

NEW

January 9, 2009

Directions

Don't miss
Deputy Minister Sapsford's
2009 winter tour!
See dates and locations
on page 4. Mark your
calendar today!

New plan promotes good management practices

RISK

Definition:

Risk: (risk)

*The chance that
a future event
will impact the
achievement of
established
objectives.*

Being a good health system steward involves anticipating, assessing and managing day-to-day business risks in a strategic and consistent manner, Deputy Minister Ron Sapsford told Health System Strategy (HSS) staff as he helped kick off their half-day Integrated Risk Management workshop held in December.

“Because we cannot eliminate risks to zero in all cases, it is more prudent to spend time and effort managing risk in the first place to avoid the kinds of problems that crisis brings,” said Sapsford.

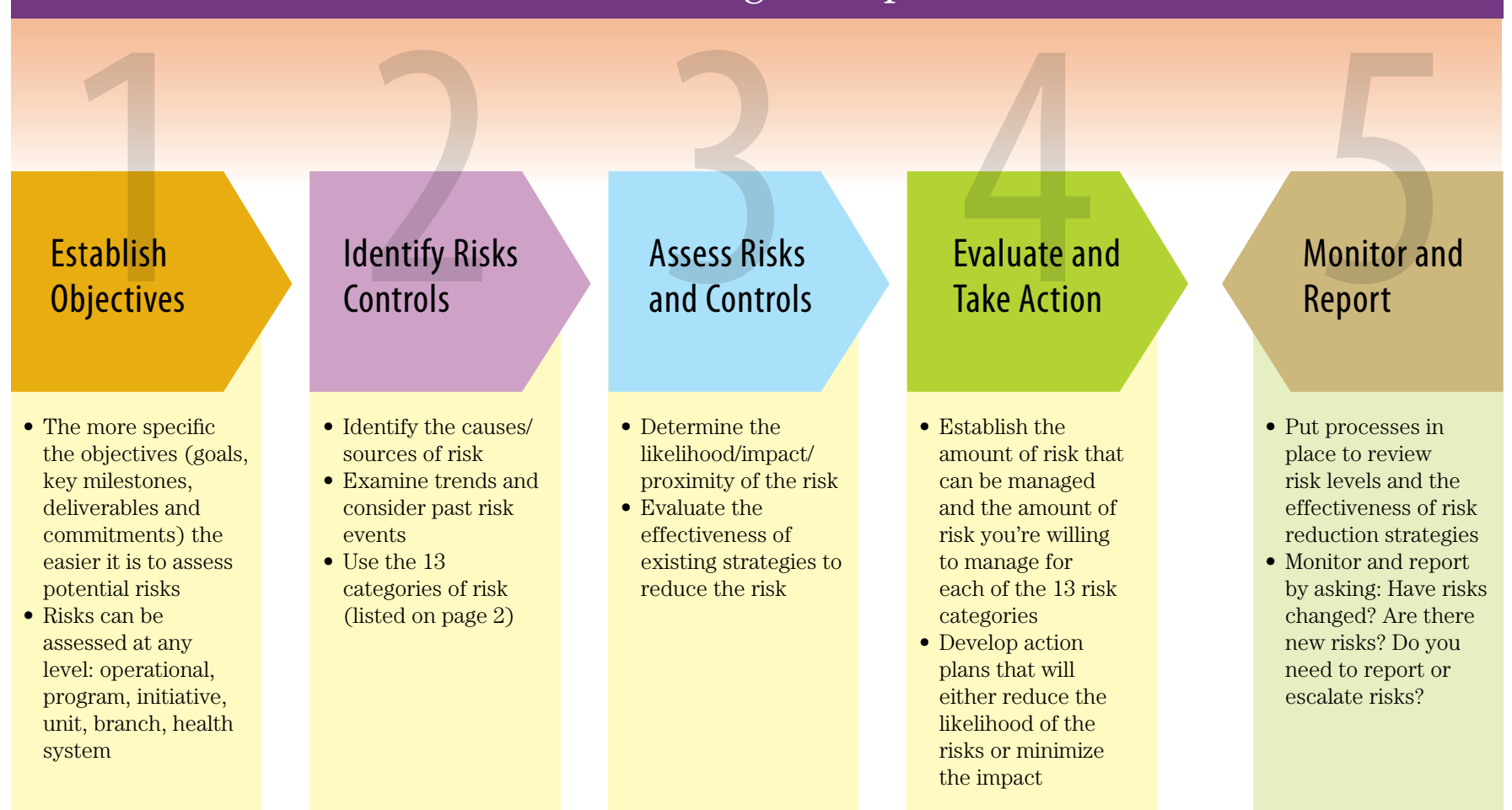
As stewards, Sapsford said integrated risk management is one of the techniques the ministry

has to learn how to do much more effectively than it has done in the past.

In April 2008, the Ministry Management Committee (MMC) approved a new Integrated Risk Management (IRM) Plan — a five-step process that identifies and responds to risks that are inherent or possible in any given project, policy or strategy (see illustration below). The Integrated Risk Management Team, part of the Health Audit Services Team, Corporate and Direct Services, led by senior audit manager Corinne Berinstein, has been hard at work developing resources to support the plan.

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The risk management process



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With Health System Strategy to be the first division to implement an integrated risk management strategy, Berinstein and her team partnered with the division’s directors to develop a comprehensive and standardized approach to risk management. A framework, including tools and templates, was created which allow individuals, teams, units, branches, divisions, or the ministry as a whole to identify risks at the beginning and throughout an initiative, project, decision, operation and process.

The appropriate steps and responses can then be determined that will keep the anticipated risks within an acceptable range throughout the life of the project. This standardized approach also results in all team members across the ministry talking about risk in the same language and sharing the same risk information, which is critical as projects progress.

“Once the framework was developed we worked with all of HSS’s branches, coaching them on how to use the resources to reduce negative risks and increase opportunities,” said Berinstein. “It was a collaborative learning experience. Their feedback helped us fine tune the tools for their roll out across the ministry.”

MMC’s plans call for the entire ministry to receive training, and to adopt and use the integrated risk management framework within three years. By putting the IRM Plan into practice, MOHLTC is at the forefront of ministries in formalizing the government’s risk management policy.

Scott Andison, acting executive director, HSS, told the workshop participants that IRM is not about risk avoidance. “The process is about making sure a project or initiative’s risks and options are identified upfront and openly discussed before they are put before decision makers,” he said.

In addition to HSS, the Integrated Risk Management Team has used the IRM framework across the ministry in a number of key projects and initiatives to facilitate risk assessments, such as:

- The colorectal cancer screening program
- The transfer of the public health labs to the Ontario Agency for Health Protection and Promotion
- The migration of OHIP registration services to ServiceOntario
- The divestment of the Mental Health Centre Penetanguishene.

Adalsteinn Brown, Assistant Deputy Minister, HSS, sees the IRM process as an

New plan promotes good RISK management practices

13 categories of risk	
RISK	DESCRIPTION
Compliance/ Legal	Uncertainty regarding compliance with laws, regulations, standards, policies, directives, contracts and Memorandums of Understanding may expose the ministry to the risk of fines, penalties, litigation.
Equity	Uncertainty that policies, programs, services will have an equitable impact on the population.
Financial	Uncertainty of obtaining, using and maintaining economic resources; meeting overall financial budgets/commitments; 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 learning and management systems, etc.
Information / Knowledge	Uncertainty regarding the access to or use of accurate, complete, relevant and timely information. Uncertainty regarding the reliability of information systems.
Operational or Service Delivery	Uncertainty regarding the performance of activities designed to carry out any of the functions of the ministry/unit, including design and implementation.
People / Human Resources	Uncertainty as to the ministry’s/ business unit’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; may include identity theft or unauthorized access.
Security	Uncertainty relating to physical or logical access to data and locations (offices, warehouses, 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 as necessary.
Technology	Uncertainty regarding alignment of IT infrastructure with technology and business requirements. Uncertainty of the availability and reliability of technology.

important step forward for both the division and the ministry as a whole. “It provides a decision-making support tool and disciplined approach to risk management. Whether you are developing or implementing strategy, risk management provides an ongoing continuum for planning and evaluation. It’s a way to shepherd and support good ideas and carry out our role as health system stewards more effectively,” Brown said. ■

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Learn more about good risk management practices!

- Listen to the FYI Series session, [Become Better Stewards by Becoming Intelligent Risk Takers](#), on INFOweb.
- Get information on the ministry’s Integrated Risk Management Plan or assistance in using the risk management process in your work. Contact Corinne Berinstein at corinne.berinstein@ontario.ca.

Putting the Integrated Risk Management Plan into Action



Health System Strategy staff got down to work during a half-day workshop to discuss how to incorporate the ministry's new Integrated Risk Management (IRM) Plan into all aspects of strategy development. They shared and exchanged ideas about how to effectively apply an integrated risk management process to their day-to-day work to support the division's goals.



Staff photos



A workshop, put on in December by the Health System Strategy Division, provided an opportunity for staff to explore the ministry's Integrated Risk Management (IRM) Plan, and to participate in small group presentations and discussions led by individuals who had begun using the IRM framework.

Ruth Carlisle, a policy analyst with the Population Health and Integration Strategy Unit, presented the IRM implementation plan her group used to assess the ministry's Integrated Cancer Screening Strategy. "The strategy, to increase screening rates for breast, cervical and colon cancer, is part of the government's platform commitment and involves people working together across the ministry," said Carlisle. "We incorporated a process of risk assessment and management into the initiative."

Carlisle explained that a workshop, which included ministry staff and external partners, identified eleven categories of risks for the strategy and possible corrective actions. "We did a risk profile and listed the various options. The risk management profile we produced will be incorporated into the cabinet document," she said.

Given the ministry's cross-functional way of working, Carlisle said it is important to ensure risk management profiles move with an initiative

or project as the work is handed over to another division or area of the ministry. "By identifying risk owners and outlining appropriate risk review time frames and prompts, you are ready for action to be taken or necessary controls to be put in place should the risk change at any point. It is important to ensure that the IRM plan is embedded in both the development and implementation stages," she emphasized.

After hearing a number of presentations on how various areas of HSS have been applying IRM, participants reported back that IRM would support their work going forward in the following ways:

- Provide a systematic way of evaluating risks
- Support a shared understanding of risk tolerance and appetite for risks
- Strengthen project management
- Anticipate and mitigate problems before they arise
- Inform cabinet submissions.

Adalsteinn Brown, Assistant Deputy Minister, HSS, wrapped up the workshop by noting that evaluating risk is an important role of an able steward. "I really liked listening to how we are applying it to our wide range of divisional projects. Going forward, it will make a significant contribution to the work of the ministry," Brown said. ■

2009 WINTER TOUR

INVITATION

from
Deputy Minister Ron Sapsford

To: All MOHLTC Employees
From: Ron Sapsford | Deputy Minister

Please join me as I start my 2009 winter tour schedule. This tour marks the approach to the last leg of our journey to become a steward of Ontario's health care system.

I will be speaking about:

- Our 2008 transition achievements
- What's ahead for the ministry in 2009
- Ways in which we are enhancing our culture through learning, adapting and innovating.

As always, there will be plenty of time after my talk to answer your questions.

The January schedule for the tour is:

Date	Time	Toronto Locations	
Jan. 19, 2009	9 to 10 a.m.	5700 Yonge St. — M4 Mezzanine Boardroom	
Jan. 19, 2009	10:15 to 11:15 a.m.	5700 Yonge St. — M4 Mezzanine Boardroom	
Jan. 19, 2009	2 to 3 p.m.	Queen's Park - Macdonald Block, Erie/Thames/St. Clair Boardroom	
Jan. 21, 2009	2 to 3 p.m.	Queen's Park - Macdonald Block, Ontario North Boardroom	
Date	Time	Hamilton Location	Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	119 King St. W, 12th floor (MOE)	
Jan. 22, 2009	1:30 to 2:30 p.m.	119 King St. W, 12th floor (MOE)	
Date	Time	Kingston Locations	Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	Macdonald Cartier Building — 49 Place d'Armes Boardrooms 2E/F	
Jan. 22, 2009	10:30 to 11:30 a.m.	370 Select Drive (Health Services Branch)	
Jan. 22, 2009	1:30 to 2:30 p.m.	Macdonald Cartier Building — 49 Place d'Armes Boardrooms 2E/F	
Jan. 22, 2009	1:30 to 2:30 p.m.	370 Select Drive (Health Services Branch)	
Date	Time	London Location	Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	733 Exeter Rd, Huron Room (MOE)	
Jan. 22, 2009	1:30 to 2:30 p.m.	733 Exeter Rd, Huron Room (MOE)	
Date	Time	Sudbury Location	Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	199 Larch St., Suite 1201 (MOE)	
Jan. 22, 2009	1:30 to 2:30 p.m.	199 Larch St., Suite 1201 (MOE)	
Date	Time	Thunder Bay Location	Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	435 James St. S., Room 339 (MNR)	
Jan. 22, 2009	1:30 to 2:30 p.m.	435 James St. S., Room 339 (MNR)	

Registration is not required. Please join me at a location that is convenient for you. Don't forget to mark it in your calendar today!

I'm looking forward to hearing your thoughts about stewardship, the transition and our new way of working together. I hope to see you there.

Should you not be able to attend, the audio and full text of my speech, and a sampling of questions and answers discussed will be posted in INFOweb's A New Direction section, under [Deputy Minister Tour archive](#).