Enterprise Risk Management

Presented to: Board Quality

Presented by: Michael Cohen, President & CEO

Date: April 14, 2022

Perth and Smiths Falls District Hospital

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ERM

- Structured and continuous process for managing corporate risks across the _entire_ organization.
- Different than traditional approaches that may be more focused on hazards or insurable risks.
- ERM is broader, focusing us on financial, operational, reputational or strategic risks for the organization.
- ERM is not a process audit or standard compliance tool.

Risk Management Overview

Risk Landscape and Profile Summary

- Context on environment (changes etc.)
- Overview of the risk registry and categories
- Challenges and success
- Progress report
- Operational highlights

Prioritized Risks

Risk	Data Point	Risk Owner	Date
Describe	Risk..	Name	Date
Describe	Risk..	Name	Date
Describe	Risk..	Name	Date
Describe	Risk..	Name	Date
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Other Dashboards

- Category breakdown
- Overview of risk ranking by criticality
- Etc.

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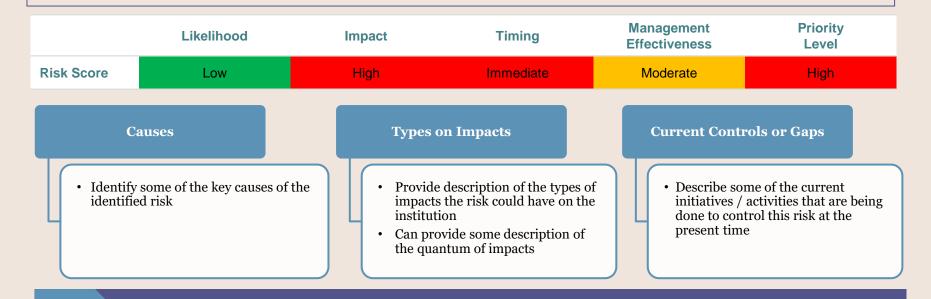Patients and Families THE Heart OF Care

Strategic Risk Reporting
Individual Strategic Risks - List all risks in separate pages

Context

- Provided description / background information and context on the identified risk
- Intended audience should be able to read this context and have a solid understanding of what the risk is and why it's a risk

	Likelihood	Impact	Timing	Management Effectiveness	Priority Level
Risk Score	Low	High	Immediate	Moderate	High

Causes

- Identify some of the key causes of the identified risk

Types on Impacts

- Provide description of the types of impacts the risk could have on the institution
- Can provide some description of the quantum of impacts

Current Controls or Gaps

- Describe some of the current initiatives / activities that are being done to control this risk at the present time

Action Items

- Provide overview of key action items that have been identified to more effectively manage risk

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Operational Risk Reporting

Risk Profile

		Risk Priority (*Past date*)	Risk Priority (Current date)	Change in Priority	Discussion	Actions Required
Risk 1	Context	Medium	High	Increase	Provide commentary on how / why the risk has changed in magnitude Provide evidence or contextual reference on why changes have been made	Identify actions required to bring risk back in line with expectations Less emphasis on risks where prioritization has decreased, but still should indicate any actions required to keep risk moving in downward trend
Risk 2	Context	Medium	High	Increase		
Risk 3	Context	Medium	Low	Decrease		
Risk 4	Context	High	Medium	Decrease		

Operational Risk Highlights and Key Areas of Concern

- Provide summary on key risks that are material to the Board

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Current ERM Assessment

Corporate/Enterprise Risk	Risk Score	Impact(s)			Comments/Notes
		Financial	Reputational	Safety	
Cybersecurity	High 12				We have recently applied tactics to mitigate this from potentially becoming a catastrophic impact. Additional improvements to come with Lumio and additional technical enhancements.
Hospital Acquired Infections (HAI)	Extreme 16	costs for outbreak(s): PPE, isolation, HHR overtime	Hospital needs to be known for solid IPAC measures and safety	require environment to be safe to continue to provide/maintain service levels	Nosocomial infections and COVID – outbreak on hospital will impact staffing and services, safety issues; prior to COVID would not have been as high; pandemic has changed the environment and anticipate more (and similar) scenarios
IT infrastructure	Extreme 15	Significant investments are requried	impact would be on service providers	impact to continuity of care and services; our new EMR (Lumeo will not be successful without additional IT investments)	Out of date technical infrastructure poses barriers to care (eg. We are not able to capitalize on virtual care options). Also poses a challenge for recruitment and retention of high performing staff and physicians.
Recruitment & Retention	Extreme 15	may have financial impact if financial incentives are needed for recruitment; overtime due to low staffing; staff burn-out leading to sick and overtime costs		inability to provide patient care; impact safety; staff burn-out	Pre-pandemic staffing was a challenge that has been severely exacerbated by the pandemic. We now face rigorous competition for scarce human resources.

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Current ERM Assessment

Corporate/Enterprise Risk	Risk Score	Impact(s)			Comments/Notes
		Financial	Reputational	Safety	
Emergency Succession Planning for some areas (thin staffing) i.e. general staffing	High 9	loss of QBPs (example)	cancelled procedures	community impacts on service provisions; clinical impacts	There are selected areas within the hospital where services are linked to a small number of individuals -eg. General Surgery (one surgeon).
Infrastructure - Perth Site	High 9	financial impact		IPAC - safety measures; impact to patient and clinical services	Ability to adapt footprint Inability to enhance service provision/clinical services Ie DI – limited with resources in fluoro goes down Changes to IPAC measures – limited ability to implement Wi-fi barriers Only site – MDRD IT server room
Physical Plant - Perth Site	High 9				Aging infrastructure will not support growth
Infrastructure - SF Site	Moderate 6				Severe limitations on space impact growth.
Privacy Breach	Moderate 6	financial impact	reputational impact	patient and staff safety	Reputation and legal risks possible. We do have a robust audit program conducted by health records to identify breaches and mitigate from a more severe impact.
Security - Theft	Moderate 6	financial security		general environmental safety	Loss – theft – removal of equipment or item (not time theft) We do face limitations on the scope of our security systems that leave us potentially vulnerable to loss.
Financial Fraud	Low 2	financially - could be minor or moderate impact	community reputation		We do have strong financial controls in place and checks and balances that limit the possibility of loss due to fraud.

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		Financial	Reputational	Safety	
Government Changes	High 9	funding formula changes with new government could greatly impact resources ; hospital is financially dependent			Risk of an unstable or uncertain direction around funding and governance.
13. Technology – capital equipment needs	Extreme 16		difficult to raise funds to potentially service debts		Limited access to capital outside of foundation Stable source of funds (core capital program) Taking loan for HIS, MRI, clinical IT infrastructure Response is to fundraise to service debt(s)
Medical Planning	High 8		reputational impact	safety	We have weak planning process that expose the hospital to reputational and potential finaicial risks. This may also impact our abiltiy to effectively recruit top physician tallent to our hospital.

Questions?