

**Report To:** Audit Committee, Board of Health  
**Submitted by:** Dr. Nicola Mercer, Medical Officer of Health & CEO  
**Subject:** WDGPH RISK MANAGEMENT STRATEGY

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**RECOMMENDATION(S):**

- (a) **That the Audit Committee makes recommendation to the Board of Health to receive this report for information.**

**BACKGROUND:**

The Ontario Public Health Standards: Requirements for Programs, Services and Accountability, states that:

“The board of health shall have a formal risk management framework in place that identifies, assesses, and addresses risks.”<sup>1</sup>

*Risk* is the chance of something happening that will have an impact on objectives. It is measured in terms of consequences and likelihood.

*Risk management* includes the culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.<sup>2</sup>

Risk can include both threats and opportunities. Risk management assists organizations in meeting strategic and operational objectives by ensuring processes for identifying, managing and/or mitigating risk.

**PUBLIC HEALTH AND/OR FINANCIAL IMPLICATIONS:**

WDGPH utilizes a comprehensive risk management framework. This framework is modeled after the Association of Local Public Health Agencies (alPHA) Risk Management Strategy and Process Toolkit that includes:

- establishment of risk management objectives, including policy development and guidelines, risk management structures and training needs for all staff;
- identification of risks and controls;
- assessment of risks and controls (Initial Risk);
- evaluation of impact of risk controls (Residual Risk);
- mitigation strategies and identification of required action plans; and
- monitoring and reporting processes.

The Risk Register (Appendix “A”) includes:

- Risk identification: includes category, source, risk and potential consequence;
- Risk Assessment: based on likelihood, impact to the agency and proximity in time;
- Risk Controls: policy, process or other actions designed to manage or mitigate risk; and
- Risk Monitoring: identifies responsibility, risk indicators and monitoring frequency.

The 2018 overall risk assessment identified thirty-nine (39) risks for WDGPH. The 2018 assessment is a reduction of the overall number of risks identified through elimination of some risks, merging of some and the addition of one as needed.

The first phase is the assessment of the risk without controls in place. Residual risk, is the remaining risk with all agency controls in place. Residual risk is the area where the agency evaluates and determines next steps. In 2017, the single high residual risk was “change in provincial funding”. This remains high in 2018. In addition, with the upcoming election, “provincial reorganization of health and community services”, is also a high residual risk.

The residual risk ratings in each category are outlined in Appendix “B”. The existing WDGPH controls factored in are: 30 low; 7 medium; and 2 high.

WDGPH continues to investigate strategies to ensure a coordinated approach to the effective oversight, monitoring and management of risks.

The implementation and monitoring of a comprehensive risk management framework for WDGPH is integrated into the annual organizational planning activities. A risk register is maintained to identify existing or potential internal and external risks to the agency.

The Audit Committee of the WDGPH Board of Health is responsible for reviewing and reporting to the Board on any matter of agency risk that is referred to the Committee via the Board of Health, the Auditor or the Medical Officer of Health.

## REFERENCES:

1. Ontario Ministry of Health and Long-Term Care, Protecting and Promoting the Health of Ontarians  
Ontario Public Health Standards: Requirements for Programs, Services, and Accountability.

## APPENDICES:

*Appendix “A”* – WDGPH 2018 Risk Registrar

*Appendix “B”* – 2018 Risk Registrar Residual Risk Summary

*Original Signed Document on File*

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Prepared by:  
Elizabeth Bowden,  
Interim, Director  
Administrative Services

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Reviewed by:  
Dr. Nicola Mercer,  
Medical Officer of Health &  
CEO

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Approved by:  
Dr. Nicola Mercer,  
Medical Officer of Health &  
CEO

# RISK REGISTER

## 2018

### THREE POINT SYSTEM:

#### **Initial Risk Assessment: L x I + P**

(Likelihood x Impact + Proximity)

#### **Resulting Risk Values:**

2-5 = Low  
6-8 = Med  
9-12 = High

#### **Residual Risk: L x I**

(Likelihood x Impact)

#### **Resulting Risk Values:**

1-3 = Low  
4-6 = Med  
7-9 = High

#### **Likelihood:**

1 = Unlikely to occur  
2 = Is as likely as not to occur  
3 = Is almost certain to occur

#### **Impact:**

1 = Negligible impact  
2 = Notable impact on time, cost or quality  
3 = Threatens the success of the project

#### **Proximity:**

(potential timing)

1 = More than 36 months  
2 = 6 to 24 months  
3 = Now (or immediate)

#### **Low Risk:**

Risks that do not exist or are of minor importance and not likely to significantly affect the achievement of objectives.

#### **Med Risk:**

Risks that are a moderate threat to the achievement of objectives.

#### **High Risk:**

Risks that are a significant threat to the achievement of objectives.

# WDGPH 2018 RISK REGISTER

APPENDIX "A"

RISK IDENTIFICATION				RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING		
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi Annually; A=Annually	
1. Financial Risks: The risk of failing to meet overall financial commitments (including fraud and financial failure) and uncertainty related to obtaining, committing, using or losing economic resources.																
1a	Internal	Fraud	Loss of funds for service delivery; Loss of credibility with stakeholders and funders; increased insurance rates	2	2	3	7	Preventive	Protector cheques; bank reconciliation; segregation of duties; established system and processing controls; established P&Ps and guidelines; Attendance Management System; 3rd party claim adjudication	1	2	Low	None	Director, Administrative Services	Monthly reconciliations completed; audit management; override of P&Ps  Annual claims review report is completed  # of insurance claims in calendar year  % change in total insurance claims	M
1b	Internal	Inappropriate/inadequate insurance coverage	Financial loss; increased premiums; loss of reputation; losses not insured; loss of credibility with stakeholders and funders; loss of ability to delivery required services	2	3	1	7	Preventive	Broker assistance; periodic legal review legal review of insurance policies; risk analysis and review of coverage in response to assessed risks; internal review of P&Ps and limits; insurer expertise and familiarity with sector; analyzing insurance coverage within the context of identified risks	1	2	Low	Monitoring legal actions against core business	Director, Administrative Services	Poor risk analysis; inadequately trained staff; inadequate broker/insurer support	O,A
1c	Internal	Accounting errors	Audit and quarterly report restatement; inaccurate forecasting	3	2	1	7	Preventive	Accounting controls; P&Ps	1	2	Low	None	Director, Administrative Services	P&Ps and controls reviewed and current  Variance reports generated and reviewed, any action items addressed	M

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1d	Internal	Misuse of funds/resources	Potential MOHLTC audit; loss of funds for service delivery	2	3	2	8	Preventive  Detective  Corrective	Internal P&Ps; funding community partners contract; expenditure guideline document  Audited financial statements; Audit Committee of the BOH; internal policy compliance audits  Issues of reported misuse addressed	1	2	Low	None	All Staff BOH	P&Ps reviewed and current  Audit financial statements produced, reviewed and approved  % of identified issues corrected	A
1e	Internal	Management override of controls	Misappropriation of funds; inaccurate reporting	2	3	2	8	Preventive  Detective	Internal P&Ps; qualified staff in key roles  External audit	1	2	Low	None	Finance; Directors; BOH	P&Ps current and relevant  Audit completed	A
1f	External	Change in provincial funding (process/amount)	Impact on service delivery	3	3	2	11	Preventive  Corrective	Budgeting processes and P&Ps; identify and pursue opportunities for external funding and/or collaboration with partners; implementation of PBMA process  Budget re-allocation and/or adjustment	3	3	High	Enhanced preventative actions; Program Budgeting and Marginal Analysis (PBMA)	Director, Administrative Services; BOH	Budget process reflects current provincial funding and WDGPH priorities  Budget and budget re-allocations approved by BOH  Directors and managers to change service delivery plans	A
1g	Internal	Capital asset failure	Inability to provide services as required by OPHS	2	2	1	5	Preventive  Detective	Internal P&Ps; insurance; Reserve Fund, Continuity of Operations Plan; capital asset replacement strategy  Preventive maintenance program	1	2	Low	Capital assets update [E]	Directors	Capital Asset inventory updated and current  Continuity of Operations Plan reviewed and current  Current insurance P&P, including capital asset coverage  % of assets replaced as per approved strategy	As required  O

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1h	Internal	Non-compliant procurement	Financial loss; litigation; loss of reputation; loss of credibility with stakeholders and funders; delay in awarding contracts and receiving required services; inadequate service provision; fraud	2	3	2	8	Preventive	Established internal P&Ps; qualified procurement staff; appropriate documentation requirements in place; adequate oversight and authorization processes; training for staff with ability to make purchases for the organization; use of external expertise	1	2	Low	None	Finance/ Procurement; All Management	Exceptions found in internal review; underqualified procurement staff; staff shortage (lack of support for managers in process); management override of controls	As required  O / onging
							Detective	Internal review of compliance with P&Ps								

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<b>2. Operational/Service Delivery/Strategic /Policy/Equity: Uncertainty around strategies, P&amp;Ps or activities carried out to meet objectives or deliver programs and services and the resulting impact on the population.</b>																
2a	Internal	Professional practice errors (direct service care)	Subclinical service; loss of public confidence; adverse health event	1	2	3	5	Preventive	Internal P&Ps; Nursing Council; Nursing Practice Toolkit; Clinical Practice Guidelines; insurance; training and ongoing professional development; registered health professional accountability; practice guidelines; approved content resources; additional certification as required	1	2	Low	None	Professional Staff; Nursing Council; Supervisors; Managers	% of PHNs oriented to Nursing Practice Toolkit Nursing Council meets as per terms of reference Current and adequate malpractice insurance # of completed chart audits % of staff with current licensure as per legislated requirements # of staff who participated in training and/or professional development events re: professional practice Established practice targets Mitigation strategies implemented Medication/Vaccine Error and Near Miss Reports completion % compliance of certification compliance Case consultation; case review; clinical supervision	A

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2b	Internal	Professional practice (all other); Repeat of work; inefficiencies; privacy breach	1	2	3	5	Preventive	Internal P&Ps; supervision; training; agency professional development; performance appraisals; certifications; memberships; insurance; data entry manuals; ongoing data cleansing; workload monitoring; utilization of CQI	1	2	Low	None	All Staff; Supervisors; Managers; Directors;	Same as 2a (Professional practice errors), plus: # of data entry reviews/audits completed % of performance appraisals of professional staff conducted as per P&P	O,A
2c	Internal	Business disruption Inability to provide services	3	2	3	9	Preventive	IT offsite back-up system; cross-training of staff; alternative work locations; moderate-sized outbreaks are able to be contained to one division; on-call manual and Christmas closure practices;	3	2	Med	Confirmation of Mutual Aid Agreement	Managers; Directors	% completed of Continuity of Operations Plan agency debrief, review/revision following utilization and revise as required Annual review of Emergency Response Plan completed % of daily IT back-ups successfully completed # of cross-trained staff (or % of programs/services with cross-trained staff) # of successful Emergency Response or Continuity of Operations exercises conducted # of incidences where access to required data bases was inadequate	A
							Detective	Audit/supervision; CQI audits							
							Corrective	Emergency Response Plan; Continuity of Operations Plan Casual staff pool; reduce levels of service to match available staffing levels and expertise; VPN access for offsite working; generators; high availability of key systems							



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2d	Internal	Labour disruption	Limited staff to provide services; reduced nursing services	1	3	1	4	Preventive	Collective Agreement (timing could change based on expiry); Joint Labour Relations Committee; cross-training; Continuity of Operations Plan rollout	1	3	Low	Continue implementation of VPN initiative [E]; Longer Collective Agreements	Joint Labour Relations Committee; Managers; Directors	% of identified staff with VPN access  Existence of approved Collective Agreement  % completed of Continuity of Operations Plan agency debrief; review/revision following utilization and revise as required	As required/ Every 3 years
2e	Internal	Outdated P&Ps	Misdirection of staff, impacting services; may contribute to professional/ practice errors	1	1	1	2	Preventive	Ensure P&Ps are reviewed on established cycle by staff; complete staff training as necessary	1	1	Low	Update workflow/ processes to facilitate review and documentation [E]	Supervisors; Managers; Directors	% of P&Ps reviewed as per agency policy  # of staff training events conducted  # of staff who participated in a training event  P&P workflow/process update completed  % staff in compliance with relevant P&Ps	Every 3 years
2f	Internal	Requirement for providing 24/7 on-call	Inappropriate or insufficient staff responding to calls; could exacerbate outbreak situation; may impact client care	2	3	3	9	Preventive	On-call P&Ps; on-call schedule; staff training; staff skills and resource allocation reviews; VPN access available to assigned staff	1	3	Low	[R] Review and cross reference that all on-call calls are addressed.	Managers; Directors	Existence of current P&Ps  On-call schedule completed  % of appropriate staff trained	O As required
							Corrective	Continuity of Operations Plan; casual staff pool; reduce levels of service to match available staffing levels and expertise; VPN access for offsite working								

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2g	Internal	Research practices compliance	Undermines public trust; legal action	1	3	1	4	Preventive	Internal P&Ps; staff orientation and training; Research Ethics Committee	1	2	Low	Add online training module to mandatory staff orientation	Research Ethics Committee; Managers; Directors	P&Ps current and consistent with legislative requirements  % of staff who received orientation to research ethics  % of required ethics reviews completed	O,Q
2h	Internal	Cold chain compliance	May impact ability to provide services; vaccine wastage	2	2	2	6	Preventive  Detective	Internal P&Ps; vaccine coordinator; inventory control; alarms; 24-hour monitoring of secured fridges in all offices; annual fridge maintenance; staff training; backup generator  Vaccine audit	1	2	Low	Review process and staff training [E]  Implement formal inventory control system [E]	Managers; Directors	Staff training process review completed (2017 only)  Formal inventory control system implemented (2017 only)  # of training sessions conducted  % of wastage due to fridge failure  % of wastage due to cold chain compliance failure  Weekly inventory of vaccine sign-in and out documentation of vaccine  Annual vaccine audit completed	S

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<b>3. Human Resources: Risks related to recruitment, development and retention of human resources required to meet objectives.</b>																
3a	Internal	Inadequate staff to support required services provision	Inability to deliver all services as required under OPHS; reduce public confidence	2	2	3	7	Preventive	Recruitment strategies; internal P&Ps; competitive wages; professional development P&Ps; provincial funding; cross-training of staff	1	1	Low	Review OPHS; confirm timelines and resource allocation; incorporate into ongoing operational planning [E]	Supervisors; Managers; Directors	% program/services areas with cross-trained staff  Staff turnover rates monitored  Annual review of recruitment strategies completed  Document rationale and monitor service delivery levels  # planned programs/services incomplete due to inadequate staffing levels  Monitor purpose for comp time accrual to identify program staffing needs and trends	A
							Detective	Review of staffing levels; audit of hiring practices; monitor turnover rates								
							Corrective	Prioritize limited resources based on OPHS and local need; identify and pursue opportunities for community collaboration; advocate for appropriate funding								
3b	Internal	Staff not trained in required competency	Inability to deliver all services as required under OPHS; reduce public confidence	2	2	2	6	Preventive	Professional development and effective supervision; training	1	2	Low	Management review of jobs and roles when changes occur [E]  Identify required training for staff [E]	Managers; Directors	# of professional development activities by staff  Staff training needs assessment completed  % of completed job reviews (due to organizational changes)  % compliance with new requirements	As required
							Detective	Performance reviews; reduced efficiency; staff work mistakes; changes in standards								
							Corrective	Staff training; professional development; medical directives; cross-training								

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<b>4. Organizational/Governance/Political/Environmental: Uncertainty related to development of appropriate accountability and control systems; changes in political priorities or direction; uncertainty related to</b>																
4a	External	Natural disaster (flood, earthquake, etc)	Inability to provide services	1	3	3	6	Preventive and Corrective	Emergency Response Plan; Continuity of Operations Plan; insurance; IMS training for staff; enhanced IT services	1	2	Low	None	Emergency Preparedness and Health and Safety Officer; Supervisors; Managers; Directors	Insurance coverage current Annual review and exercise of Emergency Response Plan completed Continuity of Operations Plan reviewed and current % of staff trained in IMS (as appropriate) % completed of Continuity of Operations Plan agency debrief, review/revision following utilization and revise as required	Annual emergency response exercise
4b	External	Provincial re-organization of health and community services (i.e. change in government policy)	Direction change re: services funding, staffing needs	3	3	3	12	Preventive	Participation on provincial committees; collaboration with community partners (e.g. LHINs); strategic planning; ongoing surveillance of political environment; contingency planning internally to anticipate needs	3	3	High	Respond to and implement changes as required [R]	Medical Officer of Health; BOH	# of provincial committees in which agency participates # of meetings with relevant community partners Review of political environment conducted by Directors # of reports received by BOH	As required

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4c	Internal	Changes in BOH membership	Training time for BOH members and reduced efficiency	3	2	3	9	Corrective	BOH P&Ps; orientation; self-evaluation	3	2	Med	None	BOH	BOH P&Ps current  % of new BOH members who received orientation  % of BOH members who completed self-evaluation  Review BOH Recruitment Protocol	As required
4d	Internal	BOH fails to meet fiduciary responsibility	Failure to fulfill provincial mandate; BOH audit; dissolution of BOH	1	3	1	4	Preventive	BOH P&Ps; orientation; BOH structure; staff reports; insurance; audit	1	1	Low	None	BOH	BOH P&Ps current  % of new BOH members who received orientation  BOH structure consistent with HPPA requirements  # of staff reports received  Insurance coverage current  Annual audit reviewed and approved by BOH	As required
4e	Internal	Inadequate oversight - MOH/CEO performance	Failure to fulfill provincial mandate; BOH audit; dissolution of BOH	1	3	1	4	Preventive	MOH/CEO performance review and ongoing performance management	1	1	Low	None	BOH	Annual MOH/CEO performance completed  # of meetings with BOH Chair	Annual/ Ongoing

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5. Technology/Information/Knowledge/Privacy: Risk related to unauthorized access or use, inaccuracy and/or incomplete information, as well as uncertainty related to alignment of information and																
5a	Internal	Major equipment and internal database failure	Inability to provide services; communication may be disrupted internally and externally; unable to use electronic documentation	2	3	1	7	Preventive	Internal P&Ps; back-up and storage of data; maintenance agreements; insurance; alarms and internet monitoring; Evergreen Plan: back-up protocol for documentation and post interruption data entry; use of cloud-based systems; use of PIAs	1	2	Low	None	Director, Information Systems	P&Ps current, including documentation and post interruption data entry  Back-up conducted according to protocol  Maintenance agreements current  % of Evergreen Plan implemented  Disaster Recovery and Continuity of Operations plan reviewed and current (and include major equipment failure)  Offsite storage of back-up and recovery files  % of failed equipment replaced  % staff trained on Disaster Recovery and Continuity of Operations Plan	A
5b	External	Instability of, or inaccessibility to, provincial databases	Inability to document records and access information relative to services and OPHS	2	2	3	7	Preventive  Detective  Reactive	Out of WDGPH control; back-up protocol for documentation and post interruption data entry  Out of WDGPH control  Document information and practices through internal systems	2	2	Med	None	Program Directors	Internal documentation practices established	As required

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5c	Internal	Information breach (privacy) due to storage, access and integrity of staff members	2	3	3	9	Preventive	Internal P&Ps for information management; use of passwords; auto log-off; inventory of IT assets; dedicated FAX reporting line; encryption; staff training and supervision	1	3	Low	Develop audit protocol for all systems containing personal health information or personal information [E]	Privacy Officer; Director, Information Systems	P&Ps current, including encryption, privacy and other information management  IT inventory current  % of USB sticks and other portable IT equipment encrypted  # of privacy breaches identified and % of privacy breaches corrected  # of IT audits conducted  % of issues identified during audit that are resolved/ addressed  % privacy screens on computers in public areas	O
5d	External	Information breach (intrusion into agency information systems)	2	3	2	8	Preventive	Computer security measures; secure password use; internal information system protocols; internal P&Ps; IT intrusion testing; insurance; staff training	1	3	Low	Conduct review of existing protocols; implement recommendations from IT audit [E]	Director, Information Systems	# of intrusions detected/% of corrective actions implemented  Adequate and current insurance coverage  External IT Audit completed (2017)  # of recommendations from IT audit adopted and % of adopted recommendations implemented	Daily
							Detective	Internal auditing; privacy breach reporting; implementation of privacy protocols							
							Corrective	Implementing corrective actions based on breach							

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5e	Internal	Fragmented records management system	Incomplete or delayed response to formal information requests; potential compromised client care; inefficient document administration	2	2	2	6	Preventive	Information request (FOI) P&Ps (including clarification of request); automated and manual data retrieval; off-site records review and destruction	2	2	Med	Complete review and appropriate disposition of off-site records  P&P development for file request response protocol  Determine options for unified records management and privacy oversight	Privacy Officer; Managers; Directors	% of off-site records reviewed  Information request P&Ps current and relevant  # of information requests received and % of requests completed  Inventory of off-site records current	O As required



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RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING			
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi-Annually; A=Annually	
6. Legal/Compliance: Uncertainty regarding compliance with applicable legislation and regulations, as well as standards, contracts and/or directives.																
6a	Internal	Non-compliance with OPHS and Accountability Framework (AF)	Funding risk for non-compliance with OPHS	1	2	2	4	Preventive	Program and Service Operational Plans; Health Equity Committee; supervision; Quality Performance Specialist; work of Health Ethics; P&Ps; client service standards	1	1	Low	Review of AF internal audit QI items and appropriate response [E]	Quality Performance Specialist; Managers; Directors	% of OPHS requirements incorporated into operational planning  % of OPHS reporting completed within established timelines  # of performance variance reports required by the MOHLTC  # of performance variance action items identified and % implemented Annual AF Audit completed	A
								Detective	Indicator and OPHS reporting; Operational Plan reviews; performance variance reports; internal AF audit							
								Corrective	P&P and protocol revisions; implementation of performance variance action items							

WDGPH 2018 RISK REGISTER

RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING	
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi Annually; A=Annually
6b	Internal	Non-compliance with other legislation (incl. AODA, Privacy, PHIPA, Occupational Health and Safety)	1	3	2	5	Preventive  Detective Internal P&Ps, practices and guidelines; job-specific training Accessibility Standards and Practice (incl. client service standards); Privacy Committee; Joint Health and Safety Committee; Human Resources orientation and required training; promoting health and safety at team meetings;  Client feedback forms; P&P audits; workplace inspections; incident reports and accident investigation; privacy audits; privacy breach reporting	1	3	Low	None	All Staff; Managers; Directors	P&Ps current  % compliance with AODA  # of Privacy Committee meetings conducted  JHSC met regularly as per P&P and legislation  % of required workplace inspections conducted  # of outstanding health and safety issues as identified in workplace inspections  % of new staff who completed orientation as per P&P  % of required staff training completed  % of resolved/closed accident investigations  # of client feedback forms received and % of action items addressed	M

# WDGPH 2018 RISK REGISTER

APPENDIX "A"

RISK IDENTIFICATION			RISK ASSESSMENT					RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING	
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRIs)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi-Annually; A=Annually
6c	Internal	Vendor failure to meet contractual obligations May impact service delivery; Loss of funds re: contract failure	2	2	2	6	Preventive  Detective	Procurement P&Ps and protocols; RFP process; supervision of contract fulfillment  Contract/service evaluation; renegotiation or cancellation of contract	1	2	Low	None	Procurement Staff; Manager, Finance; Managers; Directors	P&Ps current and consistent with applicable legislation and guidelines  % of internal compliance with procurement protocols, including RFP process  # of contract evaluations conducted	O
6d	Internal	Agency failure to meet contractual obligations Credibility regarding future contracts; legal liability	1	1	3	4	Preventive  Detective	Negotiation process; insurance coverage  Audit	1	1	Low	Contract guidance document	Procurement Staff; Manager, Finance; Managers; Directors	Adequate and current insurance  Audit completed  # of unfulfilled contracts	O
6e	Internal and External	Litigation Financial; reputational; uninsurable	3	2	3	9	Preventive  Corrective	Qualified staff; effective processes; code of conduct; maintenance contracts; access to legal counsel  Insurance	3	2	Med	Maintain effective control measures;	Supervisors; Managers; Directors	% success rate in defending  Monitoring compliance to organization standards to minimize liability	O

WDGPH 2018 RISK REGISTER

RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING			
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi-Annually; A=Annually	
<b>7. Security/Health and Safety: Risk of breaches in physical access to offices and supplies, as well as risk to the physical safety of staff members, both at agency office locations or in the performance of work</b>																
7a	Internal	Exposure to environmental hazards	Physical harm; lost time; long-term health problems	1	2	2	4	Preventive	Internal P&Ps; PPE; WHMIS and other training; supervision; evacuation drills; incident report forms; safety training and orientation	1	2	Low	None	All Staff; Emergency Preparedness and Health and Safety Officer; JHSC; Directors	P&Ps current  % of staff who completed required WHMIS training  % of staff who completed identified required other safety orientation and training  Annual assessment of WHMIS needs conducted  # of evacuation drills completed for each WDGPH office  % of required workplace inspections completed  # of incident reports submitted and % addressed	O,M
							Detective	JHSC review; workplace inspections; incident report forms; radiation control program								
7b	Internal	Client injury/exposure	Physical harm; legal action; higher insurance premiums	2	2	2	6	Preventive	Internal P&Ps; program-specific staff orientation and training	1	2	Low	None	All Staff; Emergency Preparedness and Health and Safety Officer; Managers; Directors	P&Ps current  Audit of infection control practices completed  # of infection control recommendations and % addressed and/or implemented  % of required workplace inspections completed  # of incident reports submitted and % addressed	A
							Detective	Audit of infection control practices; fire drills; incident report forms; workplace inspections; Medication/Vaccine Error and Near Miss reports								

# WDGPH 2018 RISK REGISTER

APPENDIX "A"

RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING			
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi-Annually; A=Annually	
7c	Internal	Staff injury	Lost time; injury; physical harm; higher insurance premiums	2	2	3	7	Preventive	Internal safety P&Ps and practices; Emergency Response Plan; health and safety training incl. safe lifting; insurance; evacuation drill; program-specific staff orientation and training	2	2	Med	None	All Staff; Emergency Preparedness and Health and Safety Officer; JHSC; Managers; Directors	P&Ps current, including Health and Safety policy  Emergency Response Plan annually reviewed  # of staff completing safety training (e.g. safe lifting)  % of staff who completed other identified required safety orientation and training  # of evacuation drills completed for each WDGPH office  % of required workplace inspections completed  # of incident reports submitted and % addressed  # of JHSC recommendations sent to WDGPH; % which received responses or responsive action	O,M

WDGPH 2018 RISK REGISTER

RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING			
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control Category	Control/Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRI)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi Annually; A=Annually	
<b>8. Stakeholder/Public Perception/Reputational: Uncertainty related to managing stakeholder (i.e. community partners, government, funders, clients and the general public) expectations or relations.</b>																
8a	Internal and External	Inaccurate media reporting	Undermines public trust	2	3	3	9	Preventive	Internal communications P&Ps; consistent messaging through formalized media releases; timely reporting of news events; open BOH meetings	2	2	Med	Ongoing monitoring of media formats and revision of internal systems as needed [E]	Communications Manager; Directors	P&Ps current and available to all staff # of media releases and % released as per agency P&P # of community/client/media inquiries or feedback and % addressed # of BOH open meetings	As required
							Detective	Media scanning and monitoring service								
8b	Internal	Professional negligence or misconduct (willful or unintentional)	Undermines public trust; legal liability	1	3	2	5	Preventive	Internal human resources P&Ps; qualified staff; confidentiality agreements; background checks (as appropriate); supervision; police vulnerable sector checks	1	3	Low		All Staff; Human Resources; Managers; Directors	% of staff qualified as per job description and legislative requirements % of staff who completed confidentiality agreements % of background checks completed (as required) % of performance evaluations completed as per agency P&P # of chart audits completed % of relevant programs that conducted at least one audit # and % of new staff receiving program/service level orientation as required	O,A
							Detective	Performance management (incl. evaluation); review of professional certification; chart audits; comprehensive orientation at program level; internal IT security system; video surveillance								

# WDGPH 2018 RISK REGISTER

APPENDIX "A"

RISK IDENTIFICATION			RISK ASSESSMENT				RISK CONTROL AND MITIGATION/ACTION						RISK MONITORING	
Source	Risk	Consequences	Likelihood (L)	Impact (I)	Proximity (P)	Score = (L x I + P)	Control/ Mitigation Strategies	Likelihood (L)	Impact (I)	L x I = Residual Risk (Overall risk after control strategies)	Action Item(s): E = Enhanced R = Required	Risk Owner (Responsibility)	Key Risk Indicators (KRIs)	Frequency O=Ongoing; M=Monthly; Q=Quarterly; S=Semi Annually; A=Annually
8c Internal and External	Ineffective management of media platforms	Inaccurate information circulated; Undermines public confidence and trust	3	2	3	9	Preventive  Detective  Corrective  User guidelines for all platforms; training for relevant staff; decision tree for WDGPH response  Daily monitoring of all platforms  Activation of decision tree (including response and/or deletion of inaccurate information)	3	1	Low	Ongoing monitoring of media formats and revision of internal systems as needed [E]	Communications Manager; Managers; Directors	User guidelines current  % of relevant staff trained  # of information issues and % resolved	O,D

## APPENDIX “B”

### 2018 Risk Registrar Residual Risk Summary

Risk Category	Definition	Low	Medium	High
Financial	The risk of failing to meet overall financial commitments (including fraud and financial failure) and uncertainty related to obtaining, committing, using or losing economic resources.	7	0	1
Operational/Service Delivery/Strategic /Policy/Equity	Uncertainty around strategies, P&Ps or activities carried out to meet objectives or deliver programs and services and the resulting impact on the population.	7	1	0
Human Resources	Risks related to recruitment, development and retention of human resources required to meet objectives.	2	0	0
Organizational/Governance/ Political/Environmental	Uncertainty related to development of appropriate accountability and control systems; changes in political priorities or direction; uncertainty related to external risks (e.g. natural disaster)	3	1	1
Technology/Information/ Knowledge/Privacy	Risk related to unauthorized access or use, inaccuracy and/or incomplete information, as well as uncertainty related to alignment of information and technology resources (infrastructure)	3	2	0
Legal/Compliance	Uncertainty regarding compliance with applicable legislation and regulations, as well as standards, contracts and/or directives.	4	1	0
Security/Health and Safety	Risk of breaches in physical access to offices and supplies, as well as risk to the physical safety of staff members, both at agency office locations or in the performance of work outside agency offices.	2	1	0
Stakeholder/Public Perception/Reputational	Uncertainty related to managing stakeholder (i.e. community partners, government, funders, clients and the general public) expectations or relations.	2	1	0
<b>Total</b>		30	7	2