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| **2nd stage – Full Quality Impact Assessment (QIA)**  Supporting guidance is provided at the end of this document. |  |

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| **Scheme Name:** |  | | | | |
| **Date:** |  | | | | |
| **Division:** | Click or tap here to enter text. | | | | |
| **Directorate:** | Click or tap here to enter text. | | | | |
| **Author:** | Click or tap here to enter text. | **Job Title** | | Click or tap here to enter text. | |
| **Senior Responsible Officer** | Click or tap here to enter text. | **Job Title** | | Click or tap here to enter text. | |
|  | | | | | |
| **Approvals – responsible leads for final approval** | | | | | |
| **QIA Review Group:** | **Name** | | **Role** | | **Date** |
| **Director approval:** |  | |  | |  |
| **Executive approvals** |  | | Chief Nursing Officer | |  |
|  | | Chief Medical Officer | |  |

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| **Current State**  *Note: Describe current strategy, policy, service or function that is in place* | Click or tap here to enter text. |
| **Future State**  *Note: Describe how the future situation will look whilst articulating the aims of the proposed change* | Click or tap here to enter text. |

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| **Patient Experience** | Firstly, are there any levelling up or down impacts that need to be considered for patient and carer experience. If so, please use the first section to capture these and score accordingly.  Secondly, using the identified negative risks from first stage assessment, specifically score these risks and outline the mitigating actions that are identified to address the highlighted risks. To assist, further prompts / lines of enquiry relating to patient experience are provided below:   * Will patients/public see a change in the service they currently receive? * Is there a potential that patient satisfaction will decrease? * Will there be an extended wait or extended stay (if applicable or necessary)? * Will there be an impact on who is entitled to access the service Example: a change to referral conditions? * Will the proposal impact on patients, carers or other stakeholders? | | | | | | | | | |
| **Levelling up impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Levelling down impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Negative impacts** | | **As-is rating** | | | **Addressing the risks – mitigating actions** | | **To-be risk rating** | | |
| *As captured during the first stage impact assessment, please articulate and risk score each of the negative impacts* | | **Consequence** | **Likelihood** | **Risk Score (C x L)** | *Specify the actions are you taking to negate / reduce / address this?* | **Date of  Action** | **Residual Consequence** | **Residual Likelihood Score** | **Residual Risk Score (C x L)** |
| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
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| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
| **Average risk score** | |  |  |  | **Mitigated average risk score** |  |  |  |  |

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| **Patient Safety** | Firstly, are there any levelling up or down impacts that need to be considered for patient safety. If so, please use the first section to capture these and score accordingly.  Secondly, using the identified negative risks from first stage assessment, specifically score these risks and outline the mitigating actions that are identified to address the highlighted risks. To assist, further prompts / lines of enquiry relating to patient safety are provided below:   * Is there a Health and Safety risk to patients, for example are there any identified environmental hazards, that can affect patients? * Are there any Infection prevention & control risks? * Is there any unintended risk of harm for the patient Example: psychological, social, or emotional? * Is there a likelihood that incidents will increase? | | | | | | | | | |
| **Levelling up impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Levelling down impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Negative impacts** | | **As-is rating** | | | **Addressing the risks – mitigating actions** | | **To-be risk rating** | | |
| *As captured during the first stage impact assessment, please articulate and risk score each of the negative impacts* | | **Consequence** | **Likelihood** | **Risk Score (C x L)** | *Specify the actions are you taking to negate / reduce / address this?* | **Date of  Action** | **Residual Consequence** | **Residual Likelihood Score** | **Residual Risk Score (C x L)** |
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| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
| **Average risk score** | |  |  |  | **Mitigated average risk score** |  |  |  |  |

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| **Clinical Effectiveness** | Firstly, are there any levelling up or down impacts that need to be considered for clinical effectiveness. If so, please use the first section to capture these and score accordingly.  Secondly, using the identified negative risks from first stage assessment, specifically score these risks and outline the mitigating actions that are identified to address the highlighted risks. To assist, further prompts / lines of enquiry relating to clinical effectiveness are provided below:   * Is there a risk of escalation of care, e.g., admission to an acute setting or risk of readmission? | | | | | | | | | |
| **Levelling up impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Levelling down impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Negative impacts** | | **As-is rating** | | | **Addressing the risks – mitigating actions** | | **To-be risk rating** | | |
| *As captured during the first stage impact assessment, please articulate and risk score each of the negative impacts* | | **Consequence** | **Likelihood** | **Risk Score (C x L)** | *Specify the actions are you taking to negate / reduce / address this?* | **Date of  Action** | **Residual Consequence** | **Residual Likelihood Score** | **Residual Risk Score (C x L)** |
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| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
| Click or tap here to enter text. | | 1 | 1 | 1 | Click or tap here to enter text. | 30/10/2022 | 1 | 1 | 1 |
| **Average risk score** | |  |  |  | **Mitigated average risk score** |  |  |  |  |

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| **Staff impact** | Firstly, are there any levelling up or down impacts that need to be considered for staff impact. If so, please use the first section to capture these and score accordingly.  Secondly, using the identified negative risks from first stage assessment, specifically score these risks and outline the mitigating actions that are identified to address the highlighted risks. To assist, further prompts / lines of enquiry relating to workforce/staff impacts are provided below:   * Will staff workload be affected? * Has the plan been discussed with staff and have they been involved in decision making or provided their perspective? * How will ‘change’ impact upon staff morale? * How will changes for staff be monitored? * Are there any identified hazards, including Health & Safety and environmental risks, for staff and others? | | | | | | | | | |
| **Levelling up impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Levelling down impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Negative impacts** | | **As-is rating** | | | **Addressing the risks – mitigating actions** | | **To-be risk rating** | | |
| *As captured during the first stage impact assessment, please articulate and risk score each of the negative impacts* | | **Consequence** | **Likelihood** | **Risk Score (C x L)** | *Specify the actions are you taking to negate / reduce / address this?* | **Date of  Action** | **Residual Consequence** | **Residual Likelihood Score** | **Residual Risk Score (C x L)** |
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| **Average risk score** | |  |  |  | **Mitigated average risk score** |  |  |  |  |

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| **Involvement, engagement, communication and controversy** | Firstly, are there any levelling up or down impacts that need to be considered in relation to involvement of public, engagement, communication or controversy. If so, please use the first section to capture these and score accordingly.  Secondly, using the identified negative risks from first stage assessment, specifically score these risks and outline the mitigating actions that are identified to address the highlighted risks. To assist, further prompts / lines of enquiry relating to this section are provided below:   * Have the public been consulted If so, describe the type of engagement that has taken place, level of involvement and the views, opinions or concerns for the proposal? * Does the proposal signify potential controversy for the service, patients, carers, stakeholders and public? * Have there been previous complaints about the service? * Have there been previous contentious issues, media coverage or reputational damage? | | | | | | | | | |
| **Levelling up impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Levelling down impacts:** | **Yes / No / Don’t know** | Please describe potential impacts | | | | | | | | |
| **Negative impacts** | | **As-is rating** | | | **Addressing the risks – mitigating actions** | | **To-be risk rating** | | |
| *As captured during the first stage impact assessment, please articulate and risk score each of the negative impacts* | | **Consequence** | **Likelihood** | **Risk Score (C x L)** | *Specify the actions are you taking to negate / reduce / address this?* | **Date of  Action** | **Residual Consequence** | **Residual Likelihood Score** | **Residual Risk Score (C x L)** |
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| **Average risk score** | |  |  |  | **Mitigated average risk score** |  |  |  |  |

**Guidance Purpose of the Quality Impact Assessment**

This Quality Impact Assessment will be used to assess and document the quality impact of commissioning decisions, business cases, projects and other business plans and to assess a change. For example, a change may be made to a strategy, policy, procedure, service, or function.

Please read the Quality Impact Assessment policy. This provides guidance on how to proceed with other essential impact assessments linked to this policy.

In addition to taking account of the quality impact for patients, carers staff and others, this tool will measure the potential for any controversy or reputational risks and subsequent impact for the ICB and public confidence.

Please identify if this is a new QIA or a review of an existing QIA.

**Completing a 2nd stage Quality Impact Assessment**

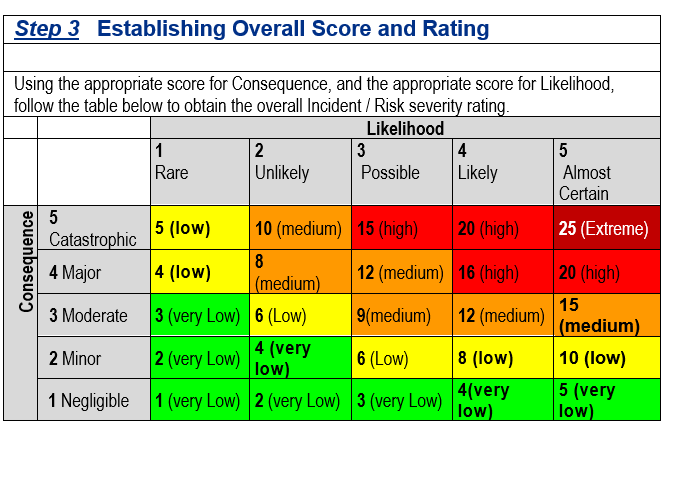
The 2nd stage impact assessment is required upon completion of first stage assessment having identified potential negative impacts. In doing so, the identified impacts require further assessment of the potential risks associated to the desired change.

This template is consistent with first stage tool and requires further assessment based on the identified negative risks under the following domains:

* Impact of Patient Safety
* Impact on Clinical Effectiveness
* Impact on Patient Experience, carers and other stakeholders
* Impact on staff / workforce
* Involvement, Engagement and Controversy

The document requests you to simultaneously consider and identify each of the specified negative risks that have been identified through the first stage assessment. To aid a thorough review, further granularity is provided against each domain to support appropriate risk management and identification of required mitigations.

Highlighted negative impacts and identified mitigations should be scored using standardised risk framework scoring, provided below:



**Levelling up – levelling down**

Prior to scoring specific negative impacts that are identified, it is important to consider if the suggested proposal will mean a levelling up. This is targeting one area and allocating additional resources, service provisions, finances and so on. This can be a positive move forward when there is a need to improve health outcomes and if resource is appropriately managed.

If the proposal indicates a levelling down, by removing or diverting resource from other areas where a) they are still needed, b) will be needed in future or c) by introducing any measures that will impact other service provision, please describe.

**Identification of mitigations**

By assessing the intended change and subsequent outcomes an understanding of the potential risks will be highlighted. Against these risks it is important ascertain what mitigating actions can be put in place to effectively manage these in the future. In doing so, repeating the risk scoring exercise will help determine if there is a reduced level of risk with future actions you intend to put in place.