

Risk Management 3-Phase Implementation Approach – July 28, 2016

Assumptions:

The task of implementing an ongoing organization-wide risk management program is large enough that it requires a phased approach that includes all areas of the organization. Usually, it would be expected to have direction and a policy from the Board of Health and that the risk management program would roll out starting with the agency level risks first and then moving on to the program, departmental, team and project levels.

Implementation of the 3 phases could take 3 years, but that depends on the organization. Depending on existing levels of expertise, some might take 2 years and others might take 5.

Definitions:

alPHA's Risk Management Working Group has adopted the following definition of risk:

"Risk is an uncertain event or condition that, if it occurs, has an effect on objectives. It includes both threats to the objectives and opportunities to improve on objectives."

Source: Adapted from the definition by Project Management Institute PMBok 2000

This definition highlights uncertainty as the key characteristic of risk and makes it clear that risk can have both negative and positive impacts on your objectives.

The following **definitions** may be helpful while you review the risk management material provided on this website.

Agency Level - Where "agency level" is used, it refers to work done by the BOH, usually working with senior management. The policies, risks and mitigation strategies identified at this level apply broadly to the BOH and organization as a whole. "Agency level" and "organizational level" are used interchangeably.

Operational Level - The term "operational level" is used to signify organizational structures that fall below the agency level. No assumptions are made about how a specific public health unit may be structured and the "operational level" may include, departments, divisions, programs, teams and projects.

BOH - The term "board of health" or "BOH" is used to signify the board of health or governance structure for the organization.

Public Health Unit - The term "public health unit" or "PHU" is used to signify the agency and operational levels of the organization, together.

Acknowledgement

Thanks to the alPHA Risk Management Working Group for putting together this material.

Resources

For tools and other resources for implementing risk management, visit www.alphaweb.org.

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AGENCY LEVEL (BOH AND SENIOR MANAGEMENT)				OPERATIONAL LEVELS				MATURITY		
Phase 1 - Setting the Stage	Responsibilities		Phase 2 - Developing the System and defining the PHU level risks	Responsibilities		Phase 3 – Rolling Out To All Operational Levels	Responsibilities			
<p>Orientation to risk management. What it is and how it helps in governing and managing the organization. Usually starts at the Board and/or Executive level.</p> <p>Establish a vision for risk management for the PHU, e.g., establish risk management culture, build organizational capacity, integrate into day-to-day work.</p> <p>Confirm the risk management framework and risk categories that will be used, e.g., Ontario Public Service (OPS) framework others in use in PHUs.</p> <p>Establish high level risk management cycle and reporting timelines for the PHU.</p> <p>Develop risk management policy for the PHU.</p> <p>Define roles and responsibilities for:</p> <ul style="list-style-type: none"> - Board - Medical Officer of Health - Senior Management <p>To Board of Health for approval of:</p> <ul style="list-style-type: none"> - Overall process and plan - Framework and categories - Roles and responsibilities - Resources - Timeframe - Policy 	<p>LEAD: Senior Management Work Group</p>		<p>To build capacity for the process, orient board members and senior management to the risk management framework.</p> <p>Determine details of risk management cycle, reporting mechanisms and timelines for the PHU.</p> <p>Identify and assess the top risks by category for the PHU; their likelihood and impact.</p> <p>Develop reporting mechanisms for the top agency level risks.</p> <p>Identify risk mitigation strategies and controls already in place.</p> <p>Assign responsibilities for maintaining the risk management process for all levels in the organization, i.e., board and operational levels e.g., department level, program level, team level, project level.</p> <p>Develop risk mitigation strategies, i.e., projects or initiatives with accountable managers.</p> <p>Develop approach to establishing and maintaining a positive risk management culture, e.g., time at key meetings to discuss the progress on risks and mitigation strategies.</p>	<p>LEAD: Senior Management & Staff Work Group</p>		<p>Orient staff to risk management, benefits to the operational level, the PHUs policy, the risk management framework, timelines and processes.</p> <p>Identify and assign responsibility and resources to staff who will be risk management leads at operational levels, e.g., divisions, departments, programs, teams and projects.</p> <p>Implement the risk management program within the defined timelines and identify operational level risks and mitigation strategies.</p> <p>Review the progress made on the mitigation strategies and reassess risks and risk scores at predetermined intervals.</p> <p>Link with accreditation processes, where appropriate.</p> <p>Establish on-going staff orientation and training programs.</p>	<p>Work Groups in Each Program/Departmental/Team/Project</p>		<p>To program/project level Management for monitoring and approval</p>	<p>Risk Management Continues According to Framework and Timelines with Established Reporting Cycles to Management (for Programs/Departments) and Board (for Agency level Risks)</p>