

Board of Health for the Niagara Region Public Health Department

2019 Standards Activity Reports as of September 30, 2019

Risk Management

Ref. #	Description	Category	Impact	Likelihood	Overall Risk Rating		Key Risk Mitigations	Date reported to the Board
A	B	C	D	E	F = D x E		G	H
	Increase in internal transfers and departures due to retirement, maternity leaves, performance, and job uncertainty. Challenge in recruiting frontline employees to management. Acting MOH currently in place. Inconsistent leadership may destabilize teams.	People / Human resources	4	3	●	High	Identify key roles. Intentional succession planning. Proactive student placements & summer students. Performance management & coaching for leaders. Realistic job expectations. Social media use for recruitment. Attraction branding. Leadership training. Mentorship. Focus on building culture and staff engagement.	
	Uncertainty with Public Health modernization. Unknown impact of Ontario Health Teams. 70% change in BOH, new BOH co-chair and Regional Chair.	Political	4	3	●	High	Build relationships with government stakeholders at all levels. Engage in pilot projects with Ministry to lead change. Be involved in OHT application. Regular correspondence with councillors (i.e. memos, infographics). MOH/AMOH outreach with councillors. Ensure orientation and continuing education of BOH.	
	Change in funding levels for provincial and regional government. Risk of inconsistent funding and impact on equitable resources for clients. Change in funding may impact meeting targets and accountability agreements.	Financial	4	4	●	High	Net zero budgeting. Gapping positions. Reallocation and prioritization of projects and resources. Collaboration with stakeholders to deliver programming. Alignment of operational planning with budgets.	
	Many data systems. Many people with access to systems. Relatively weak data governance policies. Cybersecurity risks.	Privacy	3	2	●	Not a high risk	Refine policies. Information governance recommendations being implemented. Review access to systems regularly. Regular privacy education and training. Work collaboratively with corporate IT and Privacy partners to communicate PH privacy requirements for compliance.	
	Lack of trust and transparency among residents with BOH. Past media coverage of the corporation may potentially impact public trust toward regional government. Media attention with outbreaks.	Stakeholder / Public Perception	2	3	●	Not a high risk	Continue building a semi-independent brand to separate health from politics. Engage the community through social media. Promotion of PH programs and services. Positive interactions with residents and stakeholders. Open and transparent communication.	
	Unknown impact of regional governance review. Many senior leaders in acting roles and broader organization making restructuring changes which has the potential to impact employee moral. Overall corporate engagement level fairly low.	Governance / Organizational	3	3	●	Not a high risk	PH reorienting and shifting culture. Culture engagement survey. Focus on PH strategic priorities. More intensive business planning framework. Regular communication with staff. Weekly MOH messages. Professional ethics promoted with key disciplines drive accountability. Leadership training. Performance management.	

Table 1 - Risk Categories

Risk Category	Definition
Compliance Legal	Uncertainty regarding compliance with laws, regulations, standards, policies, directives, and/or contracts. May expose the organization to the risk of fines, penalties, and/or litigation.
Environment	Uncertainty usually due to external risks facing an organization including air, water, earth, and/or forests.
Equity	Uncertainty that policies, programs, and services have an equitable impact on the population.
Financial	Uncertainty of obtaining, using, maintaining economic resources, meeting overall financial budgets/commitments, and/or preventing, detecting, or recovering fraud.
Governance / Organizational	Uncertainty of having appropriate accountability and control mechanisms such as organizational structures and systems processes, systemic issues, culture and values, organizational capacity commitment, and/or learning and management systems.
Information / Knowledge	Uncertainty regarding the access to or use of accurate, complete, relevant and timely information. Uncertainty regarding the reliability of information systems.
Operational / Service Delivery	Uncertainty regarding the performance of activities designed to carry out any of the functions of the organization, including design and implementation.
People / Human resources	Uncertainty as to the organization's ability to attract, develop, and retain the talent needed to meet its objectives.
Political	Uncertainty of the events may arise from or impact any level of the government including the Offices of the Premier or Minister (e.g., a change in government political priorities or policy direction).
Privacy	Uncertainty with regards to the safeguarding of personal information or data, including identity theft or unauthorized access.

Security	Uncertainty relating to physical or logical access to data and locations (offices, warehouses, labs, etc.).
Stakeholder / Public Perception	Uncertainty around the expectations of the public, other governments, media or other stakeholders. Maintaining positive public image; ensuring satisfaction and support of partners.
Strategic / Policy	Uncertainty that strategies and policies will achieve required results or that policies, directives, guidelines, legislation will not be able to adjust necessarily.
Technology	Uncertainty regarding alignment of IT infrastructure with technology and business requirements. Uncertainty of the availability and reliability of technology.