



**Table 1 – Impact/Consequence Definitions**

Descriptor	Negligible	Minor	Major
Patient Experience	Reduced quality of patient experience/clinical outcome not directly related to delivery of clinical care.	Unsatisfactory patient experience/clinical outcome directly related to care provision – readily resolvable.	Unsatisfactory patient experience/clinical outcome; significant impact on patient recovery < 24 hours.
Objectives / Project	Barely noticeable reduction in scope, quality or schedule.	Minor reduction in scope, quality or schedule.	Reduction in scope of project objectives.
Injury (physical and psychological) to patient/visitor/ staff.	Adverse event leading to minor injury not requiring first aid.	Minor injury or illness, first aid treatment required.	Agency reportable and aggressive action required. Significant injury requiring medical treatment and/or hospitalisation.
Complaints / Claims	Locally resolved verbal complaint.	Justified written complaint peripheral to clinical care.	Below excess claim threshold. Justified complaint requiring appropriate care.
Service / Business Interruption	Interruption in a service which does not impact on the delivery of patient care or the ability to continue to provide service.	Short term disruption to service with minor impact on patient care.	Some disruption in service with unacceptable impact on patient care. Temporary loss of service.
Staffing and Competence	Short term low staffing level temporarily reduces service quality (< 1 day). Short term low staffing level (>1 day), where there is no disruption to patient care.	Ongoing low staffing level reduces service quality. Minor error due to ineffective training/implementation of training.	Late delivery of key services due to lack of staff. Moderate error due to ineffective training/implementation of training. Ongoing problems.
Financial (including damage / loss / fraud)	Negligible organisational/ personal financial loss. (£<1k). (NB. Please adjust for context)	Minor organisational/personal financial loss (£1-10k).	Significant organisational/personal financial loss (£10k-£100k).
Inspection / Audit	Small number of recommendations which focus on minor quality improvement issues.	Recommendations made which can be addressed by low level of management action.	Challenging recommendations which require significant management action to be addressed with plan.
Adverse Publicity / Reputation	Rumours, no media coverage. Little effect on staff morale.	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale/public attitudes.	Local media – long term publicity. Significant effect on staff morale/public perception of service.

Moderate	Major	Extreme
Patient experience/ short term effects – <1wk.	Unsatisfactory patient experience/ clinical outcome; long term effects – expect recovery >1wk.	Unsatisfactory patient experience/ clinical outcome; continued ongoing long term effects
Cost or quality of project; or schedule.	Significant project over-run.	Inability to meet project objectives; reputation of the organisation seriously damaged.
Incidents, e.g. Police (violent acts), requiring medical counselling.	RIDDOR Major injuries/long term incapacity or disability (loss of limb) requiring medical treatment and/or counselling.	Incident leading to death or major permanent incapacity.
Multiple claims involving lack of	Claim above excess level. Multiple justified complaints.	Multiple claims or single major claim Complex justified complaint
Disruption in service with impact on patient care. Inability to provide	Sustained loss of service which has serious impact on delivery of patient care resulting in major contingency plans being invoked.	Permanent loss of core service or facility. Disruption to facility leading to significant “knock on” effect
Failure to meet key objective / service due to ineffective implementation of training. Issues with staffing levels.	Uncertain delivery of key objective/ service due to lack of staff. Major error due to ineffective training/ implementation of training.	Non-delivery of key objective/service due to lack of staff. Loss of key staff. Critical error due to ineffective training/ implementation of training.
Major organisational/personal financial loss (<100k).	Major organisational/personal financial loss (£100k-1m).	Severe organisational/personal financial loss (£>1m).
Recommendations that can not prompt appropriate action	Enforcement action. Low rating. Critical report.	Prosecution. Zero rating. Severely critical report.
Long-term adverse impact on staff morale and of the organisation.	National media/adverse publicity, less than 3 days. Public confidence in the organisation undermined. Use of services affected.	National/international media/adverse publicity, more than 3 days. MSP/MP concern (Questions in Parliament). Court Enforcement. Public Inquiry/ FAI.

**Table 2 – Likelihood Definitions**

Descriptor	Rare	Unlikely	Possible
Probability	Can't believe this event would happen – will only happen in exceptional circumstances.	Not expected to happen, but definite potential exists – unlikely to occur.	May occur occasionally – has happened before on occasions – reasonable chance of occurring.

**Table 3 – Risk Matrix**

Likelihood	Consequence	
	Negligible	Minor
<b>Almost Certain</b>	Medium 5	High 10
<b>Likely</b>	Medium 4	Medium 8
<b>Possible</b>	Low 3	Medium 6
<b>Unlikely</b>	Low 2	Medium 4
<b>Rare</b>	Low 1	Low 2

e	<b>Likely</b>	<b>Almost Certain</b>
onally, has on nable ng.	<b>Strong possibility that this could occur – likely to occur.</b>	<b>This is expected to occur frequently / in most circumstances – more likely to occur than not.</b>

quences / Impact			
or	Moderate	Major	Extreme
n	High 15	V High 20	V High 25
im	High 12	High 16	V High 20
im	Medium 9	High 12	High 15
im	Medium 6	Medium 8	High 10
r	Low 3	Medium 4	Medium 5