



DCIQ Risk Management

# Royal Devon University Healthcare NHS Trust - DCIQ Risk Management



## Background

The Royal Devon University Healthcare NHS Foundation Trust stretches across both Northern, Eastern, and Mid Devon. With over 15,000 staff, the Trust provides care for over 615,000 people across 2,000 square miles of Devon, over 2 acute hospitals, community inpatient hospitals, outpatient clinics, and directly in patient's homes.

## Unifying risk management across the organisation with DCIQ

In 2022 the Royal Devon and Exeter NHS Foundation Trust and Northern Devon Healthcare NHS Trust were in the process of integrating with each other to create The Royal Devon University Healthcare NHS Foundation Trust.

Previous to the integration both organisations were using DatixWeb as their risk management system for incidents, complaints, claims and risk. However, both organisations had developed their risk module to accommodate differing local risk management processes. These processes needed to be aligned in order to support the new organisation and a single approach to risk management.

The decision was taken to implement DCIQ, a cloud-based risk management solution, so both organisations would be recording risks and incidents on the same system, so data could be collected and aggregated which would allow for data triangulation, trend analysis, and proactive risk mitigation.

**The timing of the organisation integration was perfect as it gave us an opportunity to embrace a new approach to risk management. Previously with DatixWeb, we'd been focused on reporting and recording risk, but we wanted to take that next step and so took the decision to roll out DCIQ.**

**Lisa Richards** -  
Trust Risk Manager, Royal Devon University Healthcare NHS Foundation Trust

**Achieve high reliability and safer care by understanding not only "what" is happening, but also "how" and "why" errors occur.**



## A phased implementation and iterative roll-out process

While the creation of The Royal Devon University Healthcare NHS Foundation Trust was an opportunity to build a new risk management process directly managed in DCIQ. The system design is based on an Enterprise Risk Management (ERM) approach to risk management. The team recognised early that the roll-out would need to be a phased process, in order to transition from a historic process driven approach to an ERM approach to risk management, build a robust system and ensure buy in across the organisation.

During the initial stages of implementation, the focus was on launching the parts of the ERM system that were most similar to the basic core components of the DatixWeb module. This would ensure that staff from both Trusts were familiar with the system, keeping new training to a minimum and allowing a gradual transition with the best chance for success.

**We knew moving over to DCIQ and a new way of risk management was going to be an iterative process. So, we decided to roll out the parts which were most similar to DatixWeb first, and as time's gone on, we've were able to explore more of the functionality within DCIQ and build new processes collaboratively.**

**-Lisa Richards**  
Trust Risk Manager, Royal Devon University Healthcare NHS Foundation Trust

## A more mature risk management system

After the initial launch of DCIQ had been completed, the team were able to begin the iterative process of building out new, more mature ERM risk management processes that the system supported.

A feature that has underpinned a more mature risk management process is the ability to link multiple stakeholders to an action plan for a risk. This visibility of risks has created a holistic view of risk across the organisation, and allowed for ownership of actions to be held across the appropriate people to ensure that risks are being managed collaboratively and proportionately. aggregated which would allow for data triangulation, trend analysis, and proactive risk mitigation.

**As an organisation we are now very aware of what our highest risks are, what the actions plans are, and who is owning them. It gives us much better control over assurance as we have visibility over risks and how things are actually moving**

**-Lisa Richards,**  
Trust Risk Manager, Royal Devon University Healthcare NHS Foundation Trust

The Royal Devon University Healthcare NHS Foundation Trust have now been using the DCIQ's ERM risk registers, however, in line with this approach the emphasis is now put on exceptional risks that need to be managed through a risk register.



## A clear process to review and manage risks

A new process has been put in place to review risks and ensure that they are being correctly triaged as part of the risk management framework and action plans are created to reflect the implementation of new or significantly enhanced controls.

Anyone can now raise a risk by reporting it on the system. After a risk has been reported, Senior Management teams (Risk Register Owners) are able to review the risk reported and have 3 response options that can be taken in the system.

**Option 1:** The reported risk is already managed as part of the risk management framework. It does not require new or significantly enhanced controls to be implanted. These risks are not exceptional and therefore do not require management through a risk register. The reported risk is closed on the system, acknowledging what controls, monitoring and assurance is in place through the risk management framework.

**Option 2:** The reported risk is already being managed through a risk register as an exceptional risk. The reported risk or service area is therefore linked to the primary risk register entry, closed and managed as part of the primary risk action plan. Additional actions can be added to the primary risk action plan as required.

**Option 3:** The reported risk requires the implementation of new and/or significantly enhanced controls, the risk is not currently managed through a risk register. These risks are approved onto the register and a risk response action plan is developed with relevant stakeholders and entered on the system.





This has eliminated risks that were being duplicated in the system across different users. Multiple risks that built up a large risk could be identified and grouped together, allowing for a suitable action plan to be created to manage the risk.

**“We now have a much more mature risk management process in place that puts everyone on the same page, and ensures that the risks that need action are being managed in the appropriate way. We can now focus our resources and attention in the places necessary as we have a shared holistic view of our risk.”**

**-Lisa Richards,**  
Trust Risk Manager, Royal Devon University Healthcare NHS Foundation Trust

This enables the ability to easily track risks and actions plans from the same location and bring alignment across the organisation. This access to live data allows for more responsive decision-making to be made, ensuring that decisions are made based on the up-to-date evidence and the full picture of risk in mind.

**The visibility for risk action plans has greatly increased as action plans can now be viewed across different services, rather than only action plan owners, ensuring there is alignment.**

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**In some ways it’s been a bit of a culture shock. We’ve been so used to having static data, that it’s taken time to adapt to having this live data at our fingertips. It’s really easy to pull up the BI dashboards during meetings and have a live view of our risks and actions plans to make sure we’re all on the same page.**

**-Lisa Richards,**  
Trust Risk Manager, Royal Devon University Healthcare NHS Foundation Trust

## Continuing the iterative improvement process

Moving forward, the focus will be on continuing to look for areas of improvement, to understand where positive changes can be made and further opportunities to build new or refine current processes inside DCIQ.

