



SOUTH WEST
HEALTHCARE

RISK MANAGEMENT PLAN

APRIL 2010

1. RISK MANAGEMENT STRATEGY

1.1 Risk Identification Process

Departmental risk assessments are carried out annually, in line with annual business planning.

Risk analysis is used when reviewing clinical incidents as well as staff and other incidents.

Bi-annual update of the Business Continuity Plan.

Other risks identified that are not part of a defined process e.g. internal or external reviews / audits.

1.2 Risk Evaluation and Prioritisation

All risks identified are entered into the Riskman database - Risk Register.

Risks are evaluated and prioritised within the register.

Risks are ranked from 1 -7 and maintained on the register with regular follow up as follows:

- a) Unit Based Risks identified in annual Quality and Business Plans are monitored and actioned by each team as indicated within individual plans.
- b) Organisational Risks Executive identify the 'Extreme' organisational risks to be evaluated, prioritized, analysed and actioned within this Risk Management Plan.

1.3 Risk Mitigation Options

- a) *Avoid the risk* - By deciding, where practicable, not to proceed with the activity likely to generate risk.
- b) *Modify the risk* – Action to reduce the likelihood of the event. For example: Audit and compliance programs, inspection and process controls, preventative maintenance, Project management, Quality improvement, and structured training
- c) *Action to reduce the consequences* - For example: Contingency planning, Contractual arrangements, Disaster recovery plans, Engineering and structural barriers.
- d) *Transfer the risk* - This involves another party bearing or sharing some part of the risk.

1.4 Risk Plan Maintenance

The Risk Management Plan will be reviewed and updated quarterly through the Financial Performance Audit and Risk Committee or the Quality of Care Committee and annually in line with annual business planning processes.

1.5 Risk Management Responsibilities

In addition to Divisional Risk Management responsibilities:

<i>Individual</i>	<i>Responsibility</i>
Chief Executive Officer	Clinical and Corporate Governance Accreditation
Director of Nursing	Clinical Risk Management Policy Compliance
Director of Medical Services	Clinical Risk Management Legislative Compliance
Director of Psychiatric Services	Mental Health Legislation
Director of Finance and Business Services	Financial Compliance
Human Resources Manager	Recruitment, Retention and Staff Selection Industrial Awards WorkCover
Safety /Security Manager	OH & S Legislation
Quality/Risk Manager	Clinical Risk Management Accreditation

2. RISK ANALYSIS AND RESPONSE SUMMARY

<i>Risk Priority</i>	<i>Risk Register Number</i>	<i>Risk Name</i>	<i>Responsible Person</i>	<i>Impact Description</i>	<i>Mitigation Action(s)</i>	<i>Upper Threshold</i>	<i>Governance Reporting Quarterly</i>
1	77	Revenue and Expenditure results	A Trigg	Recall of revenue Cost exceeds revenue	<ul style="list-style-type: none"> Comprehensive management reporting, monitoring and action against KPIs 	As per KPIs adopted	F.A. & Risk
2	89	IT risks including Oracle implementation	A Trigg /Executive /SWARH	Loss of service, data and systems.	<ul style="list-style-type: none"> Actively participate in Regional and Statewide IT Strategy 	Any loss of critical data	F.A. & Risk
3	2,24,27	Patient harm	Quality Unit	Injury/Death , Financial implications, Reputation, Loss of staff morale, Risk of litigation, Government Intervention	<ul style="list-style-type: none"> Monthly monitoring and prompt response to incidents, complaints, etc. 	Change (increase) in trend	Quality Care
4	93	Impact of redevelopment and transition to new building	Executive	Appropriate identification of physical and human resources to ensure seamless transition	<ul style="list-style-type: none"> Business contingency for loss of service or service disruption Analysis and response to ongoing equipment and physical needs Analysis and response to human resource needs Development and regular review of change management plan to monitor progress 	As per change management plan	F.A. & Risk
5	93	Infrastructure / Capital Works Funding - all campuses	Executive	Financial implications, Extra R&M, inefficiency in operations/staffing, staff morale, Community expectations, lack of secure beds (PSD)	<ul style="list-style-type: none"> Strong capital planning process that considers priorities and funding opportunities Targeted Equipment Grants annually Capital redevelopment processes in place 	Over commitment of contingency funding	F.A. & Risk
6	77	Unfunded admissions acute	A Trigg /Executive	Financial, Loss of Community Confidence (waiting list grows), Impact to staff (morale), OH&S, absenteeism	<ul style="list-style-type: none"> Weekly monitoring, weekly reporting of separations and WIES Strategic closures Management of theatre lists (backfilling) 	102% of funded target	F.A. & Risk
7	78	WorkCover Premiums may rise	A Trigg/A Hilton	WorkCover insurance increases; Financial losses related to lost work hours and WorkCover claims as a result of manual handling injuries	<ul style="list-style-type: none"> Proactive injury prevention strategies Monthly review of claims costs Proactive management of injuries Active return to work management 	> State Industry average	F.A. & Risk
8	78	OH&S Systems	T Roberts	Non compliance with legislation Failure to meet accreditation requirements	<ul style="list-style-type: none"> Analysis of incidents Extensive assessment of OH&S risk Development of Action Plan to implement improvements Monthly plan review to monitor progress 	Non compliance with legislation	Quality Care

3. RISK RANKING SUMMARY

CONSEQUENCE

	LIKELIHOOD	Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
5	Almost certain	H	H	E	E	E
4	Likely	M	H	H	E	E
3	Occasionally	L	M	H	E	E
2	Unlikely	L	L	M	H	E
1	Rare	L	L	M	H	H

KEY:	E	=	Extreme risk; e.g. not serviceable; immediate purchase plan required and/or needs active management/planning now
	H	=	High risk; e.g. reaching end of serviceable period (half yearly/quarterly monitoring required)
	M	=	Moderate risk; e.g. aged technology at least annual monitoring
	L	=	Low risk; e.g. manage by routine procedures/nice to have, would improve work function but no major concern