

## Hillside Consultation: Approach to Managing Risks and Issues

- Set clear objectives in terms of time, cost and quality.
- Consider possible challenges to delivery of those objectives.
- Consider possible impacts (positive or negative)
- Identify actions needed to reduce or mitigate risks to delivery, develop contingency plans and enhance positive opportunities.
- Management Group to monitor progress against objectives throughout the project, discuss threats to delivery and take additional steps as needed.

### Objectives of the risk register:

- Quality: Maintain CQC compliance of all services throughout, including safe levels of staffing and a safe environment.
- Operations: review health and social care needs of all residents and people who use short term breaks to understand their thoughts and aspirations and identify mitigating actions where required.

### *Risks to Delivery*

No.	What could happen?	What factors could lead to this?	What could be the impact(s) if this occurred?	Actions to mitigate, reduce, enhance etc.
1	Quality: CQC compliance not maintained	<ul style="list-style-type: none"> <li>• Loss of staff means not able to maintain safe staffing levels</li> <li>• Staff focus on the personal situation rather than care provision</li> <li>• Property maintenance issues which threaten the safety of the environment, e.g. flooring, lifts, fire risks</li> </ul>	<ul style="list-style-type: none"> <li>• Cost impact of staffing turnover, use of agencies and lack of staff who know the residents well</li> <li>• Cost of 'big ticket' maintenance items</li> <li>• Potential negative 'press' / loss of reputation / trust</li> </ul>	<ul style="list-style-type: none"> <li>• Service Commissioner works to good practice and monitors the impact of the consultation through regular Project Management Meetings with the provider and staff from the Surrey Heath locality office</li> <li>• CQC inspected the home in November 2018 and all areas were rated as 'Good' with the service being given an overall rating of 'Good'.</li> <li>• Continue to engage with CQC during the process</li> </ul>

## Annex 3

## Hillside Consultation Risk Management overview

No.	What could happen?	What factors could lead to this?	What could be the impact(s) if this occurred?	Actions to mitigate, reduce, enhance etc.
				<ul style="list-style-type: none"> <li>• Active monitoring of services and staffing numbers</li> <li>• Continual monitoring of property issues and take action where required</li> <li>• Regular senior manager visits to the service and available for discussion</li> <li>• Quality Assurance audits as required</li> </ul>
2	<p>Operations: Negative impact of the consultation process on health and wellbeing of people who use services</p>	<ul style="list-style-type: none"> <li>• Uncertainty impacts on the behaviours of residents</li> <li>• People's expectations are raised from an early stage</li> <li>• Families, carers, friends and staff intentionally or unintentionally transfer their anxieties onto residents</li> </ul>	<ul style="list-style-type: none"> <li>• Staff do not plan for, recognise, and/or react to changes in peoples behaviours.</li> <li>• Stress and anxiety felt by individual residents and their families</li> <li>• Wellbeing of residents affected</li> <li>• Potential negative 'press' and resulting loss of reputation and trust</li> </ul>	<ul style="list-style-type: none"> <li>• Person centred approach at heart of all conversations</li> <li>• Service Commissioner works to good practice and monitors the impact of the consultation through regular Project Management Meetings with the provider and staff from the Surrey Heath locality office</li> <li>• Work closely with individuals, families and carers throughout the process</li> <li>• Care needs assessments to identify potential outcomes for each individual</li> <li>• Monitor activity – actions reviewed on a regular basis with key workers</li> <li>• Actively update and involve current carers in assessment process</li> <li>• Regular conversations about individuals to ensure any signs of</li> </ul>

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				negative impacts on individuals are identified early <ul style="list-style-type: none"> <li>Assure practice is thorough and documentation complete, highlighting the journey experienced by each individual with the aim of identifying what an improved outcome may look like</li> </ul>
3	Operations: Not able to source suitable alternative provision	<ul style="list-style-type: none"> <li>Lack of alternative provision within the local area identified at point of consultation raises anxiety</li> <li>Care providers do not provide services to meet assessed care needs of residents</li> <li>Competing demand for limited services</li> </ul>	<ul style="list-style-type: none"> <li>Residents continue to live at Hillside until appropriate alternative care is found</li> <li>Short term break service continues to be provided from Hillside until alternative options are identified and discussed</li> <li>Fewer people living at Hillside as care needs change and a move is required</li> <li>Competition for resources may impact on cost of care or increase length of time taken to support moves and decommissioning of Hillside</li> <li>Potential negative 'press,' loss of reputation and trust</li> </ul>	<ul style="list-style-type: none"> <li>Work with SCC commissioners in the area</li> <li>Map other care providers in advance</li> <li>Identify gaps and plan for alternatives</li> <li>Discussion with market and in house to develop options as care needs are established.</li> <li>Effective use of other in house services if appropriate</li> <li>Ongoing engagement with local stakeholders i.e. Camberley Mencap</li> <li>Ensure internal requirements for accommodation are coordinated and priorities agreed.</li> <li>Respond to press, Freedom of Information requests and other enquiries in a timely and appropriate way</li> </ul>

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5	Internal engagement in consultation:	<ul style="list-style-type: none"> <li>Project Team and other internal stakeholders do not develop a positive working relationship</li> </ul>	<ul style="list-style-type: none"> <li>A person centred approach is not maintained</li> <li>Quality of outcome is compromised</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of stakeholders in engagement in process</li> <li>Development of stakeholder relationships</li> <li>Regular meetings between staff from Service Delivery, Surrey Heath Locality Team and staff from the central PLD and autism team to ensure any issues are addressed promptly</li> <li>Regular staffing updates provided</li> </ul>
6	Workforce: Loss of staff morale during implementation	<ul style="list-style-type: none"> <li>Increased staff vacancies / pressure on remaining staff</li> <li>Reducing resident numbers leading to reduction in staffing levels</li> </ul>	<ul style="list-style-type: none"> <li>Potential service disruption / reduced quality of service</li> <li>Increased staff sickness and absence</li> <li>People choose to find alternative employment before the end of the consultation</li> <li>Additional agency and bank staff employed.</li> </ul>	<ul style="list-style-type: none"> <li>Majority of staff have expressed a commitment to supporting residents until moves take place and then seek alternative employment should redeployment not be possible</li> <li>Daily review of staffing requirements against the care and support needs of residents</li> <li>Shifts covered by bank staff or staff employed at other in-house care services</li> <li>Ongoing timely comms to keep staff, managers and members updated</li> <li>Wellbeing support made available</li> <li>Consider holding any vacant posts in other in house PLD services</li> </ul>

No.	What could happen?	What factors could lead to this?	What could be the impact(s) if this occurred?	Actions to mitigate, reduce, enhance etc.
				<ul style="list-style-type: none"> <li>• Senior manager available for discussion</li> </ul>
7	Timing: Insufficient resource to support implementation	<ul style="list-style-type: none"> <li>• Lack of available locality staff/PLD and Autism central team to support reassessments</li> <li>• Other priorities require staffing resource to be allocated elsewhere</li> <li>• High number of residents requesting an early move</li> </ul>	<ul style="list-style-type: none"> <li>• People’s expectations may not be managed</li> <li>• Opportunities may be missed</li> <li>• People are not supported to move to a new home that can better meet their care needs and aspirations</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing timely comms with locality team, central PLD and Autism team and managers to help manage workload</li> <li>• Work alongside Surrey Heath Locality Team and the central PLD and Autism team to forward plan</li> <li>• Senior management staff member ensure diaries allow for prompt responses to questions raised</li> <li>• Escalate issues if required</li> </ul>

## Deleted risks

No.	What could happen?	What factors could lead to this?	What could be the impact(s) if this occurred?	Actions to mitigate, reduce, enhance etc.
8	Challenge to consultation	<ul style="list-style-type: none"> <li>• Criticism of decision to consult in light of previous discussion</li> <li>• Criticism of consultation process               <ul style="list-style-type: none"> <li>○ Too little or too much time</li> <li>○ Not wide enough to include all interested parties</li> <li>○ Not transparent</li> <li>○ Impact on residents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Consultation may not happen or is delayed</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation plan to ensure robust, inclusive process and agreed with legal service</li> <li>• Key stakeholders invited to provide input throughout process</li> <li>• Take an open approach to conversation, actively listen to feedback and be adopt a flexible approach to conversation</li> <li>• Seek ongoing feedback</li> <li>• Clear process and audit trail</li> <li>• Involve trade unions in discussion</li> <li>• Publish consultation document on SCC website</li> <li>• Project Team to keep records of all communication and engagement activities</li> <li>• Refresh of consultation due to length of time that had elapsed gave people the opportunity to comment and raise new options etc</li> </ul>