neonatal Medical cover (Consultants and/or Middle Grade doctor) for Pilgrim Maternity and Neonatology. Confirmed with Head of Nursing that no QIA to be completed for this option.

#	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			0	How does it impact adversely the rights and pledges of the NHS Constitution?								
2					How does the impact affect the organisations commitment to being an employer of choice?								
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?								
5	Quality	Patient Safety		0	How will this impact on the organisation's duty to protect children, young people and adults?								
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								
7					How will it impact on preventable harm? (eg slips, trips, falls)								
8					How will it impact upon the reliability of safety systems? (eg WHO checklist)								
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?								
10					How will this impact on workforce capability, care and/or skills?								
11	Experience	Patient Experience		0	What impact is it likely to have on self reported experience of patients and service users? (Response to national/local surveys/complaints/PALS/incidents)								
12					How will it impact on choice?								
13					Will there be an impact on waiting times?								
14					How will it impact upon the compassionate and personalised care agenda?								
		Staff Experience		0	How will it impact on recruitment of staff								
	What will the impact be on staff turnover and absentee rates												
15	Effectiveness	Clinical Effectiveness and Outcomes		0	How will it impact on staff satisfaction surveys								
16					How does it impact on implementation of evidence based practice?								
17					How will it impact on patient's length of stay?								
18					Will it reduce/impact on variations in care? (eg readmission rates)								
19					What will the impact be upon clinical and cost effective care delivery?								
20	Other	Please use this section to detail any other impacts to clinical and quality that are not listed in the questions above.		0	How does it impact upon care pathway(s)? Eg mortality								
21					How will it impact on target performance?								
22					How will this impact upon East Midlands Ambulance Service?								
23					How will this impact upon surrounding Trusts? How will this impact upon GP Services? How will this impact upon Community Services?								

LIKELIHOOD	IMPACT
1 RARE	1 MINOR
2 UNLIKELY	2 MODERATE / LOW
3 MODERATE / POSSIBLE	3 SERIOUS
4 LIKELY	4 MAJOR
5 ALMOST CERTAIN	5 FATAL / CATASTROPHIC

Risk score	Category
01-Mar	Low risk (green)
04-Jun	Moderate risk (yellow)
08-Dec	High risk (orange)
15 - 25	Extreme risk (red)