

HSE Impact Table

HSE Risk Assessment Tool

Impact Rating	1	2	3	4	5
Categories	Negligible	Minor	Moderate	Major	Extreme
Harm to a person (Service User, Patient, Staff & Public)	No harm. No need for treatment. No impairment of ability to manage normal daily routines. No impaired psychosocial functioning. No time off work	Adverse event/incident leading to minor harm needing minimal additional intervention. (e.g. first aid, extra observation or minor treatment) Requiring first aid/extended hospital stay for treatment of ≤ 72 hours. Recovery of ability to manage daily routines within 72 hours. Impaired psychosocial functioning (> 72 hours ≤ 1 month) ≤ 72 hours absence from work.	Adverse event/incident leading to moderate harm (significant, but not permanent harm) requiring a moderate increase in treatment. (e.g. an unplanned return to surgery, an unplanned re-admission, cancelling of treatment leading to prolonged symptoms/disease, or transfer to another treatment area (such as short stay in intensive care with good recovery) Extended hospital stay for treatment of (> 72 hours ≤ 8 days) Recovery of ability to manage daily routine within a month and without significant complication or significant permanent disability. Impaired psychosocial functioning (> 1 month ≤ 6 months) > 72 hours absence from work to ≤ 6 months. Agency reportable e.g. Gardaí (violent and aggressive acts), Tusla, HIQA, MHC and HSA.	Adverse event/incident leading to severe harm such as permanent lessening of bodily, sensory, motor, physiologic or intellectual functions resulting in long-term incapacity or disability (e.g. loss of limb, blindness, brain damage/HIE, shortening of life expectancy) Extended length of stay in hospital (> 8 days) Significant complication/significant permanent disability impacting ability to manage normal daily routine in the same manner as before. Impaired psychosocial functioning (> 6 months) Absence > 6 months Agency reportable e.g. Gardaí (violent and aggressive acts), Tusla, HIQA, MHC and HSA.	Adverse event/incident leading to death or permanent total disability. (e.g. unanticipated death that did not arise from, or was a consequence of (or wholly attributable to) the illness of the patient or an underlying condition of the patient occurring while receiving care) Permanent psychosocial functioning incapacity. Agency reportable e.g. Gardaí (violent and aggressive acts), Tusla, HIQA, MHC and HSA.
Service User Experience	Unsatisfactory experience not directly related to the provision of care services or supports (e.g. inadequate provision of information)	Unsatisfactory service user experience readily resolvable. (e.g. less than optimal treatment/inadequate information; not being talked to and treated as an equal; or not being treated with honesty, dignity and respect)	Unsatisfactory level of service user experience resulting in short term resolvable consequences (< 1 week) (e.g. related to less than optimal treatment)	Mismanagement of service user experience resulting in long term consequences. (e.g. related to poor or incorrect treatment)	Totally unsatisfactory service user outcome or extremely poor care provision resulting in long term consequences.
Business/Service disruption/Security (unauthorised and/or inappropriate access to systems/assets including data)	No material disruption to dependent work. Interruption in a service which does not materially impact on the delivery of service user care or the ability to continue to provide service.	Short-term temporary suspension of work. Minor public impact. (e.g. delays in waiting time) Local management assistance required. Short term disruption to service with minor impact on service user care. Backlog cleared in a week. Backlog requires extended work, overtime or additional resources to clear. Unplanned loss of IT facilities ≤ 4 hours.	Medium-term temporary suspension of work. Additional resources/budget required Regional management assistance required (HG CEO or CHO CO). Manageable impact. Some disruption in service with unacceptable impact on service user care. Temporary loss of ability to provide service. Unplanned loss of IT facilities between > 4 ≤ 8 hours.	Prolonged suspension of work. Additional resources, budget. National/management assistance required. (National Director) Performance criteria compromised. Sustained loss of service which has serious impact on delivery of service user care or service resulting in major contingency plans being involved. Unplanned loss of IT facilities between > 1 day ≤ 1 week.	Indeterminate prolonged suspension of work. Significant additional resources, budget/management assistance required. CEO, Department of Health and Minister of Health intervention required. Non-performance. Other providers appointed. Permanent loss of core service or facility. Disruption to facility leading to significant 'knock on' effect. Unplanned loss of IT facilities > 1 week.
Loss of trust/confidence or morale (Public/Staff), including reputational risk	Rumours, no media coverage. No public concerns voiced. Little effect on staff morale. No review/investigation necessary.	Local/national media coverage – Short term. Some public concern. Minor effect on staff morale/public attitudes. Internal review necessary.	Numerous local/national media outlets – adverse publicity. Significant effect on staff morale and public perception of the organisation. Public calls (at local level) for specific remedial actions. Comprehensive review/investigation necessary.	National media/adverse publicity, <3 days. News stories & features in national papers. Local media – long term adverse publicity. Public and staff confidence in the organisation undermined. HSE use of resources questioned. Minister may make comment. Possible questions in the Dáil. Public calls (at national level) for specific remedial actions to be taken possible HSE review/investigation	National/International media/adverse publicity, > than 3 days. Editorial follows days of news stories and features in national papers. Public and staff confidence in the organisation undermined. CEO's performance questioned. Calls for individual HSE officials to be sanctioned. Taoiseach/Minister forced to comment or intervene. Questions in the Dáil. Public calls (at national level) for specific remedial actions to be taken. Court action. Public (independent) Inquiry.
Organisational objectives or outcomes	Little impact e.g. Minor delays	Inconvenient delays.	Material delays. Performance behind target (e.g. KPIs)	Significant delays. Performance significantly under target.	Non-achievement of objective/outcome. Total performance failure.
Compliance (Legislative, Regulatory, Policy)	Non-compliance with internal policies. Procedural breach. Evidence of good faith by degree of care/diligence. Unintentional or accidental breaches of security, which may constitute an exposure that needs to be addressed. Non-notifiable breach of data, no adverse outcome.	Material Non-compliance with internal policies. Single failure to meet internal PPPGs. Breach, objection/complaint lodged. Minor harm with investigation. Evidence of good faith arguable. Deliberate and unauthorised breaches of security to gain access to information systems with a notifiable breach of data, readily resolvable.	Repeated failure to meet internal PPPGs. Serious breach. Lack of good faith evident. Performance review initiated. Material harm caused. Misconduct established. Deliberate and unauthorised breaches of security to gain access to information systems with a notifiable breach of data requiring notification to the data subject.	Failure to meet compliance obligations. (e.g. Legislative, Regulatory, Public Policy etc.) Deliberate breach or gross negligence. Formal investigation by external body. Disciplinary action. Ministerial involvement. Serious misconduct. Deliberate and unauthorised breaches of security to gain access to information systems with a notifiable breach of data, requiring notification to multiple data subjects.	Gross failure to meet compliance obligations (e.g. Legislative, Regulatory, Public Policy etc.) Criminal negligence or act. Litigation or prosecution with significant penalty. Dismissal. Ministerial censure. Evidence of criminal misconduct. Deliberate and unauthorised breaches of security to gain access to information systems with a notifiable breach of data, requiring notification to mass data subjects.
Financial (including performance to budget, claims, etc.)	≤ €10,000 loss. 0.33% of budget deficit	> €10,000 to ≤ €100,000 loss 0.33 – 0.5% of budget deficit	> €100,000 to ≤ €1,000,000 loss. 0.5 – 1.0% budget deficit	> €1,000,000 to ≤ €10,000,000 loss. 1.0 – 2.0% of budget deficit	> €10,000,000 loss. > 2.0% of budget deficit
Environmental/Infrastructure/Equipment	Nuisance Release. No disruption to access or exposure.	On site release contained with minimal intervention. Minimal disruption to access or exposure.	On site release contained with moderation intervention. Short to medium-term restriction of access or exposure.	High level but recoverable, unacceptable damage or contamination of a significant resource or area of the environment. Significant intervention required for permanent cessation of harmful activity' Long-term suspended access, presence or use of resource.	Toxic release affecting off-site with detrimental effect requiring outside assistance. Extensive, very long-term or permanent, significant, unacceptable damage to or contamination of a significant resource or area of the environment. Very long-term or permanent denial of access or exposure.
	Inconsequential damage to buildings/environment/historic resources that requires little or no remedial action.	Recoverable damage to 'non-priority' buildings/environment/historic resources.	Recoverable damage to 'priority' buildings, or loss of 'non-priority' buildings/environment/historic resources.	Permanent damage to priority buildings/environment/historic resources	Loss of 'priority' buildings/environment/historic resources.
Strategic Programme/Project (objectives/timelines) – HSE Executive Use Only	≤ 1% variation to programme/project deliverables ≤ 5% delay (e.g. for a project with a projected timeframe of 3 years an anticipated 2 month over run equals a 5% delay)	> 1% to 5% variation to programme/project deliverables > 5% to 10% delay	> 5% to 10% variation programme/project deliverables > 10% to 25% delay	> 10% to 20% variation to programme/project deliverables > 25% to 100% delay	> 20% variation to programme/project deliverables > 100% delay

Likelihood Table

Score	Likelihood	Probability of occurrence	Frequency
5	Almost Certain	> 90%	At least monthly
4	Likely	> 60% to 90%	Bi-monthly
3	Possible	> 30% to 60%	Occurs every 1 to 2 years
2	Unlikely	> 5% to 30%	Occurs every 2 to 5 years
1	Rare	≤ 5%	Occurs every 5 years or more

HSE Risk Scoring Matrix

		5	10	15	20	25
LIKELIHOOD	5 Almost Certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Rare	1	2	3	4	5
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Extreme
		IMPACT				

HSE Risk Rating Matrix

		Low	Medium	High	High	High
LIKELIHOOD	Almost Certain	Low	Medium	High	High	High
	Likely	Low	Medium	Medium	High	High
	Possible	Low	Medium	Medium	Medium	High
	Unlikely	Low	Low	Medium	Medium	Medium
	Rare	Low	Low	Low	Low	Low
		Negligible	Minor	Moderate	Major	Extreme
		IMPACT				