Policy Applies to:
- Board of Directors
- CEO and Executive
- All Mercy Hospital staff
- Credentialed Specialists
- Allied Health Professionals, Contractors, Students, Visitors and Patients.

Related Standards
- EQuIP Criterion 2.1.2 – Integrated Organisation-wide Risk Management Framework ensures that Corporate and Clinical Risks are Identified, Minimised and Managed
- NZS 8134:2008: 2.3 Health and Disability Services Standards: Quality and risk management systems
- Health Quality Safety Commission (HQSC); Reportable Events Policy March 2012
- Hazard Analysis Critical Control Point (HACCP) Food Safety Programme – New Zealand Food Safety Authority

Rationale
Mercy Hospital will minimise and manage the inherent risks involved in providing healthcare services.

Objectives:
- To identify actual and potential risks associated with all aspects of Mercy Hospital’s operation.
- To prioritise each identified risk using a standardized tool
- To develop and implement action plans to mitigate each risk appropriately
- To ensure a robust system is in place to report, monitor and review each risk

Definitions:
Risk:
*The effect of uncertainty on objectives*

ISO 31000 states:
“a risk is a future event and not something that is currently happening, but it could….there is no guarantee that it will happen but it is likely to be subject to a probability which we can predict. It will also have a cause and a consequence”
Risk Categories:
Risk at Mercy Hospital will be categorized as one of the following: Clinical; Infra-structure Operational; Corporate governance; Environmental

Risk Management:
Coordinated activities to direct and control an organization with regards to risk

Risk Assessment:
Risk assessment is a process that is used to identify the level of risk utilizing a likelihood and consequence matrix.
Likelihood: the state or fact of something’s being likely; probability
Consequence: a result or effect, typically one that is unwelcome or unpleasant

Likelihood x Consequence (Table 1) = Level of Risk

Implementation:

- All policies and processes support risk mitigation at Mercy Hospital
- Heads of Departments are responsible for identification and active review of the Departmental Hazard Registers in conjunction with their Health & Safety Infection Control (HSIC) representatives. Significant risks are elevated to the appropriate Executive member for assessment and discussion at the weekly Executive meeting.
- The CEO manages an Organisational-wide Risk Register. Items on this Register require action and review at specified intervals according to the risk identified.
- The CEO (or designate) has responsibility to notify Mercy’s insurer where the level of risk (ref: Table 1) is deemed to be ‘Severe’
- Risk assessment is standardised using appendix 1.
- Review is managed according to the level of risk and the control measures in place – each review is documented on the Risk Register
- Education is provided for staff to ensure the risk assessment and management procedures are disseminated, discussed and applied consistently via HODs, HSIC representatives, incident reports, completion of action plans, feedback and meeting minutes

Evaluation
- Current Action plans for the Organizational-wide Risk Register are reviewed at Executive, Quality and Risk Advisory Committee and Board of Directors Meetings monthly.
• All other Organizational-wide risks are reviewed at the date specified on the Register.
• Completion of actions relating to Incidents and / or Complaints, feedback via staff, meeting minutes and patient questionnaire all contribute to risk evaluation.
• Risk Management Audit - annually

Associated Documents
• External
  ⇒ HB 228.2001 Guidelines for Managing Risk in Healthcare
  ⇒ EQuIP Standard 2.1 – Quality Improvement and Risk Management, Criteria 2.1.1 and 2.1.2
  ⇒ Policy for the Management of Healthcare Incidents Draft Version 0.7, NZ Health & Disability Sector Safety Improvement Programme
  ⇒ HQSC Reportable Events Policy
  ⇒ Health & Safety in Employment Act 1993

• Internal
  ⇒ Quality and Risk Advisory Committee Terms of Reference
  ⇒ Quality and Risk Frameworks and Plan
  ⇒ Emergency Plan
  ⇒ Fire Plan
  ⇒ Incident Management Policy
  ⇒ Complaints Policy
  ⇒ Delegation of Authorities Policy
  ⇒ Credentialing Policy
  ⇒ Hazard Management Policy
  ⇒ Health and Safety Policy

Process:
Risk Identification:
The following are examples to assist in identifying and categorizing risk:

1. Clinical
   • Patient care
   • Products
   • Infection control
   • Staff
   • Credentialed Specialists
2. **Infra-structure**
   - Building maintenance
   - Equipment
   - Business continuity
   - Staff Health & Safety (Linked to Hazard Registers)
   - Disaster planning

3. **Business Integrity**
   - Integrity of financial systems
   - Interruption of IT systems/communication system failure
   - Political environment
   - Security of revenue lines (ACC, DHB contracts, Private insurance, Self funding)
   - Business interruption

4. **Corporate governance**
   - Legislative compliance
   - Cultural aspects
   - Governance surety
   - Political environment
   - Mercy Ethos

Risk Assessment: Document the Level of Risk and assign a quantitative value using Table 1
Document required information on Appendix 1 ‘General Risk Assessment Worksheet’.
This will form the background information required for discussion at Executive meeting.
Executive will assign a Risk Rating utilising Table 3 and the risk will be entered onto the Organisational Risk Register along with a documented review date.
Reporting requirements will be determined and undertaken as specified in Table 2.

Table 1: Level of Risk

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Severe 5 (Hospital survival is at risk)</th>
<th>Major 4 (Operations severely disrupted)</th>
<th>Moderate 3 (Significant time/resources required to mitigate)</th>
<th>Minor 2 (Some disruption possible)</th>
<th>Minimal 1 (Minor problem easily handled by normal day to day processes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost certain (e.g. &gt;90% chance of occurring)</td>
<td>Extreme 25</td>
<td>Extreme 20</td>
<td>Extreme 15</td>
<td>High 10</td>
<td>High 5</td>
</tr>
<tr>
<td>Likely (e.g. between 50% and 90% chance of occurring)</td>
<td>Extreme 20</td>
<td>Extreme 16</td>
<td>High 12</td>
<td>High 8</td>
<td>Moderate 4</td>
</tr>
<tr>
<td>Moderate (e.g. between 10% and 50% chance of occurring)</td>
<td>Extreme 15</td>
<td>Extreme 12</td>
<td>High 9</td>
<td>Moderate 6</td>
<td>Low 3</td>
</tr>
<tr>
<td>Unlikely (e.g. between 3% and 10% chance of occurring)</td>
<td>Extreme 10</td>
<td>High 8</td>
<td>Moderate 6</td>
<td>Low 4</td>
<td>Low 2</td>
</tr>
<tr>
<td>Rare (e.g. &lt;3% chance of occurring)</td>
<td>High 5</td>
<td>High 4</td>
<td>Moderate 3</td>
<td>Low 2</td>
<td>Low 1</td>
</tr>
</tbody>
</table>
Table 2: Overall risk rating

<table>
<thead>
<tr>
<th>Qualitative level of risk</th>
<th>Quantitative level of risk</th>
<th>Reporting requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>0 - 4</td>
<td>Manage within existing controls. Monitor annually</td>
</tr>
<tr>
<td>Moderate</td>
<td>5-9</td>
<td>Manage within existing controls. Monitor 6 monthly</td>
</tr>
<tr>
<td>High</td>
<td>10-15</td>
<td>Evaluate efficiency of existing controls. Develop and implement additional control mechanisms Monitor quarterly</td>
</tr>
<tr>
<td>Extreme</td>
<td>16-25</td>
<td>Implement mitigation plan Escalate/report to BOD Monitor monthly or more frequently as deemed appropriate</td>
</tr>
</tbody>
</table>

Risk Control: Document the Risk Control Rating using Table 3.

This table is a guide when considering risk control strategies – not all criteria will necessarily be met for any given rating

Table 3: Risk Control rating

<table>
<thead>
<tr>
<th>Rating</th>
<th>Work Processes</th>
<th>Staff Awareness</th>
<th>Financial Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>• All key work processes documented and monitored.</td>
<td>• Comprehensive risk reporting at all levels.</td>
<td>Comprehensive insurance in place.</td>
</tr>
<tr>
<td></td>
<td>• Regular and comprehensive audit of work processes and legal compliance issues.</td>
<td>• Staff and Managers provide timely reports of all incidents/risks and take action to prevent recurrence and minimize liability.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Actions taken to address risks identified through audit.</td>
<td>• Actions taken are fully documented and monitored for effectiveness.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Mercy Hospital accredited to external standards.</td>
<td>• Staff and Managers work together to address risk issues, using a systems approach.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Continuous improvement methodologies used.</td>
<td>• All permanent staff and managers actively managing their specific risks.</td>
<td></td>
</tr>
<tr>
<td>Very Good</td>
<td>• Policies, protocols, guidelines in place and compliance is regularly monitored.</td>
<td>• Risks are reported, acted upon, and actions fully documented – but not monitored for effectiveness in mitigating future risk.</td>
<td>Comprehensive insurance in place.</td>
</tr>
</tbody>
</table>
### Rating

<table>
<thead>
<tr>
<th>Rating</th>
<th>Work Processes</th>
<th>Staff Awareness</th>
<th>Financial Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>• Policies, protocols, procedures, guidelines in place but compliance is</td>
<td>• Risks reported and actions taken – but not fully documented.</td>
<td>Adequate insurance in place.</td>
</tr>
<tr>
<td></td>
<td>monitored on an ad hoc basis.</td>
<td>• Risks managed in an ad hoc fashion.</td>
<td></td>
</tr>
<tr>
<td>Adequate</td>
<td>• Policies, protocols, procedures, guidelines in place but compliance with</td>
<td>• Risks reported and actions taken on serious risks.</td>
<td>Adequate insurance in place.</td>
</tr>
<tr>
<td></td>
<td>these is unknown/not monitored.</td>
<td>• New staff orientated re risk management.</td>
<td></td>
</tr>
<tr>
<td>Unacceptable</td>
<td>• Some policies, protocols, procedures, guidelines in place, but staff not</td>
<td>• Risks not reported and actions not taken to prevent recurrence in any</td>
<td>Inadequate insurance over or risk</td>
</tr>
<tr>
<td></td>
<td>aware of them.</td>
<td>systematic fashion.</td>
<td>uninsured.</td>
</tr>
</tbody>
</table>

Does this involve a Health and Safety hazard?  Yes [ ]  No [ ]  (if yes forward copy to IPC/OH Nurse)

Reference:

*Vector Consulting (Megan Hopper): November 4th 2015 @ DAAGroup seminar “Risk Management”*