



Lifetime Networks  
Risk Management Plan  
2019

# RISK MANAGEMENT PLAN 2019

Lifetime Networks Mission: We foster networks of friendship and support for people with diversabilities to enhance community.

Overview:

This report reflects the progress on the goals that were established January 2018 and the goals established for 2019. Recognition of achievements and areas still outstanding assist in the development of the Risk Management Plan Goal Grids for the year 2019. The Report and Plan is written by the Executive Director with input from the Continuous Quality Improvement Team and approved by the Board.

Lifetime Networks' Approach to Risk and Risk Management

As an agency we engage in a coordinated set of activities designed to control threats to the people we support and their families, employees, contractors, the Board of Directors and other volunteers, the community at large, property, income, technology, goodwill and ability to accomplish goals.

The plan will cover the period from January 2019 to December 2019. The plan is reviewed at the monthly CQI meetings and is updated as needed. The Executive Director will oversee the development and monitoring of the Risk Management Plan ensuring input from the Continuous Quality Improvement Team. This team has representation from OH&S, Human Resources, Finance, Program Managers and both Directors (Finance and Executive). All members of the organization are responsible for risk management as addressed in our policy on risk management. The Board is responsible for accepting the Risk Management Plan, levels of risk to be tolerated and strategies to minimize risks.

Purpose:

to identify and minimize risk to the society to ensure Lifetime Networks remains a viable long-term entity for the people we support and stakeholders in our community.

Specifically, the organization is committed to Risk Management as a way to

- (1) Identify any potential loss exposures,
- (2) Analyze and evaluate any loss exposures,
- (3) Identify ways to rectify identified exposures
- (4) Implement actions to reduce risk

- (5) provide ongoing monitoring of any actions taken to reduce risk,
- (6) Report results of actions taken to reduce risks, and
- (7) Include the results of risk reduction activities in performance improvement activities.

Insurance:

As part of our risk management activities, the Finance Director in conjunction with Megson Fitzpatrick Insurance Agency reviews our insurance package for property coverage, Directors and Officers Insurance and Liability Insurance annually for adequacy. Additional liability coverage is provided by CLBC through AON and is updated annually through AON.

Summary 2018

To mitigate loss to individuals and families:

Lifetime Networks established a Positive Behaviour Supports Committee. The committee meets monthly to review concerns and seek solutions to better support individuals.

In May the succession plan was revised by the Board.

An annual contractor review procedure was created.

An Individual Support Service policy: Consensual Intimate relationships, was created to guide behaviour when at any Lifetime Networks activity.

To mitigate loss to employees:

Lifetime Networks trains staff in 5 Languages of Appreciation to appropriately recognize and appreciate staff.

A recruitment and retention committee was established.

A social media committee was established.

A benefit package was added for all staff working at least 25 hours per week.

To mitigate loss to the Board of Directors:

Lifetime completed compliance to the new Societies Act.

To mitigate loss to property:

Lifetime experienced theft in 2018. Cameras are now installed and operate after hours.

Risk Management PLAN: 2019

Loss Exposure	Analysis of Loss Exposure	Probability of Risk	Severity of Risk	Actions to rectify loss of exposure or reduce exposure: Reporting results of action	Lead	Target/ completion	2018 Completion Date/Status	2019 Completion Date/status
1. Individuals and families	Being injured by another individual	moderate	moderate	Adequate staffing Trained staff familiar with the individuals being supported Clear accurate documentation of incidents Review by staff of incident reports, trends Review by staff of SIVA documents Establishment of Positive Behaviour Supports Committee (PBSC)  Review by staff of SIVA documents	Managers PBSC Chair M&N Team	On going  Committee – January 2018 M&N review Spring 18	PBSC struck  Summer 2018 met to review 12 requests. Priorizing and addressing monthly.	PBS committee meeting monthly rather than every second month
2. Individuals and families	Physical injury while receiving support from Lifetime	low	high	Training for staff in Critical and Non-critical Incident Reporting, and Health and Safety Annual review of SIVA plans during PCP Review SIVA plans easily accessible and identified in Data Base At orientation and regular reviews as needed of PCPs and safety plans Policies implemented for health and safety to prevent or minimize risk Address health and safety in the individual and family handbook	OH&S, ED, Program Mangers All staff	On going	Complete Feb 2018	PBS committee meeting monthly rather than every second month
3. Individuals and families	Abuse and neglect or mistreatment while receiving support from Lifetime Networks	low	high	implement CLBC/ Lifetime Networks abuse and neglect policies  Policy: Standards of Employee Conduct and Ethics, Provisions of Personal Care Training Report C I report/ annual review C Is. PC Plans that identify potential risks/include risk mitigation in plans Personal safeguards: family and friends	ED and Program Managers CQI Team	On-going	Complete 2018	

				<p>Lifetime Networks trains all staff in appropriate interactions with individuals..</p> <p>Employees required to review the policies, employee Conduct and Ethics at Orientation and annually during Performance Reviews.</p> <p>All Employees are expected to complete two lessons in OFL. Additional training may be required where identified.</p> <p>Individuals encouraged to maintain personal support networks to provide additional safeguards against potential abuse or neglect</p> <p>Two positive references required prior to hire</p> <p>Criminal Record Check done at hire</p>	<p>Program Manager, individuals, Families</p>	<p>Review Sept 2018</p>		<p>HR position hours increase March 2019</p>
4. Individuals and Families	Families and individuals rely on the consistent operation of programs and supports at Lifetime Networks	low	moderate	<p>Lifetime Network has a succession plan that mitigates the risk of interruption to services</p> <p>Create desk binders outlining positions Phase one September/phase two March</p>	Board	May- the Board reviewed policy and revised	Desk binders still in progress	
5. Individuals and Families	Abuse, neglect, medication errors, physical injury from a contractor not being familiar with Lifetime's policies, procedures, requirements of role	low	high	<p>Policy created regarding an Annual Contractor Review</p> <p>Annual Contractor Review form created</p>	ED and HR	complete	Annual contactor reviews ??	

6. Individuals and families	Unprotected and not condoned consensual intimate relations while being supported at Lifetime Networks events	Low	high	Create ISS Policy: Consensual Intimate Relations	All staff	complete	complete	
7. Employee	Physical injury from supported individual	Moderate	high	<p>staff required to attend 4 training sessions each year. Two can be done online through Open Future Learning.</p> <p>Employees receive orientation and training specific to the individual being supported. SIVA at a glance documents are completed on each individual. If Behavioral plans/protocols in place staff review prior to working with individual staff training implemented to specific needs when required.</p> <p>Employees are required to follow protocol in behavior plans (where applicable)</p>	Program Manager	On going SIVA course offered in Feb, July	Employees trained in SIVA. Renewed every 3 years	
8. Employee	Physical injuries while providing support but not directly related to the supported individual	Low	high	<p>All employees required to report injuries to their immediate Manager. Manager will review report and make recommendations. HSS Policy Employee Injury While At Work'</p> <p>Lifetime Networks insures against injury loses with WorkSafe BC coverage and Employment Insurance</p> <p>OH&amp;S committee meets monthly to identify and rectify risks to staff</p>	Finance Director	Quarterly	On going	OHS site review Feb 2019
9. Employee	Physical injures while working alone	Low	high	employees carry cell phone at all times. If they do not have a cell phone a loaner phone can be	ED, Managers and HR Facilitator	On going	complete	

	providing support in community.			signed out at the main office.  Schedules for each shift are tracked in IBEX (payroll, schedule system)  Lifetime Networks is on the Safe Haven list.		Check Jan 18		
10. Employee	Fraud	Low	moderate	orientation and training provided to staff on financial requirements as appropriate to the specific position and responsibilities  Policy -Standards of Employee Conduct and Ethics signed on hire and annually Policy – Theft Regular monitoring of funds/petty cash by Program Mangers and Finance Director  Finance training provided to managers from FD	Finance Director, Program Manager and HR Facilitator	On-going  April 2018	Complete Petty cash monitored by each program. Reported on monthly	
11. Employee	Fraud	Low	high	A finance report is provided to the Board at each Board meeting.  An external Review Engagement is conducted annually  Collins Barrow complete a review engagement in 2017	Finance Director	monthly  March 2018	On going  Review Engagement Complete	
12. Employee	Employee Turnover	High	moderate	Lifetime Networks maintains fair recruitment and retention policies and procedures for hiring  Lifetime Network respects the rights of all employees  Lifetime Networks recognized the importance of establishing positive relationships with all employees	Directors, Program Managers, HR Facilitator	On going	On going  Established a R & R committee Jan 2018	Plans to establish a social committee  Plan to revise 5 languages to suit participants

				<p>Lifetime Networks encourages open communication and sharing of ideas</p> <p>Lifetime Networks hosts regular Team building/friendship building events</p> <p>Revisiting how to engage community staff</p> <p>Weekly/monthly meetings with staff</p> <p>LN training manager in 5 languages of appreciation. Course will be offered to staff annually</p> <p>Will work to keep info current/relevant through Appreciation Station and huddle</p>		<p>May 2018</p> <p>2<sup>nd</sup> course June</p>	<p>Social at WS March/House party at Namaste June</p> <p>March &amp; June courses complete IW! Aug 30th</p>	<p>Plan to revise huddle to provide other opps for appreciation</p>
13. Employees	<p>Employee Turnover</p> <p>High competition for employees. Staff often hired part time to fit with person centeredness. Increases risk of turn over to globally funded agencies</p>	High	moderate	<p>Establish a recruitment and retention committee</p> <p>P managers work to increase hours for staff quickly. Add question to survey re staff turnover and mitigation. Analyze staff answers for solutions</p> <p>Establish timeline to receive regular report from R &amp; R committee</p>		<p>October 17</p> <p>Fall 2018</p> <p>Jan 2018</p> <p>2019 ongoing</p>	<p>Complete Jan 2018</p> <p>Social Media committee reviewing posting strategies</p>	
14. Employee	Lifetime does not currently have a benefit package. Not	Moderate	moderate	Lifetime Networks follows the CSSEA wage grids to provide fair and competitive remuneration	Finance Director HR	January 2018	Benefit package	N/A 2019



	part of our CLBC contracts. Some staff moved on to other jobs where benefit packages are offered			Finance Director and HR interviewing benefit providers to secure benefit package for employees working 25 hrs or more. Annual review from CESSEA grids performed. Give 1% increase to staff			provided Jan 2018 2% increase January 2018	
15. Employees	Employee Practices violations such as bullying, harassment, discrimination	Low	high	Lifetime Networks implements human resource/personnel policies and procedures  Lifetime Networks follows the Employment Standards Act  Policy: Bullying and Harassment Policy: Standards of Conduct and Ethics  Addressed in the HR Report Addressed in the Cultural Competency and Diversity Plan	Directors and Program Mangers	Annually	On going via OFL	Feb 2019 planned revision of bullying and harassment policy
16. Contractor	Contractor makes an error or causes injury or harm to persons served due to unfamiliarity with Lifetimes policies, procedures, contract expectations	moderate	high	Policy created regarding an Annual Contractor Review  Annual Contractor Review form created  Reviewed with contactors annually	ED, HR	July 2018  Fall 2019	Annual review process/policy established	
17. Board Of Directors	Criminal Activity: Fraud, Theft, Legal Requirements, Liability, Errors and Omissions	Low	moderate	Lifetime Networks carries Officers and Directors Liability Insurance to cover potential claims associated with Board Directors. Board follows a Carver governance model Board members are screened by the nominating committee Lifetime Networks has a Board Orientation Directors sign Code of Conduct	Board President Finance Director and Executive Director	On going  Codes signed April 2019	On going  Complete April/18	

				Policy				
18. Board of Directors	Legal Requirements The risk of losing society status and opportunity to operate if legal requirements are not reviewed to ensure compliance The risk of losing society status if not compliant with new society rules November 2018	Low	high	An annual review of government and other regulatory compliance  Directors/Manager working on compliance to new society act. New By-Laws presented by special resolution at AGM	ED and Finance Director	Nov 2018  March 2018  March 2019	Complete March 2018	
19. Board of Directors	Not currently familiar with operational checks and balances to meet mission. Could result in community misrepresentati on and potential loss of business	Low	moderate	All Directors will complete a 'Catch the Passion' session within first six months of term.	ED	May 2017  June 2018	New director appointed  October 2018 wil attend 'catch the passion'	
20. Volunteer	Injury or harm to Volunteers	Low	high	Lifetime Networks implements health and safety policies to minimize risks to volunteers Lifetime Networks provides orientation and training to volunteers Policy: Practicum Students and Volunteers HR annual report Site reviews by OH&S committee	Program Mangers	April 2017  December 2017	Discussion re BB volunteers Decided not to use LN orientation for BB volunteers	Revisiting volunteer policies and check list Jan 2019

				New goal needed?				
21. Volunteer	Injury or harm to individuals supported	Low	high	<p>Lifetime Networks implements health and safety policies to minimize risks by volunteers to individuals supported</p> <p>Lifetime Networks screens and completes reference and criminal record checks for volunteers Lifetime Networks provides orientation and training to volunteers</p> <p>Lifetime Networks has created an orientation checklist as well as having a Policy: Practicum Students and Volunteers</p> <p>Volunteers are always supervised</p>	Volunteer Coordinator	On-going	<p>Flagged by Volunteer coordinator</p> <p>Complete OFL</p>	Updating volunteer check list Jan 2019
22. Community Members	Complaints			<p>Lifetime Networks has communication and media policies and procedures that designate a contact person</p> <p>Lifetime Networks assesses activities that may threaten their reputation Lifetime Networks has a complaints resolution policy that is reviewed annually by the Executive Director</p> <p>The Executive Director has an open door policy and can always be reached by cell phone</p> <p>Policy: Standards of employee Conduct and Ethics</p>	ED, Board President and Board, Managers	<p>On going</p> <p>March 2019</p>	<p>Annual complaints analysis complete March/18</p> <p>On going</p> <p>Social Media committee</p>	

				<p>Policy: Social Media</p> <p>A suggestion/comments section on the website and a suggestion box at the office.</p>			struck March/18	
23. Supported individuals Volunteers staff, Capital assets	Major Disaster: Fire, Earthquake, tsunami, etc	Low	high	<p>Staff have received emergency preparedness training.</p> <p>Policy: Emergency response and evacuation</p> <p>Drills are done on a regular basis at all locations</p> <p>Emergency preparedness equipment on-site</p> <p>Guidelines outlined in policies</p> <p>Server backed up daily off-site</p>	HR Facilitator OH&S Drill Captains	On going  October 2018	Drill schedule complete Fall 2018	
24. Supported individuals Volunteers staff, Capital assets	Lifetime networks has an identified need for emergency shelter in the event of a natural disaster.	Low	high	<p>The Municipality has designated Gordon Head Rec Center as a community meeting place in the event of a disaster</p> <p>All policies must be reviewed annually to reduce the risk of misinformation to staff and volunteers, which could result in health and safety concerns for those supported.</p> <p>All staff take part in regular drills Drill analysis reports are filed</p>	HR Facilitator	On-going  complete	Policies and hand book reviews complete Dec 2018	

25. Furnishings, supplies and equipment	Damage/Theft	Moderate	low	<p>Lifetime Networks has insurance with claim deductibles</p> <p>Lifetime Networks has policies to guide use of equipment and maintain equipment</p> <p>Installed cameras. Turned on remotely at end of each day.</p>	Finance Director	<p>November Annual Budget</p> <p>March Annual Insurance Review</p>	Annual Insurance report filed	Cameras Installed – pending
26. Technology	Security information Management Privacy and confidentiality	Low	moderate	<p>Lifetime Networks network is password protected</p> <p>There is a system administrator to maintain security</p> <p>Lifetime Networks has policies to guide use and maintenance of technology</p> <p>Lifetime Networks has a technology plan</p> <p>Technology assets are included in property insurance</p> <p>Lifetime Networks has regular maintenance for technology</p> <p>See Technology report for further details on security and privacy</p>	Finance Director	On going	On going	
27. Financial Practice	<b>Fraud Loss of funding Legal requirements to record, report, audit financial losses</b>	Low	moderate	<p>policies and procedures to reduce the risk of loss including internal controls and reporting</p> <p>a system for tracking reporting requirements</p> <p>procedures to maintain frequent communication with individuals supported and families to quickly identify concerns or issues</p>	Finance Director, Executive Director, Program Mangers	On-going	On going	<p>Monthly financial oversight by treasurer</p> <p>End of Dec</p>

				3 months surplus operating revenue in case of sudden loss of funding		2017  March 2019	Engagement complete March/18	
							complete	