The New Kid on the Block:

How to manage, monitor and mitigate risks using Risk Register

ABOUT THE WEBINAR SERIES

- Free webinars hosted approximately every month
- Delivered by RL Solutions business partners, clients and industry experts in healthcare
- Webinars provide info on the hottest and most important topics in healthcare
- Aim is to connect you with trusted resources who can help with current initiatives
- Send webinar ideas to webinars@rlsolutions.com

BEFORE WE BEGIN

- Webinar is scheduled for 60 minutes
- There will be time for Q & A at the end
- Ask questions using the chat box
- For more info, visit www.rlsolutions.com

TODAY'S PRESENTERS

Faroud Haniff, Product Specialist

Linda McIsaac, Client Services Manager

RISK MANAGEMENT

- A structured methodology/framework
- Describes systems put in place to deal with risk
- Is integral to good business practice and quality management
- Acknowledges that risks are unavoidable.

RISK

- **Risk** – *the effect of uncertainty on an organizations objectives* *International Organization for Standardization*
- A consequence of determining objectives in uncertain environments/landscapes where full control is not possible
- **Event** – unplanned instance or occurrence that has caused, or has the potential to cause, harm or loss
- Unpredictable events - adverse to the achievement of organization objectives - generate risk

SOURCES OF RISK INFORMATION

- **Reactive** –
  waiting for events before call to action:
  - RL6:Risk incidents
  - RL6:Feedback complaints
  - RL6:Claims
  - Internal audit reports
    e.g. Accreditation
  - Government-led initiatives
  - External regulatory, legislative or compliance requirements

- **Proactive** –
  working to minimize the possibility of an adverse event.
  - Patient experience surveys
  - Organizational objectives
  - Patient risk assessments
  - Mandatory health targets
    e.g. hand hygiene compliance, medicines management, waitlist times

RISK MANAGEMENT - AN EXAMPLE

- Funding reduced by $40m over the next two years
- Cuts in funding could compromise future strategic and operational objectives

RISK MANAGEMENT EXAMPLE

- To consider:
  - Organization planned to develop a new high-tech Radiology Facility to serve the needs of the local community

RISK REGISTER EXAMPLE – IDENTIFIED RISKS

- Allocated/budgeted funding for new radiology facility and new equipment potentially reduced
- Delays to facility construction
- Reduced funding allocation for recruitment of experienced specialist radiology staff
- Continued and increasing cost of having to send patients to other hospitals for radiology services
- Delayed patient diagnosis and treatment due to inadequate access to quality radiology services
- Poor patient experience
- Organisational reputation

RISK REGISTER

- A risk management tool
- Continually evolving
- Assess, evaluate and analyze identified organization risks
- Metrics with measurable outcomes
- Provides structure for design and development of action and risk mitigation plans
- The effectiveness of a risk register can be determined by how it helps an organization to manage its risks

PAPER-BASED RISK REGISTER

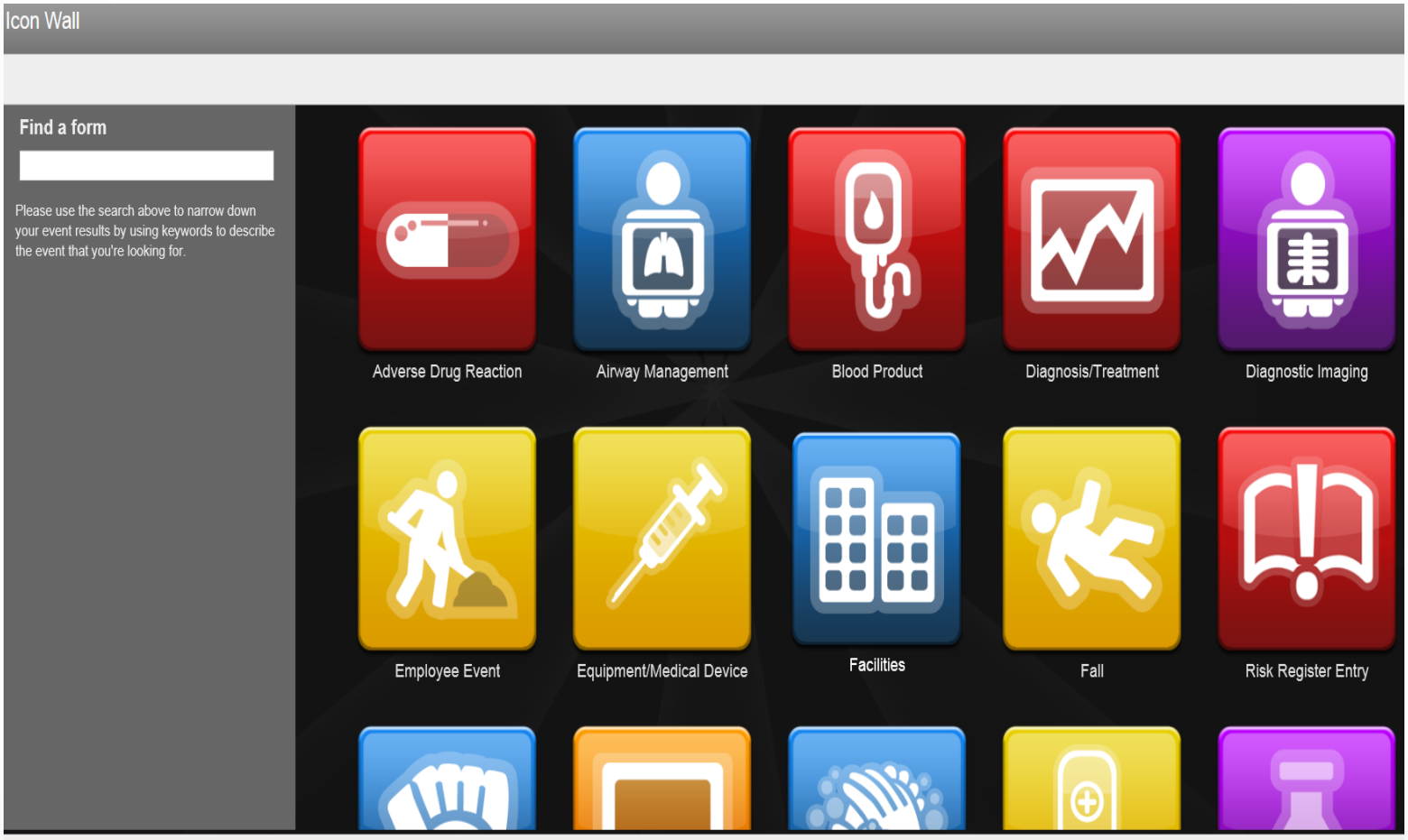
1 STRATEGY (Cont'd)

Risk Ref	Source of Risk	Risk Description	Impact	Opened	Raw Risk Rating			Raw Risk Level	Current Control Measures	Action Plan	Action Progress	Responsibility /Owner	Timing / review date	Mitigated Risk Rating			Mitigated Risk Level
					Cons	Likely	Total							Cons	Likely	Total	
1.4	Strategic Planning	Identification & delivery of CIPs	Financial objectives maybe missed, leading to lower surplus for future development of the Trust. Monitor intervention.	Jul-12	5	4 (from 3)	20 (from 15)	MAJOR	Business Planning Cycle Patients 1st Programme Local Transformation Board	1. Board to agree assumptions for 2013/14 planning cycle		FD	Oct-12	5	4 (from 2)	20 (from 10)	MAJOR
										2. Immediate CIPS review for 2013/14		CE	Oct-12				
										3. Implement full cycle, including BU level and corporate CIP schemes and service developments		CE	Feb-13				
										4. Implement full cycle, including BU level and corporate CIP schemes and service developments		CE	Feb-13				

2 FINANCE

Risk Ref	Source of Risk	Risk Description	Impact	Opened	Raw Risk Rating			Raw Risk Level	Current Control Measures	Action Plan	Action Progress	Responsibility /Owner	Timing / review date	Mitigated Risk Rating			Mitigated Risk Level
					Cons	Likely	Total							Cons	Likely	Total	
2.1 (BAF 1.1)	National & local tariff development	Year on year tariff reductions	Reduced income levels, undermining Trust's financial position and potentially prejudicing FT Terms of Authorisation	Jan-10	5	5	25	MAJ	Annual Business Planning Cycle Contract/SLA negotiations with PCT	1. Implement robust cost improvement programme for 2012/13 with strong transformational focus, and monitor performance monthly		Exec Team	Mar-13	5	4	20	MAJ
										2. Undertake robust contract negotiations with CCGs for 13/14		FD	Mar-13				
										3. Prepare for local pricing reviews in Oncology in 2013/14		CE/FD	Jan-13				
2.2 (BAF 1.1)	PCT Contracts	Additional nationally & locally mandated financial deductions	Higher than planned deduction levels, undermining Trust's financial position and potentially prejudicing FT Terms of Authorisation	Jan-09	5	4	20	MAJ	Annual Business Planning Cycle Robust recording & Coding Processes	Implement action plan and monitor deductions monthly.		CE	Mar-13	5	3	15	MAJ
2.3 (BAF 1.1)	Inflation	Inflation rising beyond currently forecast levels	Higher than planned non pay costs, undermining Trust's financial position and potentially prejudicing FT Terms of Authorisation	Jan-10	5	4	20	MAJ	Procurement plan to reduce prices	Procurement team work with external contractors to reduce impact.		FD	Closed	5	3	15	MAJ
2.4	PCT Contracts	2.5% of Trust Income dependent on meeting national, SHA and local CQUIN targets	Approximately £5m	Feb-12	5	4	20	MAJ	CQUIN and Best Practice group established	Individual leads responsible for achievement in each CQUIN scheme and best practice area		Exec team	Mar-13	5	2	10	SIG

RL6: RISK REGISTER



DEFINE AND CATEGORIZE

General Healthcare

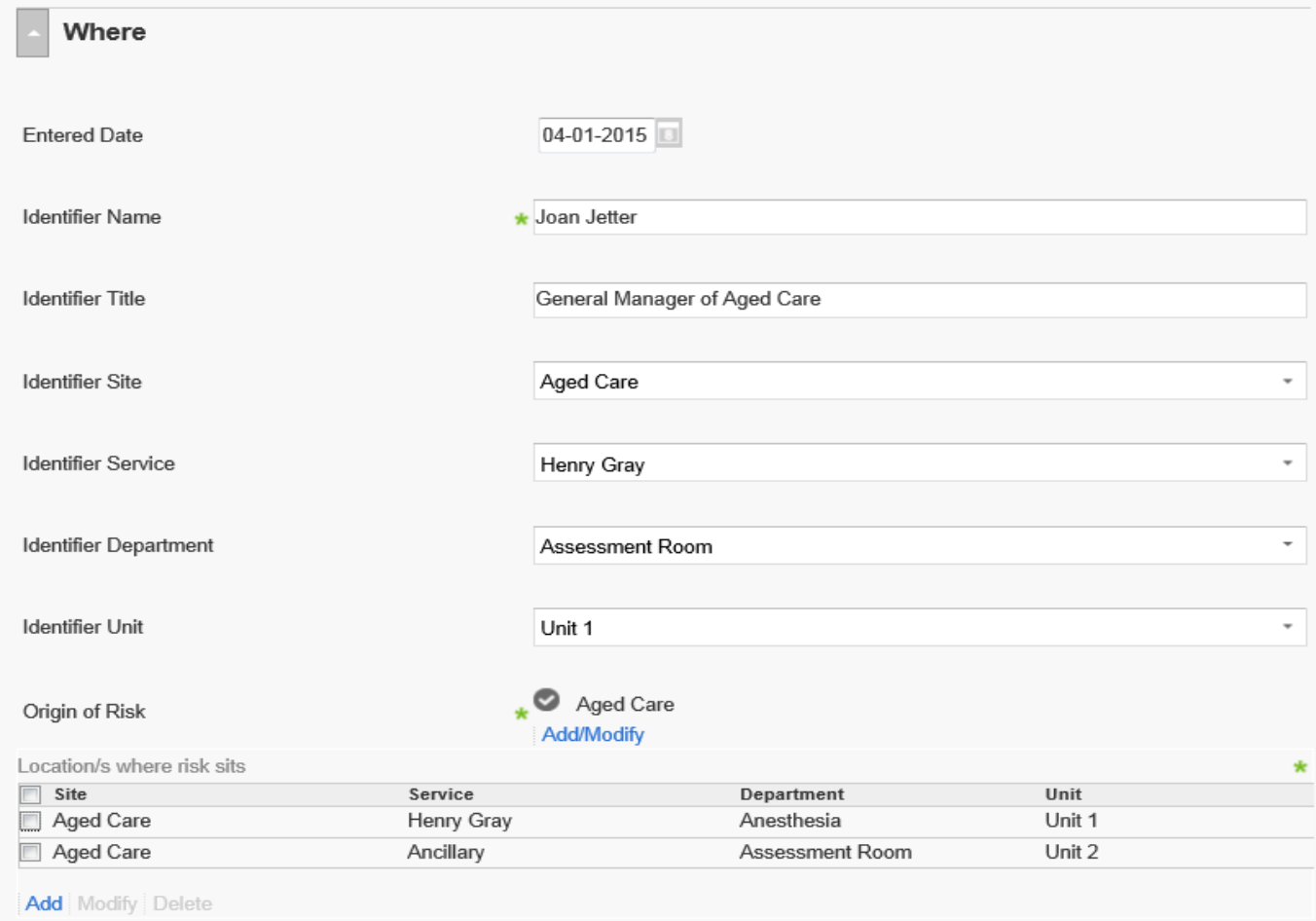
File State: In-Progress
Owner: Joan Jetter

Entered Date: 05-27-2015

General Risk Register Information

Key Register	*	Directorate/Division
Risk Register Type	*	Aged Care
Risk Type/Category	*	Patient Safety & Clinical Care
Risk Description	*	Patients are being harmed due to the occurrence of falling resulting in increased length of stay and the costs associated with having to provide a higher level of care.

IDENTIFY AND LOCATE



RATE THE RISK

Initial Risk Rating

Initial Rating Date * 04-01-2015

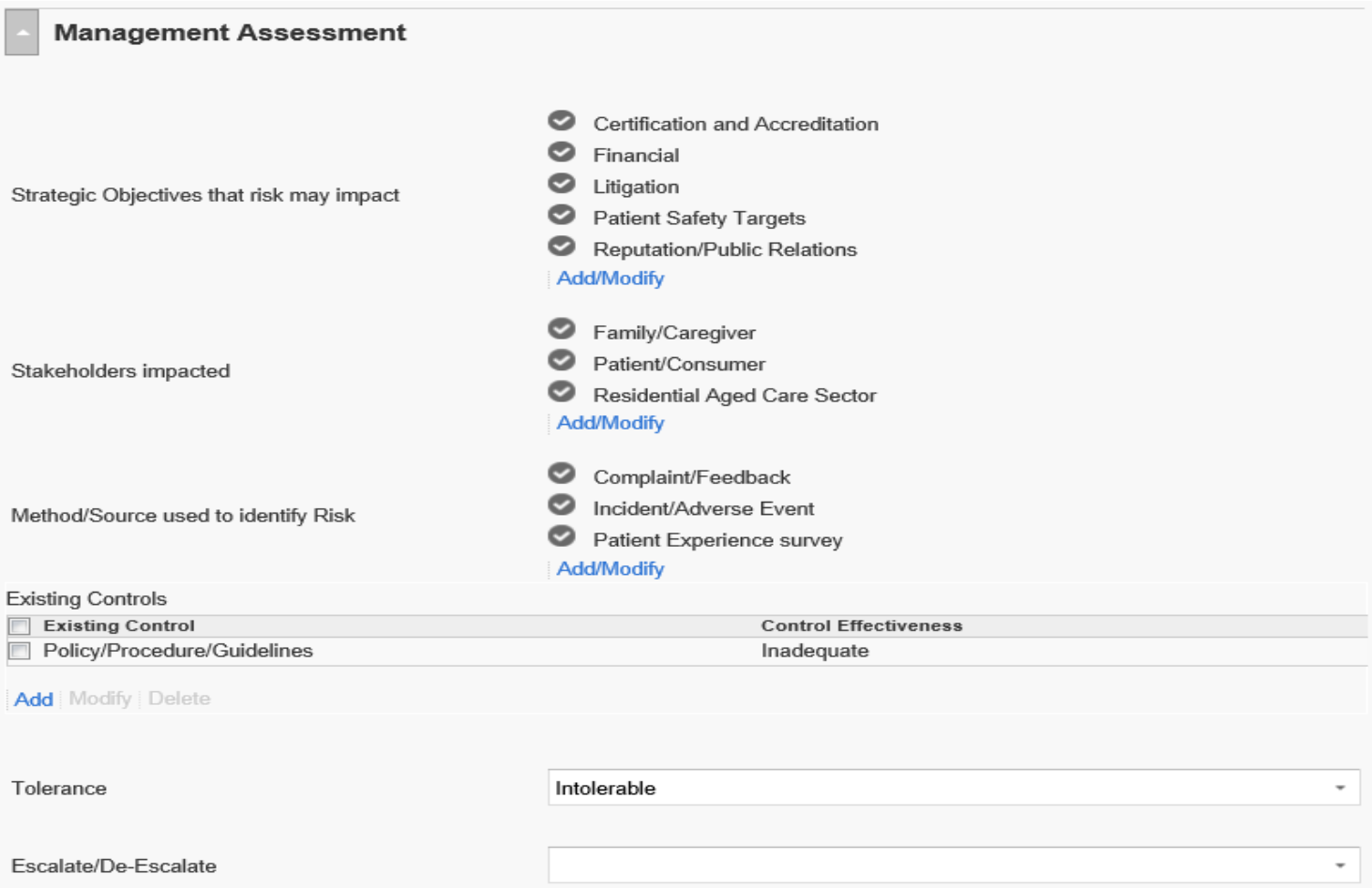
		Initial Risk Consequence				
		Severe	Major	Moderate	Minor	Minimal
Initial Risk Likelihood	Almost Certain	Extremely High	Extremely High	High	Medium	Low
	Likely	Extremely High	Extremely High	High	Medium	Low
	Moderate	Extremely High	High	High	Medium	Low
	Unlikely	Extremely High	High	Medium	Low	Low
	Rare	Extremely High	High	Medium	Low	Low

Risk Owner(s)

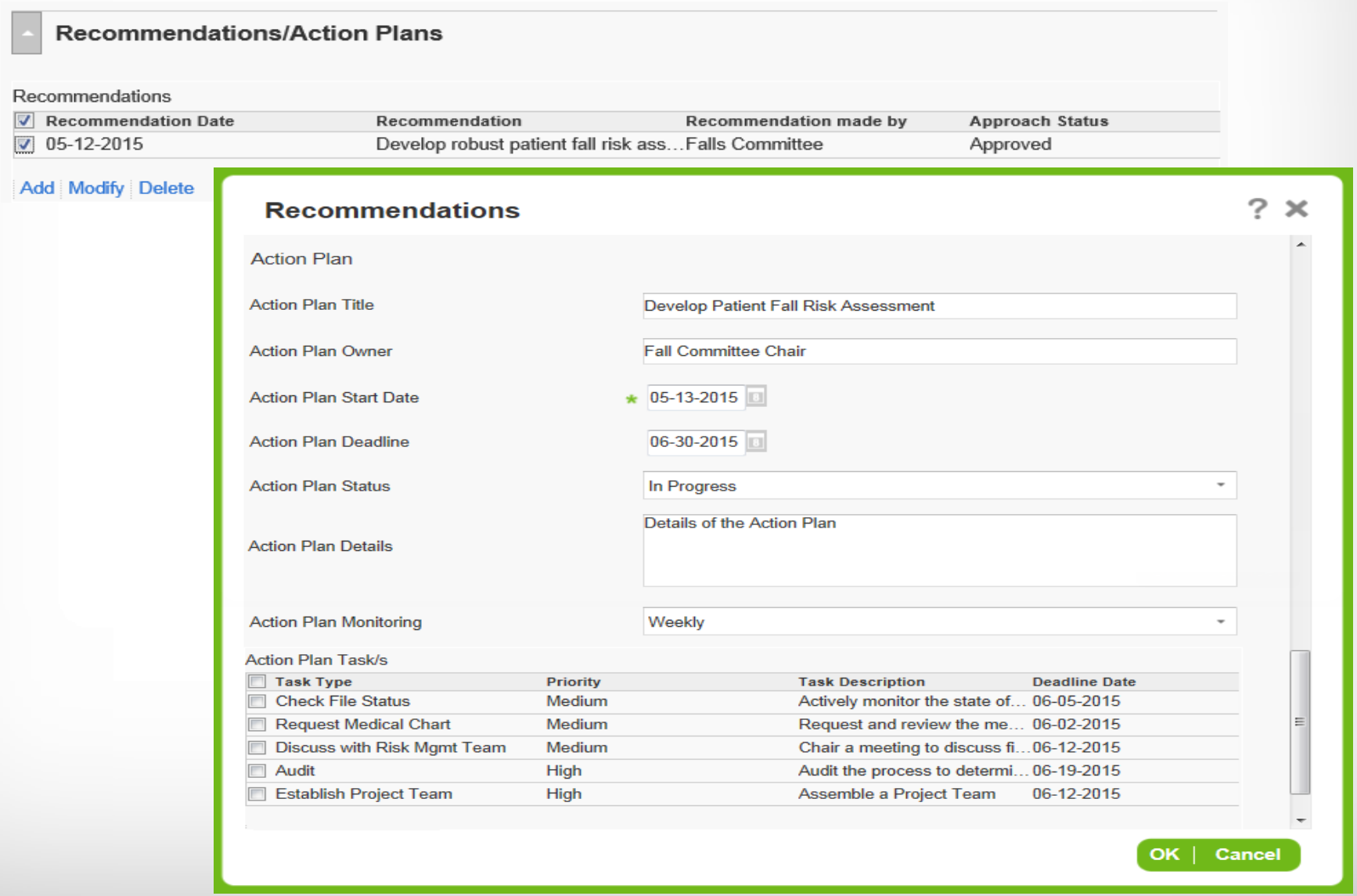
Risk Owner(s) *

Risk Owner	Owner Title
Minnie Mouse	Director of Aged Care
Bugs Bunny	Service Manager of Aged Care
Bruce Wayne	Risk Coordinator

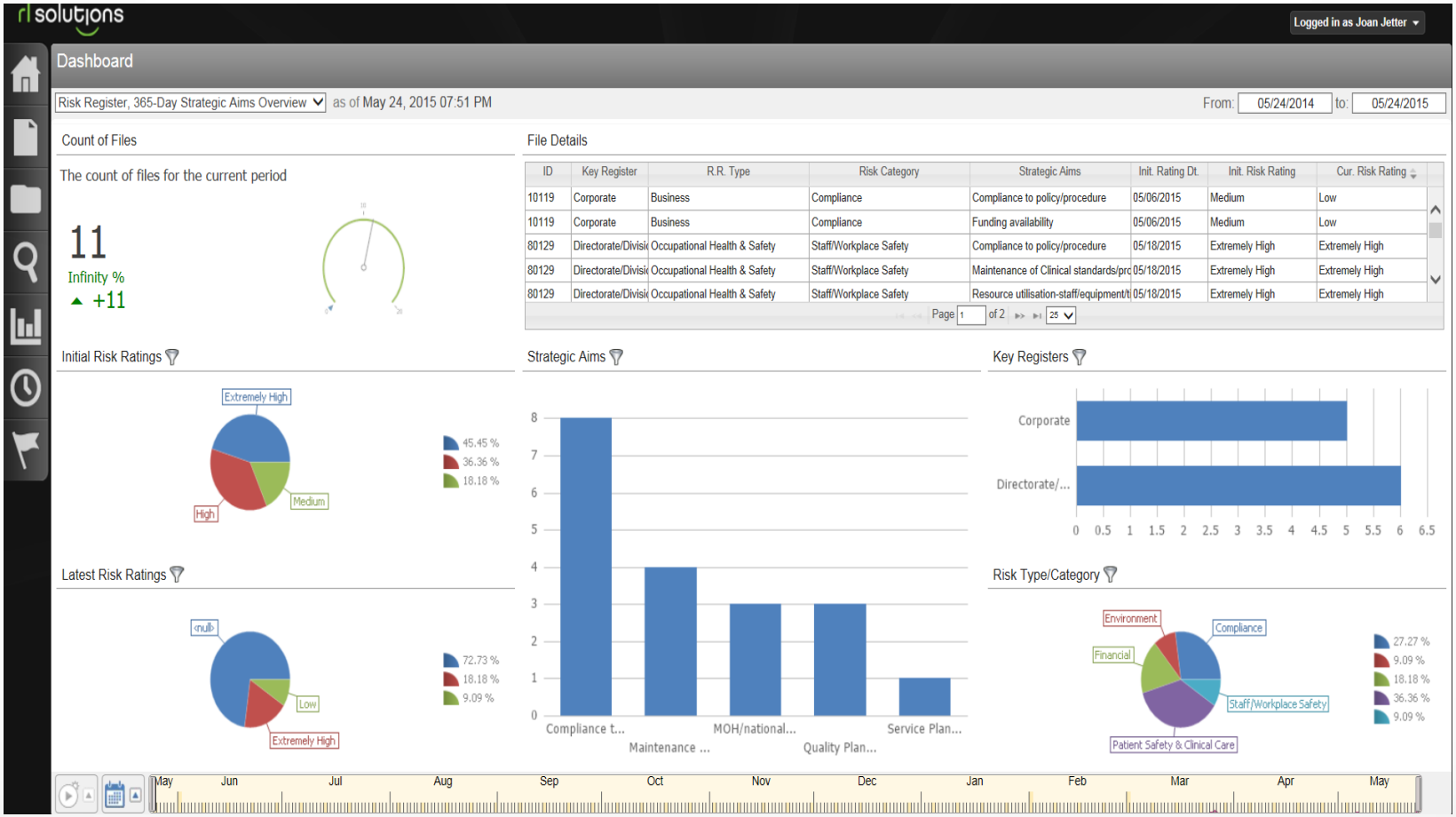
ASSESSMENT


Management Assessment
Strategic Objectives that risk may impact
Certification and Accreditation
Financial
Litigation
Patient Safety Targets
Reputation/Public Relations
Add/Modify
Stakeholders impacted
Family/Caregiver
Patient/Consumer
Residential Aged Care Sector
Add/Modify
Method/Source used to identify Risk
Complaint/Feedback
Incident/Adverse Event
Patient Experience survey
Add/Modify
Existing Controls
Existing Control
Control Effectiveness
Policy/Procedure/Guidelines
Inadequate
Add
Modify
Delete
Tolerance
Intolerable
Escalate/De-Escalate

RECOMMENDATIONS AND ACTION PLANS



DASHBOARD REPORTS

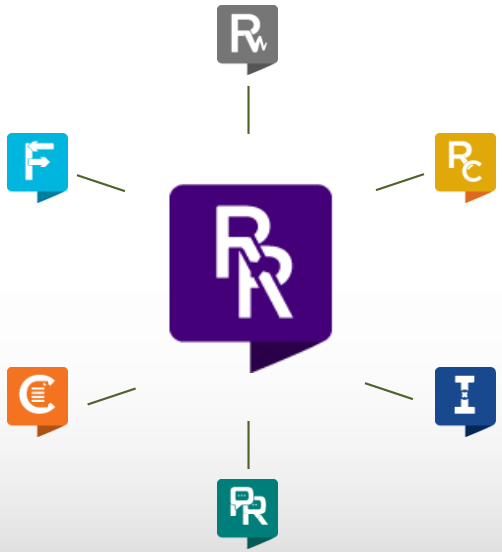


BENEFITS

- Streamlined tracking based on international standards: ISO 31000-2009 : Risk Management
  http://www.iso.org/iso/home/standards/iso31000.htm
- Reduce clerical work associated with action plans
- Expedite reviews and follow-up actions
- Make information accessible / Enable collaboration
- Track data for board level reporting

COMMITTEE VIEW

- Initiates Risk Identification from multiple sources
- Links to other systems or RL6 modules
- Supports Communication between groups
- Ensures standardized Risk Assessments
- Tracks all Recommendations and Action Plans



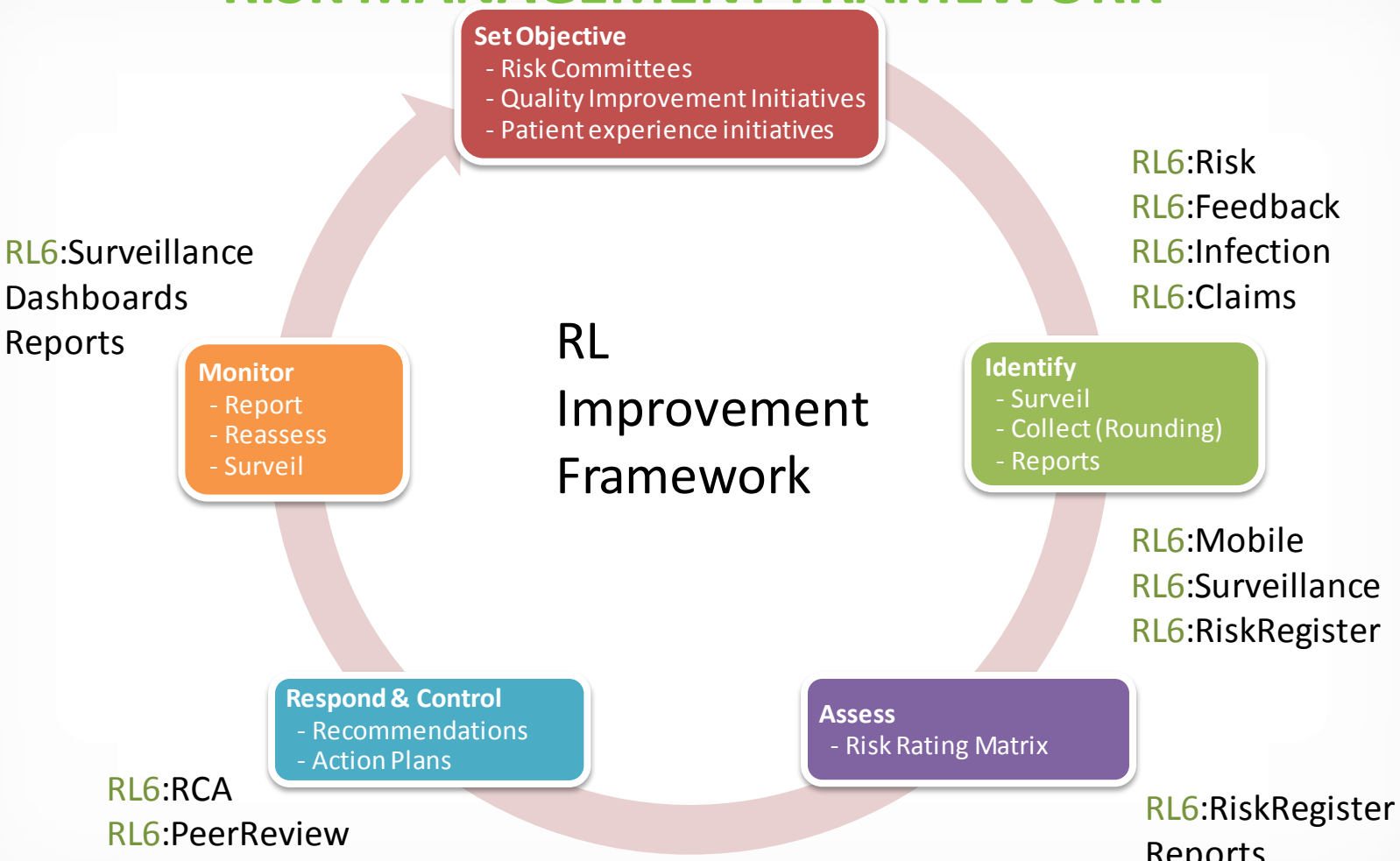
RISK OWNER(S)

- Receive emails to implement recommendations
- Access to centralized place to update status as action plans are being implemented and progress is achieved
- Manage actions – both recommended and taken

REPORTS AND ANALYSIS

- Create ad hoc or template reports
- Drill-down analysis capability to identify trends
- Streamline communication with scheduled reports
- Get a high-level, big-picture view of tracked risks with dashboards
- Easily export data in various formats

RISK MANAGEMENT FRAMEWORK



RL6:Risk
RL6:Feedback
RL6:Infection
RL6:Claims

RL6:Mobile
RL6:Surveillance
RL6:RiskRegister

RL6:RiskRegister
Reports
Dashboards

RL6:RCA
RL6:PeerReview
RL6:Risk Register

RL6:Surveillance
Dashboards
Reports

Q&A