

Risk Management Plan

Introduction

Community Living North Grenville developed this risk management plan in 2009 to expand upon existing risk management policies found in the Community Living North Grenville Board Governance manual specifically section 7 – 7.1, 7.2, 7.3, 7.4 and 7.5.

Purpose

Community Living North Grenville recognizes that there is risk in providing support to people in the community. To promote independence, growth and citizenship it is necessary identify and manage risks that accompany those outcomes. Risk is not only associated with supported people but with the overall well being and integrity of the corporation, its members, staff, volunteers, and governance structure and finances.

This plan will cover the following areas and may overlap with other policies found in section 7 of the Community Living North Grenville Board Governance Manual.

- Identify and minimize risk to Community Living North Grenville, the people supported by the agency, agency staff and volunteers.
- Address awareness and manage/minimize risk.
- Assist in preventing harmful events.
- Protect the people supported by the agency.
- Protect the agencies profile and assets.
- Ensure the continuity of service provided by the agency.
- Utilize a practical and common sense approach that considers the needs of the people supported by Community Living North Grenville first and foremost.

Community Living North Grenville's Approach to Risk

Risk exists in the day-to-day operations of Community Living North Grenville. We recognize we support some of our community's most vulnerable citizens. To provide people we support with no risk would mean those people would never in many circumstances be exposed to or provided with opportunities to become respected citizens in our community. We do however recognize our responsibility to identify and minimize risk in a responsible yet respectful way. As an organization entrusted with the well being of people with an intellectual disability we have a responsibility to them, their families, and our community.

Every person supported by Community Living North Grenville will have an Individual Risk Assessment in place that identifies the level of risk associated to that person. The Assessment is developed and reviewed by the Management team, who are responsible for its implementation.

Community Living North Grenville minimizes risk through compliance with Ministry of Community and Social Services, in Association with the Social Inclusion Act and Quality Assurance Measures. It also adheres to bodies such as CARF Accreditation standards, Employment Standards, the Public Services Health and Safety Association, as well as internal processes such as the Joint Health and Safety Committee, Employer/Employee Relations Committee and the annual financial audit. Community Living North Grenville also seeks to develop partnerships with other community organizations where possible. Internally, a Management team led by the Executive Director who reports directly to the Board of Directors manages and monitors the organization.

General Strategies Used to Address Risk

On an everyday basis, Community Living North Grenville minimizes risk by using training, policies and procedures, equipment and tools, and supervision. In addition, the following techniques are used to manage risk;

Avoidance: Discontinuing an activity or not offering a service.

Modification: Implementing activities to reduce the level of risk to an acceptable level (e.g. implementing policies and procedures)

Retention: Accepting all or part of the risk and preparing for potential consequences by accepting deductible costs (insurance) or self-insuring (workplace accident insurance instead of WSIB)

Sharing: Purchasing insurance, sharing responsibility with another organization or contract the service to another business.

SUPPORTING DOCUMENTS

- Community Living North Grenville Board Governance Manual
- Community Living North Grenville Finance Manual
- Community Living North Grenville Human Resources Manual
- MCSS Risk Assessment Process
- CARF Accreditation Standards

Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
People				
Supported Individuals and Families	Injuries and accidents	Moderate	Moderate	<ul style="list-style-type: none"> • Policies and procedures are followed and regularly reviewed with staff at staff meetings • Staff receives orientation and training in a number of areas including safety and prevention, CPI, First Aid/CPR, Back care, WHMIS and Q-Straint and accessibility vehicle lifts (see HR annual staff orientation checklist 4-17) • Injuries and accidents are reported and reviewed to identify trends (serious occurrence and incident reports) • Individual Support Plans identify behavioural issues and positive approaches in dealing with them • Each supported individual has a risk assessment completed • Policies and procedure related to client handling are in place (i.e. medication, bathing) policy #6-5,6-6 HR manual • Policies are in place in regards to workplace violence • Fire safety and evacuation plans • MCSS annual compliance reviews
	Missing Persons	Low	High	<ul style="list-style-type: none"> • Each person supported has a missing persons protocol established (HR manual 4-23) this policy was established in partnership with the O.P.P. • Flight risk identified in risk assessment

Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
People				
				<ul style="list-style-type: none"> On-call system 24/7 Serious occurrence reports required to be filed with MCSS
Personal Finance	Fraud, theft of finances for person's served	Low	Moderate	<ul style="list-style-type: none"> Financial journals-persons served Finance manual-Finance-Persons Served Third party audit
	Violence and Trauma	Low	Moderate	<ul style="list-style-type: none"> Staff are trained to access safety and potential crisis (Crisis Prevention Institute-Non violent crisis intervention) Code of Conduct (see HR manual 3-13,4-1,4-16) used as a guideline to govern behaviour of supported individuals Serious Occurrence reporting MCSS may be required Policy on Staff and Client safety, 6-3 HR manual
	Abuse and Neglect	Low	Moderate	<ul style="list-style-type: none"> Policy-Abuse (HR manual 4.22 addresses abuse and neglect) Rights manual provides information about rights and how to make a complaint Employees and volunteers are screened (CPIC) Mistreatment, abuse or neglect is reported to the appropriate authorities Serious occurrence reports required by MCSS Outcome based client survey Rights advisory committee (4-26, HR manual) Quality Assurance measures training MCSS regulation 299/10

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Employees				
	Injuries and Accidents	Low	Low	<ul style="list-style-type: none"> • Health and Safety committee comprised of Management and Union representatives • Policies 4-28, 6-3, 6-4, 6-13 address health and safety • Orientation and training for staff includes safety (CPI, WHMIS, lifting, slips and falls) • Injuries are reported and trends reviewed • Workplace accident insurance is provided • Policy "Slips and Falls" (6-12 HR manual) • Policies and procedures for client handling are provided • Fire safety plans
	Illness	Low	Low	<ul style="list-style-type: none"> • Employees are provided with sick time as provided in Collective Agreements and Management contracts • Staff are provided with options for flu clinic
	Communicable Diseases	Low	Low	<ul style="list-style-type: none"> • Appropriate disclosure requested related to Communicable Diseases (employee Health Assessment) • Agency will pay for appropriate immunizations (i.e. Hepatitis B shot) • Human resources policies 6.7, 6.8, 6.9 address infection control and communicable diseases • Third party contingency planners (replacement workers)

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Employees				
	Staff Turnover	Low	Moderate	<ul style="list-style-type: none"> • Competitive wages and benefits, including pension plan • Staff Recognition Program • Human Resources policies and procedures • Staff training • Provincial DS HR. strategy
	Employment Practices Violation	Low	High	<ul style="list-style-type: none"> • Human Resources policies and procedures • Employment Standards Act • Collective agreement with OPSEU 434 and Management contracts
	Labour disruptions	Low	High	<ul style="list-style-type: none"> • Contingency plan in place • Provincial network meeting with MCSS to pre-empt strikes • Negotiations with Ministry of Labour to ensure individuals homes cannot be picketed • Maintain a good working relationship with union stewards and representatives.
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Board of Directors				

	Criminal Activity Fraud, Theft Legal Requirements Liability	Low	Moderate	<ul style="list-style-type: none"> • Liability Insurance • Governance policies and procedures • Board member recruitment and screening • Distinguishing role of Board and Executive Director (Governance) • Board orientation manual
Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
Community				
	Complaints	Low	Moderate	<ul style="list-style-type: none"> • Public relations and media • Executive Director is spokespersons for the agency • Complaints may be made directly to the Executive Director-complaints assessed and possibly referred to the Public Relations Chair and or Board • Complaints Policy HR Manual 1-9
Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
Property Assets				
Buildings	Damage	Low	Low	<ul style="list-style-type: none"> • Insurance and deductibles • Finance manual "Insurance" • Repair orders • HR manual 4-12, property maintenance • HR manual 4-25, Emergency measures • H&S monthly and daily checklists • Fire safety Plans • Annual Fire Inspections

Vehicles	Damage Accident	Low	Moderate	<ul style="list-style-type: none"> • Insurance and deductibles • HR manual 3.11 • Safe driving training
	Personal Injury Theft	Low	Low	<ul style="list-style-type: none"> • Policy 26, finance manual and HR policy 3-9 (inclement weather) and 4-11 • Repair orders, regular maintenance as per service manuals • Winter tire policy
Furnishings, Supplies and Equipment	Damage Theft Injury	Low	Low	<ul style="list-style-type: none"> • Insurance and deductibles • Policy HR manual 4-11 Assets and Equipment

Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
Technology				
Computer systems and database information	Security Information Management Privacy and Confidentiality Theft Damage Staff downtime Training	Low	Moderate	<ul style="list-style-type: none"> • Building is monitored or alarmed at all times • Information Management addressed in Technology and System plan • Human Resources Policies, 3-17, 4-1,4-2,4-11,4-29 • Insurance • Off site technical support • Staff is provided with training 1e. use of computers, 5.1 HR manual • Staff are provided with interest free loans to purchase computers 3.17 HR manual

Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
Financial				
Financial Practice	Fraud Legal requirements to record report Investment losses	Low	High	<ul style="list-style-type: none"> Financial Policies and Procedures (see finance manual) Insurance External audit completed annually Qualified financial staff

Area of Risk	Description of Potential Risk	Frequency	Severity	Strategies and Methods Used to Manage Risk
Organization				
Reputation and Profile	Negative media coverage Loss of credibility Loss of funding	Low	Moderate	<ul style="list-style-type: none"> Avoid activities that threaten the organization's profile or may cause a negative impact on its reputation Membership's in provincial organizations Adherence to goal, vision statement and policy and procedures Public relations committee