

CCN Risk Management Program

Report to – CCN Governance Committee

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CCN's insurance company HIROC has a number of resources to help subscribers with developing a risk management program. For reference purposes this is referred to as an Integrated Risk Management program.

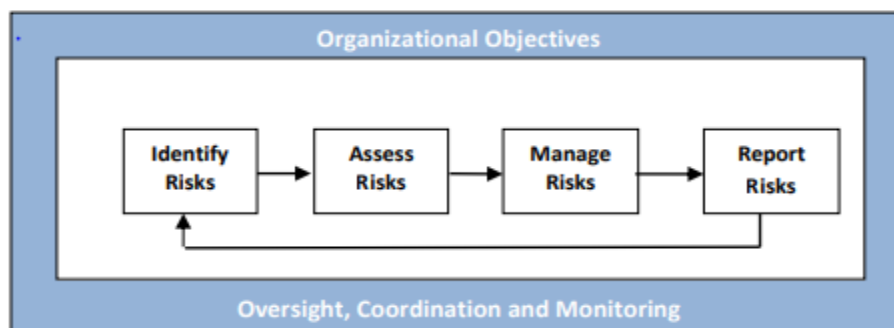
Benefits of an implementing an Integrated Risk Management program

The International Organization for Standardization (ISO) 31000 guide to risk management provides a related and expanded list of potential benefits including:

- Improved identification of threats.
- Improved organizational learning.
- Minimization of losses.
- Improved controls.
- Increased likelihood of achieving objectives.
- Better decision making and planning.
- Improved loss prevention and incident management.
- Effective allocation and use of resources for risk treatment.
- Improved operational effectiveness and efficiency.
- Improved governance.
- Improved stakeholder confidence and trust.
- Compliance with relevant legal and regulatory requirements and international norms.
- Improved financial reporting.

Adopting a Simplified Approach

A simplified framework for understanding and carrying out IRM is illustrated below. Taking into account key organizational objectives, and enabled by board oversight, active executive support, and dedicated resources for coordination; all significant organizational risks are identified, assessed, managed and reported. This process continues in an iterative and ongoing manner.



Oversight and Coordination of the Plan

Executive Lead – CEO, Trish Baird

Board Engagement – role of Governance Committee with regular reports to the Board?

The important role of boards in overseeing organizational risks is undisputed. A key role for boards in this regard, is to ask challenging questions of management including:

- Does management have a robust framework and comprehensive process to assess risk?
- Does the board accept management's assessment of risk too readily even when it appears superficial?
- Are risk management processes or systems well designed such that risk is managed holistically and not in silos?
- Does the corporation have adequate systems and processes in place to monitor the effectiveness of risk management?
- Does the board and management learn from and act on instances where risk management strategies and systems have been ineffective?
- Can management adequately and objectively assess risk when it is the architect of the risk management framework?
- Does management have the openness and humility to recognize its shortcomings and the courage to recognize flawed strategy and change course? (Caldwell, 2012, p.4).

Coordinating/Implementation Team - Senior Management (Trish Baird, Leiann Peart, Sherry Gibson, Lynda Kay, Sheena Tyson)

Confirmation of Strategic Objectives of Organization to ensure alignment. (Strategic Plan 2019-2021)

Fostering a Strong and Sustainable Organization

A healthy and sustainable organization has strong leadership, efficient processes and systems, and financial stability. Building on a track record of over thirty years of success, we are committed to continuing to be a leader in the health and social wellness system in Northumberland County, deepening relationships in the community, and achieving all of the elements of a sustainable organization.

Ensuring Innovative Solutions

Delivering client-centred, accessible, and compassionate programs and services is at the heart of everything we do. We are committed to continuing to provide consistent, high-quality service to our clients. We will also seek innovative solutions to respond to emerging needs in our community.

Strengthening Partnerships and Leveraging Capacity

The healthcare sector in Ontario is evolving. Increasing complexities, a newly elected provincial government, and a general climate of fiscal constraint will effect change at both the systemic and individual level in the coming years. Although change can bring challenges, the current landscape presents an ideal opportunity to explore partnerships and new models for collaboration. We believe that coordinated and cooperative service delivery will result in better health outcomes.

Investing in Our People

Our people are the lifeblood of our organization. Our impact is driven by teams of dedicated staff and more than 750 trained volunteers who help CCN achieve its mission in various capacities. Whether it be through delivering programs, building capacity, governing the organization, fundraising, or another vital role, our people support clients to remain healthy and independent in their own homes and communities. We feel

that investing in our volunteers, staff, and board is not only a wise business decision—it is also the right thing to do.

Sharing Our Story

Telling our stories raises our profile, heightens the awareness of our important work, expresses the positive impact we have in our community, and creates opportunities for more people to connect and engage with us. We recognize that strengthening our internal and external communications is a foundational strategy that will underpin the effectiveness and success of everything we accomplish.

Use of the HIROC Risk Register

“The **HIROC IRM Risk Register** is an online tool providing a platform for healthcare organizations to identify, assess and manage key organizational risks. Our Integrated Risk Management for Healthcare Organizations guide and the Taxonomy of Healthcare Organizational Risks supports the register.”

Preliminary Identification of Risks (determined through the Taxonomy (classification) of Healthcare Organizational Risks, supplied by HIROC)

Using HIROC Risk Categories and Names, senior management has focused on the following 15 risks to begin this process

RISK CATEGORY	RISK NAME	ALIGNMENT TO STRATEGIC OBJECTIVE *
Care	Falls	Ensuring Innovative Solutions
Care	Infection Control	Ensuring Innovative Solutions
Care	Not seen not found	Ensuring Innovative Solutions
Human Resources	Engagement	Investing in our People
Human Resources	Recruitment/Retention	Investing in our People
Financial	Inefficiencies	Fostering a Strong and Sustainable Organization
Financial	Revenue/Funding	Fostering a Strong and Sustainable Organization
Leadership	Change Management	Strengthening Partnerships and Leveraging Capacity
Leadership	Succession	Investing in our People
Information Management/Technology	Breach/loss of information	Fostering a Strong and Sustainable Organization
Information Management/Technology	Systems/technology needs	Fostering a Strong and Sustainable Organization
Information Management/Technology	Technology use	Investing in our People
Facilities	Plant/systems failure	Ensuring Innovative Solutions
Regulatory	Accreditation	Ensuring Innovative Solutions
External Relations	Donor relations	Fostering a Strong and Sustainable Organization

* Alignment needs to be reviewed and confirmed by Senior Management & Board

Next Steps

1. Accessing HIROC Risk Register to enter identified Risks
2. Review and confirm the risks with executive team and board.

3. Assessment of risks with internal expertise including senior management
4. Managing risks by utilizing the Risk Register. Regular review of risks and status.
5. Reporting risks to relevant committees and Board
6. Evaluating and improving the program, ensuring an ongoing process to identify