

Appendix 6 Risk Grading Matrix

Instructions for use:

1. Define the risk(s) explicitly in terms of effect of the risk on achieving an objective
2. Use the descriptors below to determine the consequence score (s) for the potential outcome of the risk occurring) .
3. Use the descriptors to determine the likelihood score(s) for the adverse outcome occurring .
4. Calculate the risk score the risk **multiplying** the consequence by the likelihood = risk score.
5. Identify the level at which the risk will be managed in the organisation, based on the risk matrix and escalation detailed below
6. Include the risk in the risk register at the appropriate level.

RISK SCORE MATRIX DEFINITIONS (based on NPSA risk matrix model)

Table 1 Severity/Consequence scores

Choose the most appropriate domain for the identified risk from the left hand side of the table Then work along the columns in same row to assess the severity of the risk on the scale of 1 to 5 to determine the consequence score, which is the number given at the top of the column.

| | Severity/Consequence score (severity levels) and examples of descriptors | | | | |
|--|---|---|---|--|---|
| | 1 | 2 | 3 | 4 | 5 |
| Domains | Negligable | Minor | Moderate | Major | Catastrophic |
| Impact on the safety of patients, staff or public (physical/psychological harm) | Minimal injury requiring no/minimal intervention or treatment. No time off work | Minor injury or illness, requiring minor intervention Requiring time off work for >3 days Increase in length of hospital stay by 1-3 days | Moderate injury requiring professional intervention Requiring time off work for 4-14 days Increase in length of hospital stay by 4-15 days RIDDOR/agency reportable incident An event which impacts on a small number of patients | Major injury leading to long-term incapacity/disability Requiring time off work for >14 days Increase in length of hospital stay by >15 days Mismanagement of patient care with long-term effects | Incident leading to death Multiple permanent injuries or irreversible health effects An event which impacts on a large number of patients |
| Quality/complaints/audit | Peripheral element of treatment or service suboptimal Informal complaint/inquiry | Overall treatment or service suboptimal Formal complaint (stage 1) Local resolution Single failure to meet internal standards Minor implications for patient safety if unresolved | Treatment or service has significantly reduced effectiveness Formal complaint (stage 2) complaint Local resolution (with potential to go to independent review) Repeated failure to meet internal | Non-compliance with national standards with significant risk to patients if unresolved Multiple complaints/independent review Low performance rating Critical report | Totally unacceptable level or quality of treatment/service Gross failure of patient safety if findings not acted on Inquest/ombudsman inquiry Gross failure to meet national standards |

| | | | | | |
|---|--|--|--|---|--|
| | | Reduced performance rating if unresolved | standards Major patient safety implications if findings are not acted on | | |
| Human resources/ organisational development/staffing/ competence | Short-term low staffing level that temporarily reduces service quality (< 1 day) | Low staffing level that reduces the service quality | Late delivery of key objective/ service due to lack of staff Unsafe staffing level or competence (>1 day) Low staff morale Poor staff attendance for mandatory/key training | Uncertain delivery of key objective/service due to lack of staff Unsafe staffing level or competence (>5 days) Loss of key staff Very low staff morale No staff attending mandatory/ key training | Non-delivery of key objective/service due to lack of staff Ongoing unsafe staffing levels or competence Loss of several key staff No staff attending mandatory training /key training on an ongoing basis |
| Statutory duty/ inspections | No or minimal impact or breach of guidance/ statutory duty | Breach of statutory legislation Reduced performance rating if unresolved | Single breach in statutory duty Challenging external recommendations/ improvement notice | Enforcement action Multiple breaches in statutory duty Improvement notices Low performance rating Critical report | Multiple breaches in statutory duty Prosecution Complete systems change required Zero performance rating Severely critical report |
| Adverse publicity/ reputation | Rumours Potential for public concern | Local media coverage – short-term reduction in public confidence Elements of public expectation not being met | Local media coverage – long-term reduction in public confidence | National media coverage with <3 days service well below reasonable public expectation | National media coverage with >3 days service well below reasonable public expectation. MP concerned (questions in the House) Total loss of public confidence |
| Business objectives/ projects | Insignificant cost increase/ schedule slippage | <5 per cent over project budget Schedule slippage | 5–10 per cent over project budget Schedule slippage | Non-compliance with national 10–25 per cent over project budget Schedule slippage Key objectives not met | Incident leading >25 per cent over project budget Schedule slippage Key objectives not met |
| Finance including claims | Small loss Risk of claim remote | Loss of 0.1–0.25 per cent of budget Claim less than £10,000 | Loss of 0.25–0.5 per cent of budget Claim(s) between £10,000 and £100,000 | Uncertain delivery of key objective/Loss of 0.5–1.0 per cent of budget Claim(s) between £100,000 and £1 million Purchasers failing to pay on time | Non-delivery of key objective/ Loss of >1 per cent of budget Failure to meet specification/ slippage Loss of contract / payment by results Claim(s) >£1 million |

| | | | | | |
|---|---|-------------------------------|--------------------------------|------------------------------|---------------------------------------|
| Service/business interruption Environmental impact | Loss/interruption of >1 hour | Loss/interruption of >8 hours | Loss/interruption of >1 day | Loss/interruption of >1 week | Permanent loss of service or facility |
| | Minimal or no impact on the environment | Minor impact on environment | Moderate impact on environment | Major impact on environment | Catastrophic impact on environment |

Table 2 Likelihood score (L) What is the likelihood of the consequence occurring?

Select the most appropriate likelihood.

| Likelihood score | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Descriptor | Rare | Unlikely | Possible | Likely | Almost certain |
| Frequency How often might it/does it happen | This will probably never happen/recur (i.e. 1 in 100 years) | Do not expect it to happen/recur but it is possible it may do so (i.e. 1 in 10 years) | Might happen or recur occasionally (i.e. 1 in 1 year) | Will probably happen/recur but it is not a persisting issue (i.e. 1 in 1 month) | Will undoubtedly happen/recur, possibly frequently (i.e. 1 in 4 days) |

Table 3 Risk Score = consequence x likelihood (C x L)

| Consequence and score | Likelihood | | | | |
|-----------------------|------------|----------|----------|--------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| | Rare | Unlikely | Possible | Likely | Almost certain |
| 5 Catastrophic | 5 | 10 | 15 | 20 | 25 |
| 4 Major | 4 | 8 | 12 | 16 | 20 |
| 3 Moderate | 3 | 6 | 9 | 12 | 15 |
| 2 Minor | 2 | 4 | 6 | 8 | 10 |
| 1 Negligible | 1 | 2 | 3 | 4 | 5 |

NB the risk scores are not intended to be a precise mathematical measure of risk.