



# RISK MANAGEMENT FRAMEWORK

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## INTRODUCTION

There are many areas of risk in health care organizations including safety/security, client care, finance and human resources, governance and leadership. The reputation of the organization, information technology, facilities, and legal compliance are additional areas of concern. Integrated risk management is a continuous, proactive, and systematic process to understand, manage and communicate risk with all key stakeholders. It requires an ongoing assessment of the risk at all levels of the organization, pulling the results together at a corporate/governance level and communicating them to all key stakeholders including clients, caregivers and employees. Adequate monitoring and ongoing review are necessary at all times to manage risk. A fully integrated risk management system requires that the risk management data be used to inform decision making throughout the organization.

(Treasury Board of Canada Secretariat, 2012)

## KEY ELEMENTS OF THE RISK MANAGEMENT FRAMEWORK

A strong commitment from leadership, including the governing body, is required to manage and mitigate risk. The leadership team will inform the board about real or potential risks facing the organization, and work with the board to ensure that mitigation strategies are incorporated into the strategic plan. Having a common risk management framework that is used throughout Traverse Independence will assist the leadership prevent or at least minimize risk.

The purpose of the process is to actively identify, analyse, and manage individual risks. Risk will be identified as early as possible to minimize the impact. The process undertaken to analyze the level of risk will be clearly documented, along with the decisions and actions to be taken.

## DECISION-MAKING MATRIX

Management, working with staff, will ensure that risks are actively identified, analyzed, and managed on an ongoing basis using the Decision-Making Matrix. The Decision-Making Matrix is the tool that management and staff can use to help reach objective, critical decisions about risk as it relates to client services. The two categories it generates are:

Impact	H			
	M			
	L			
		L	M	H
		Probability		

- Likelihood – the chance that an event or behaviour may occur
- Severity – the level of harm that may result

The Decision-Making Matrix tool is in the GoldCare system. The data collected is used to consider trends and analyze for quality improvement.

For each identified risk, one of the following approaches will be selected to address it:

- Lower level risk is a behaviour or situation that is an unlikely event, with a low level of harm (low/low). If an event or situation is considered a lower level risk, then we will accept it and look for ways to reduce the impact of the risk.
- Medium level risk is a behaviour or situation that is an unlikely event with a high severity of harm (Low/High). If an event or situation is considered medium level risk, then we will accept it but look for ways to reduce the impact of the risk.
- Higher-level risk is a behaviour or situation that is a likely event with a high severity of harm (High/high). If an event or situation is considered higher-level risk, then immediate mitigation strategies will put into place.

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
STRATEGIC RISK (SR) – MISSION, VISION, VALUES AND STRATEGIC PLAN											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CON-SEQUENCE	TOTAL	RATING <sup>1</sup>	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Governance – mission, vision, values, strategic planning	Lack of quorum at board meetings impacts ability of board to govern and make decisions	Inability to make positive change	Comprehensive board policy regarding recruitment, succession planning, meeting attendance	L	H	L/H	M	Monitor	Monthly board report on board member recruitment as a standing item on agenda	President	Ongoing
Leadership sustainability	Extended loss of senior staff results in knowledge loss	Inability to operate	Succession planning in all departments underway	L	M	L/M	L	Succession planning is a corporate goal	Quarterly reporting	CEO, Director of CS, HR manager	Ongoing
Engagement with key stakeholders	Negative impact on staff morale due to lack of necessary information about client and employment practices	Management and board are ill informed for decision making	Part of all strategic and operational plans	L	L	L/L	L	Engagement is reported on during each quarterly report	Quarterly reporting	Management team	Ongoing

<sup>1</sup> Probability, Impact, Total, Rating L, M H: Low, Medium, High

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
OPERATIONAL RISK FINANCE (FR) – RISKS RESULTING FROM INADEQUATE OR FAILED INTERNAL PROCESSES AND/OR SYSTEMS											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CON-SEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Balanced budgets and financial sustainability	Loss of funding and/or insufficient funding	Loss of reputation with funders	Internal control policies from governance level down, annual audit, designated financial controller, policies and procedures in place, build reserve fund, continue to diversify funding sources	L	L	L/L	L	Monitor	Monthly financial reports to board, treasurer, CEO	Financial Controller, CEO, board treasurer	Ongoing
	Embezzlement/fraud/pandemic liability	Loss of reputation with funders	Comprehensive liability insurance	L	M	L/M	L	Maintain insurance and audit internal controls	Insurance renewed annually and ad hoc internal audits of processes and controls	Financial Controller, auditor	Ongoing

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
OPERATIONAL RISK ASSESSMENT HUMAN RESOURCES (HR) – RISKS RESULTING FROM FAILED OR INADEQUATE INTERNAL HR POLICIES, PROCEDURES OR PROCESSES											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CONSEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Support Quality Care with Person Centred Care model	Staff turnover and insufficient staff to provide quality services due to general unemployment rates and/or pandemic	Quality of care decreases and client satisfaction drops	Integration with all human resources initiatives in three Ontario Health Teams Contract with purchase service agencies	M	H	M/H	M	Ongoing participation with OHT Ongoing negotiations with external provider agencies	Staffing pool available if needed Pandemic safe staffing resources available if needed	CEO, Director of Client Services	Ongoing
	A serious client injury or client abuse	Liability, loss of funding, loss of reputation, reduced morale in workforce	Policies and procedures in place, staff training, oversight, continual client engagement, whistle blower policy.	L	L	L/L	L	Continued focus on client/management engagement, policies continually updated surveys, training, and incident reporting system in place.	Full system in place to protect clients that is continually updated, reviewed and maintained.	Director of Client Services	Ongoing
	Workplace violence, accidents, injuries	Loss of workforce, reduced morale, penalties, and costs associated with managing claims	Policies, training in place, experienced HR team	L	L	L/L	L	Continued vigilance regarding safety assessments, staff surveys, training, managing data	Full system in place, continually updated, reviewed, maintained	Manager of HR	Ongoing

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
COMPLIANCE RISK ASSESSMENT (RR) – COMPLIANCE TO LAWS, REGULATIONS, POLICIES AND PROCEDURES, ETHICS AND BUSINESS CONDUCT, CONTRACTS AND BEST PRACTICE											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CON-SEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Keep staff and clients safe	A significant injury or illness occurs to a staff or client	This could affect reputation, trigger risk and liability, decrease morale of staff	IPAC training of staff and clients, full PPE available, policies and procedures in place for client and staff safety along with client safety plan (program)	L	H	L/H	M	Review H&S policies monthly, active H&S Committee, H&S discussed at all staff meetings, ongoing training	Full system in place, continually updated, reviewed, maintained	CEO, Director of CS, Manager of HR	Ongoing
Meet all legal and financial obligations	Breach of legislation, fire code, LHIN/OHT obligations, financial regulation, H&S regulations	Liability, risk, loss of reputation, harm to staff or clients		L	L	L/L	L	Full audit annually, meet all reporting deadlines and information to board monthly, quarterly reporting to funders, MOH	Full system in place, continually updated, reviewed, maintained	Financial Controller, Manager of HR	Ongoing

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
SERVICE DELIVERY RISK ASSESSMENT (SDR) – RISKS RELATED TO DELIVERY OF CLIENT SERVICES											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CON-SEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Loss of focus on Person Centred Care model of service	Quality of care decreases and client satisfaction drops	Staff and clients trained on mission, vision, values, person centred care concepts. Client handbook highlights along with all policies and procedures	L	L	L/L	L	Continued focus on this philosophy as the cornerstone of the organization	Full system in place, continually updated, reviewed, maintained	Director of Client Services	Ongoing	
Quality services	Loss of reputation, client dissatisfaction, complaints from internal and external stakeholders,	Decreased staff and client satisfaction	Staff and clients trained on mission, vision, values, person centred care concepts. Client handbook highlights along with all policies and procedures	L	L	L/L	L	Continued focus on quality as a cornerstone of the organization	Full system in place, continually updated, reviewed, maintained	Director of Client Services	Ongoing



RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
SECURITY/INFORMATION TECHNOLOGY RISK ASSESSMENT (SITR) – BREACH IN CONFIDENTIALITY, PHYSICAL ASSETS, INFORMATION AND INFORMATION TECHNOLOGY SYSTEM FAILURE											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CONSEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
Absence of IT support	Inability to function	Unable to manage the day to day operations of the organization	External sources for IT support	M	L	M/L	M	External IT support secured	Systems are up and running efficiently	External IT Consultants, Director of CS	Ongoing
Loss of property (hardware and intellectual data)	Cost to organization	Unable to manage the day to day operations of the organization	Cloud based IT supports for data storage	L	L	L/L	L	All software is backed up via cloud services or 3 <sup>rd</sup> party vendor. Hardware maintenance is secured via extended warranty.	Systems are up and running efficiently	External IT Consultants, Director of CS	Ongoing
Cyber security breach	Loss of data, privacy, information, system shutdown	Litigation, Unable to manage the day to day operations of the organization	Succession planning for IT support in-house	L	L	L/L	L	Cyber insurance in place, virus/malware in place on all computers, password protection and external support for Traverse IT systems	Systems run smoothly, good back up in place	External IT Consultants, Director of CS	Ongoing
Loss of communication	Inability to function	Unable to manage the day to day operations of the	Succession planning for IT	L	L	L/L	L	Third party supported email, internet, phone	Systems run smoothly, good	External IT Consultants,	Ongoing

RISK IDENTIFICATION		ASSESSMENT				ACTION PLAN					
SECURITY/INFORMATION TECHNOLOGY RISK ASSESSMENT (SITR) – BREACH IN CONFIDENTIALITY, PHYSICAL ASSETS, INFORMATION AND INFORMATION TECHNOLOGY SYSTEM FAILURE											
OBJECTIVE IMPACTED	RISK DESCRIPTION	IMPACT	MITIGATIONS	PROBABILITY LIKELIHOOD	IMPACT/CON-SEQUENCE	TOTAL	RATING	ACTIONS	DELIVERABLE	TASK OWNER	TIMELINE
(system down)		organization	support in-house					systems. External IT support secured.	back up in place	Director of CS	