

<b>St. Christopher House</b>	
Policy Title:	<b>Risk Management Policy</b>
Approved by:	St. Christopher House Board of Directors
Approval date:	2005
Revision dates:	May 2012 / / / /

## **Policy Statement**

St. Christopher House is responsible for proactive identification, mitigation, and management of internal and external risks. Risk mitigation planning and sound risk management procedures are implemented through a risk management framework and risk assessment processes. St. Christopher House is committed to educating all staff and volunteers with the knowledge skills and resources to carry out their risk management duties.

## **Applicability**

- All Staff
- Volunteers
- Students
- Program Participants, Clients, Members
- Student Placements
- General Public

## **Definitions**

### **What is Risk Management?**

Risk management is a discipline for dealing with the possibility that some future event will cause harm. It provides strategies, techniques and an approach to recognizing and confronting any threat faced by an organization (program) in fulfilling its mission. Risk management may be as simple as asking and answering the following three questions:

- What can go wrong?
- What will we do to reduce the chances of something going wrong?
- What will we do if (despite our efforts) something does go wrong?

### **Types of Risk**

Risk may be divided into two main types.

- **External** - risks originating outside the organization that it cannot directly control (though it may be able to mitigate) e.g. legislative or funding changes. Scanning the external environment ensures the Board and management of St. Christopher House is not taken by surprise and enables them to be proactive in managing the impact of these changes.
- **Internal** - risks originating inside the organization's structure, systems, policies and practices. These are risks over which St. Christopher House has control e.g. staffing, budget, program quality. Identifying and managing internal risks ensures that St.

**Internal** - risks originating inside the organization's structure, systems, policies and practices. These are risks over which St. Christopher House has control e.g. staffing, budget, program quality. Identifying and managing internal risks ensures that St. Christopher House and its programs are effective and that harm does not occur to participants, staff, and property.

**Key Risk Categories which impact St. Christopher House:**

<b>Risks</b>	<b>Resulting from:</b>
1. Strategic	Economic, technological, competitive, regulatory, and other environmental changes which impact the direction St. Christopher House is moving with its mission and mandate.
2. Compliance	Non-compliance with laws, rules, regulations, prescribed practices, internal policies, and procedures, or ethical standards.
3. Operational	People, process, information, technology, and systems factors that impact carrying out St. Christopher House's day to day activities, such as program delivery.
4. Governance/ Organizational	Factors impact the St. Christopher House's organizational structure and its Board functioning and accountabilities.
5. Financial	Factors that impact obtaining, committing, and using economic resources including financial management of a balanced budget.
6. Reputational	Decisions, actions, communications undertaken, and relationships managed that impact St. Christopher House's reputation.

**Risk Management Framework**

The risk management framework consists of following:

1. Objectives of St. Christopher House and the internal or external environmental factors within which St. Christopher House operates.
2. Identify the types and sources of risks for the six Key Risk Categories.
3. Manage risk by identifying options for mitigation through policies and procedures that avoid, reduce, or transfer the risk.
4. Assess risk by combining likelihood and consequences in context of existing control measures as required.
5. Monitor and evaluate policies and procedures with defined review cycles to ensure mitigation effectiveness against risk factors.

A review and, as needed refinement, of existing practices will take place in 2012/2013 to ensure implementation of the framework.

**General Principles**

**Who is responsible for risk management at St. Christopher House?**

- The Board is responsible for ensuring that there is a risk management policy.
- Senior management is responsible for implementing the policy within the risk

- The Board is responsible for ensuring that there is a risk management policy.
- Senior management is responsible for implementing the policy within the risk management framework and all staff and volunteers are responsible for adhering to the risk management policies and guidelines (both on an organization-wide and program specific basis).

### **Resources for Managing Risk:**

#### . Organizational Wide Policies

- Acceptance of Gifts Policy *revised 2012*
- Code of Conduct *revised 2012*
- Complaints Policy *revised 2012*
- Confidentiality Policy *revised 2012*
- Conflict of Interest Policy *revised 2012*
- Customer Service Policy *revised 2012*
- Equity Policy *revised 2012*
- Governance Policy (including Financial Governance Policy) *revised 2009*
- Health and Safety Policy *revised 2012*
- Human Resources Policy and Procedures Manual *developed 2004 and updated on regular basis*
- Privacy Policy *revised 2012*
- Respectful Workplace *revised 2012*
- Serious Occurrence Policy *revised 2011*
- Unpredictable Events Policy *revised 2010*
- Use of Information Technology Policy *revised 2012*
- Workplace Harassment *developed 2011*
- Workplace Violence *developed 2011*

#### . Standing Practices and Committees

- Annual planning cycle includes environmental scan
- Board evaluation
- Board orientation and training materials updated annually
- Media response guidelines
- Sound employment practices
- Adherence to Employment Standards
- Job descriptions include risk management perspective by including the skills and experience required for each job.
- Directors' liability insurance
- Employee, accident and property insurance
- Adherence to Fundraising Code of Ethics
- Screening of volunteers
- Health and Safety Committee
  - Health & Safety Manual *developed 2008 and updated regular basis*

#### . Individual Program Policies

At St. Christopher House, **individual programs** use the following risk management process. Individual programs conduct the following exercise regularly. As part of this process programs also review serious occurrence reports and their existing risk management policies and practices.

#### Risk Assessment Process for Programs

- Be proactive by imagining worst case scenarios and planning for preventing them and containing damage to participants, staff, volunteers and the organization
- Share ideas with other programs in St. Christopher House and in our networks

- Be proactive by imagining worst case scenarios and planning for preventing them and containing damage to participants, staff, volunteers and the organization
- Share ideas with other programs in St. Christopher House and in our networks
- Be conscious of balancing between:
  - Security versus accessibility (serving the most marginalized)
  - Consistent practices versus allowing judgment to respond to specific circumstances
  - Policies and procedures on paper versus training and supervision and role modeling to build confidence and judgment (a variable here is the length of time staff are in the organization - e.g. summer staff may need detailed procedures manual while long-term staff learn to respond more sensitively)

Areas of potential program risk:

- Personal Health and Safety including the following:
  - Food: (preparation, storage, serving, cleaning)
  - Cleaning and maintenance (building and equipment, bodily fluids)
  - Mental health crises
  - Missing participants
  - Physical health crises (allergic reactions, overdoses, medication problems, strokes and heart attacks, diabetic and epileptic crises, animal bites, contagious diseases)
  - Physical activities e.g. swimming, sports
  - Conflicts and fights (weapons)
  - Improper relationships (sexual, dependency, financial)
  - Signs of neglect or abuse
  - Breach of confidentiality
  - Theft of St. Christopher House property or personal property
- Special consideration required for vulnerable people:
  - Children, seniors and people with disabilities
  - Appropriate staff to participant ratio

The staff of St. Christopher House is aware of its obligation to address problems or issues that could cause serious risks for St. Christopher House. If a staff member is uncertain as to whether a problem or issue might result in a serious risk, he or she will err on the side of caution and advise his or her supervisor. Depending on the severity of the issue or problem it is escalated in accordance with the following path: frontline staff to Team Leader or Coordinator, to Unit Director/Manager, to Executive Director. Where appropriate, problems or issues are reported to the Board of Directors by the Executive Director.

#### D. Reporting

- Annual report on compliance to the Board
- Monthly updates in the Executive Director report to the Board
- As needed reports by the Executive Director to the Chair and/or Executive Committee of the Board

### **Acknowledgement of Policy**

I acknowledge that I have received and read the Risk Management Policy and have had it explained to me.

I understand that it is my responsibility to abide by this policy and related policies of St. Christopher House as a condition of my employment.

Date: \_\_\_\_\_

Name of Employee/Volunteer: \_\_\_\_\_

Signature: \_\_\_\_\_