Central East **LHIN** | **RLISS** du Centre-Est

Enterprise Risk Management Framework

Central East LHIN Board of Directors Meeting
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Ontario
Local Health Integration Network
Réseau local d'intégration des services de santé

Objectives

- Provide an overview of the Central East LHIN's Enterprise Risk Management (ERM) Framework
  - Risk Streams
- Questions to Support a Generative Discussion
- Proposed Next Steps

Background

- Currently, two Divisions in the Central East LHIN have risk management reporting functions:
  - Health System Strategy, Integration, Planning and Performance (HSSIPP);
  - Home and Community Care (HCC).
- Risks from the other areas of the organization are reported through these Divisions to the Board and to the Ministry of Health and Long-Term Care (ministry)
- The risk management activities in HSSIPP stem from the legacy-LHIN risk management process and LHIN requirements from the ministry.
- The risk management activities in HCC stem from the legacy Community Care Access Centre (CCAC) Risk Management Plan.

Analysis & Current Status

- Given the renewed LHIN, and more complexities in the new organization, a renewed and consolidated ERM framework and process is needed.
- Central East LHIN staff reviewed the current processes in the organization, reviewed ERMs from other organizations and conducted research to propose an updated ERM framework for the Board's review and approval.
- The new ERM framework aims to be holistic and capture risks from the entire organization to meet both internal and external risk management requirements.
- In general, the proposed ERM has broad risk streams based on the Divisions of the Central East LHIN.
- Based on these risk streams, the major categories of risks are identified and responsibility for management of those risks is determined.
- Each Vice President will be responsible for the risks in his/her division with coordinating role provided by HSSIPP.

Risk Streams

- The top risks identified in each streams will be reported to the appropriate committee of the Central East LHIN Board as follows:

Committee of the Board	Risk Streams by Division of the Central East LHIN	Major Risk Categories
Governance	Corporate (including Chief Executive Officer, and Strategic Communications and Stakeholder Relations)	Strategy Reputation Corporate Governance Legal and Regulatory Compliance Overall Operations
	Human Resources and Organizational Development (including Occupational Health and Safety)	Human Resources Non-compliance: Occupational Health and Safety Staff Training

Risk Streams (Cont'd)

- The top risks identified in each streams will be reported to the appropriate committee of the Central East LHIN Board as follows:

Committee of the Board	Risk Streams by Division of the Central East LHIN	Major Risk Categories
Audit and Finance	Health System Strategy, Integration, Planning and Performance	Local Health System System-wide Pressures Integrations Stakeholder Relations Document Management
	Finance and Corporate Services	Finance and Controllership Information Systems and Technology Infrastructure and Facilities Procurement Legal and Regulatory Compliance

Risk Streams (Cont'd)

- The top risks identified in each streams will be reported to the appropriate committee of the Central East LHIN Board as follows:

Committee of the Board	Risk Streams by Division of the Central East LHIN	Major Risk Categories
Quality	Home and Community Care	Patient Care and Safety Patient Experience Issues Management Privacy Healthcare Professional Compliance
	Clinical	Clinical Integration Primary and Secondary Health Care Clinical Standards/Quality

Questions to Support a Generative Discussion

a) Are there any general comments/ questions, or clarification required regarding the Briefing Note, Slide Deck, or Framework?

b) Given the various components of risk, is our Committee Structure adequate to address all the components?

c) With respect to overall risk, are there areas of overlap between Committees and gaps where no Committee has been charged with responsibility?

d) Is there agreement about alignment of risks to committees?

    a) Are there any comments from members of Governance, Audit and Finance and Quality Committees regarding the alignment?

e) Please provide any specific comments, discussion items and changes.

Recommendations & Next Steps

- It is recommended that the Central East LHIN Board of Directors approve the proposed ERM framework and instruct staff to return in one year with an updated ERM framework.

Motions for Consideration:

- Be it Resolved that the Central East Local Health Integration Network Board of Directors approves the Enterprise Risk Management Framework, as revised in November 2017, and instructs staff to return with an updated Enterprise Risk Management Framework in one year.