



PUBLIC HEALTH RISK MANAGEMENT FRAMEWORK

November 13th, 2017

WHAT IS RISK MANAGEMENT

Risk management is a systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, acting on, and communicating risk issues.



ROLE OF THE BOARD OF HEALTH IN RISK MANAGEMENT

- Approval of the Public Health Services Risk Management Framework and Action Plans
- Ensure Board and staff capacity to implement risk management
- Ensure organizational risks facing the Board are identified and appropriate mitigation strategies are in place
- Ensure Board has adequate input into risk discussions
- Ensure Board has information to monitor progress and effectiveness of mitigation strategies

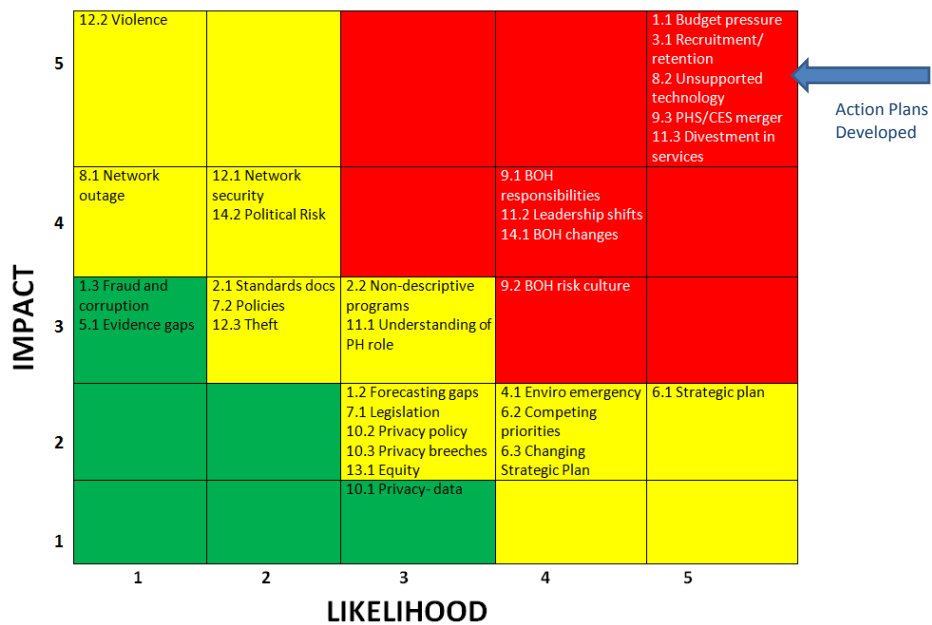
ORGANIZATIONAL RISK VS. RISK TO PUBLIC'S HEALTH

Organizational Risk Management	Management of Risk to Public's Health
Public Health Services Risk Management Framework	Effective public health program and service delivery (Infectious Disease, Vaccine Program)
Department / corporate policies and procedures	Emergency Preparedness, Response and Recovery
Compliance / performance reporting to Ministry of Health and Long-Term Care	City Emergency Management Coordinators & PHS Emergency Response Coordinator
City of Hamilton Enterprise Risk Management Policy	City Hazard Identification and Risk Assessment (HIRA)

RISK MANAGEMENT REQUIREMENTS

- Formal risk management framework in place that identifies, assesses and addresses organizational risk
- Annual submission of a risk management report to the Ministry of Health and Long-Term Care
- Recommend use of the Ontario Public Service Risk Management Framework with 14 risk categories
 - Financial, operational, human resources, environmental, information / knowledge, strategic / policy, legal / compliance, technology, governance / organizational, privacy, stakeholder / public perception, security, equity, political

BOARD OF HEALTH ORGANIZATIONAL RISKS



BOARD OF HEALTH TOP ORGANIZATIONAL RISKS

- The Board of Health may not be able to maintain current service delivery levels due to the increased budget pressures expected over the next several years
- The Board of Health may be at risk due to inadequate acquisition and retention of personnel needed for key positions within Public Health Services
- The Board of Health may be at risk due to use of unsupported technology
- The Board of Health may be at risk of non-compliance with the Standards for Public Health Programs and Services due to pending organizational restructuring by the City or Province
- The Board of Health may be at risk of negative public perception from divestment in services and programs traditionally offered by Public Health Services

FINANCIAL RISK

Risk Description:	The Board of Health may not be able to maintain current service delivery levels due to increased budget pressures expected over the next several years
Source of Risk:	Low tax increases, provincial funding formula changes, rising operational costs
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Use the current review of the Standards for Public Health Programs and Services to: <ul style="list-style-type: none"> ▪ Identify services PHS is providing that are no longer mandated ▪ Identify areas where current service delivery exceeds expectation within the Standards or opportunities to improve service delivery • Evaluate departmental vacancies • Renew the evaluation and continuous quality improvement strategy to ensure regular review of programs and service for effectiveness and efficiency • Reallocate resources to high priority mandated services based on evidence (local context and needs, community and political preferences, research and resources)
Residual Risk:	Medium: Likelihood 3, Impact 3

HUMAN RESOURCE RISK

Risk Description:	The Board of Health may be at risk due to inadequate acquisition and retention of key personnel
Source of Risk:	Workplace culture, staff perception of work being undervalued, workload, job security
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<p>Workload Management</p> <ul style="list-style-type: none"> • Prioritize work to address immediate workload concerns • Hire vacancies in key positions <p>Culture/Work Environment</p> <ul style="list-style-type: none"> • Create and implement Our People Survey action plans • Further work of Public Health Services Culture Action Work Group <p>Job Security</p> <ul style="list-style-type: none"> • Use attrition strategies where possible to mitigate impact on workforce
Residual Risk:	Medium: Likelihood 3, Impact 3

TECHNOLOGY RISK

Risk Description:	The Board of Health may be at risk of data loss due to use of unsupported technology
Source of Risk:	End of life applications, non-supported programs (OSCAR)
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Finalize and populate an inventory for all applications • Use the inventory to prioritize Information Technology Advisory Board requests to prevent data loss/disruption • Procure contractor to support OSCAR application • Identify alternatives for OSCAR • Renew Service Level Agreement with IT Services to ensure all applications are included and service is being maintained
Residual Risk:	Medium: Likelihood 2, Impact 5

GOVERNANCE/ ORGANIZATIONAL RISK

Risk Description:	The Board of Health may be at risk of non-compliance with the Standards due to the pending organizational restructure by the City or Province
Source of Risk:	Decreased productivity due to Public Health Services and Community & Emergency Services department merger or Minister's Expert Panel
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Continue to share relevant information with decision makers to support arrival at the most effective organizational structure • Develop and implement change management strategies to support staff through change
Residual Risk:	Medium: Likelihood 2, Impact 4

STAKEHOLDER/ PUBLIC PERCEPTION RISK

Risk Description:	The Board of Health may be at risk of negative public perception from divestment in services and programs traditionally offered
Source of Risk:	New Standards will lead to changes in PHS services and programs delivered, budget pressures
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Build a strong business case before divestment in program / service delivery <ul style="list-style-type: none"> ▪ Identify service availability and capacity elsewhere in the community ▪ Create communications plan ▪ Document and communicate evidence to support decision making ▪ Continuously work and engage with community partners and the public throughout the transition
Residual Risk:	Medium: Likelihood 2, Impact 2

RISK MONITORING AND REPORTING

- Quarterly internal updates on implementation progress of mitigation strategies to address top organizational risks
- Annual update of Public Health Risk Management Framework to reflect current risk levels and emerging risks
- Annual risk management report for the Board of Health
 - Progress updates for Action Plans from previous year
 - Assessment of all risks for upcoming year
 - Action plans to address the top risks to the BOH in the upcoming year