

Appendix E – Summary of Risk Process

The NWJCC developed a low-investment, risk-based plan by first collating all commissioning risks on a new combined organisational risk register. This was followed by a use of the STEEEP framework to analyse risks across six healthcare quality domains: Safe, Timely, Effective, Efficient, Equitable, and Patient-Centred. Risks were then ranked and managed using the 5T assessment: Tolerate, Treat, Terminate, Transfer, and Transform.

At this stage:

- **Ambulance/111 Directorate:** Risks were separated into operational and commissioning risks. The NWJCC reviewed and assessed these risks to develop high-level commissioning intentions, which were used to shape specific priorities and were overseen by the Joint Commissioning Committee.
- **Mental Health, Learning Disabilities, and Vulnerable Groups Portfolio:** Risks were categorized into Financial, Estates, and System Risks. These were used to set the Directorate's Commissioning Intentions to ensure appropriate mitigation.
- **Specialised Services Portfolio:** Cardiff & Vale and Swansea Bay University Health Boards identified and submitted their risks and management recommendations. These were reviewed and synthesized with NWJCC risks to develop draft Commissioning Intentions. The final risks and intentions were assessed and prioritised, resulting in 16 being taken forward for review and endorsement by the Specialised Services Management Group.

This approach was intended to enable the NWJCC to identify and mitigate risks without the need for new investment, although some investment needs arising from the Specialised Services Directorate were identified.

Drafting Note May need further information prior to publication