



Lifetime Networks
Risk Management Plan

2021

RISK MANAGEMENT PLAN 2021

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 2020 and the goals established for 2021. Recognition of achievements and areas still outstanding assist in the development of the Risk Management Plan Goal Grids for the year 2021. 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 2021 to December 2021. Plan goals are reviewed monthly at CQI meetings and updated as needed. The Executive Director oversees 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, Employment, Community Inclusion, 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, 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 potential risk,
- (2) Analyze and evaluate potential risk,
- (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

Insurance:

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

Summary of 2020 Revisions and Additions to Mitigate Risk

To mitigate loss to individuals and families:

Orientations have moved to on line during COVID.

Revision of the Diversity Policy to provide direction to staff supporting individuals in the community. This addresses concerns that some we support use non respectful, exclusive language when discussing minorities or people who appear different to them.

At least two senior staff are familiar with each department to mitigate interruption of services.

Courses are offered virtually during COVID.

To mitigate loss to employees/Volunteers:

Two factor authentication is implemented to mitigate the danger of fraud.

The Executive Director is on Provincial Steering committee to address wage imparity between union and non union agencies (Equal Work Equal Pay Coalition).

Monthly gift cards are presented to staff to address recruitment and retention.

Lifetime changed its benefits provider to supply better counselling options.

A multiple complex needs team is designed to provide increased safety and support for staff supporting people with multiple complex needs.

The Coordinator of Volunteers position increased hours.

To mitigate loss to the Board of Directors, Stake Holders Lifetime Networks:

March 17 2020 Lifetime and many other agencies and businesses either closed or severely altered worksites due to the global pandemic.

A goal for mitigating risk during a pandemic is added to this plan.

'Concerns from Neighbours' now a standing item at CQI.

To mitigate loss to the entire Agency during the Pandemic:

Creation of the Phase Two Safety Plan and Protocols

Regular updates to the individuals, families, staff, and volunteers of Lifetime.

Risk Management PLAN Goals 2021

Risk To:	Risk:	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	2021 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) SIVA training where relevant	Managers PBSC Chair Coordinators	Ongoing	Ongoing coaching/lessons/staff Training/SIVA	
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 Active OHS committee that meets monthly SIVA training where relevant	OH&S, ED, Program Mangers All staff	Ongoing	Orientation online during COVID	

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	Ongoing	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	2021 Completion Date/Status
4. Individuals and families	Abuse, neglect or mistreatment while receiving support from Lifetime Networks	low	high	Lifetime Networks trains all staff in appropriate interactions with individuals. Employees required to review the policies, employee Conduct and Ethics at Orientation and annually during Performance Reviews. All Employees are expected to complete two lessons in OFL. Additional training may be required where identified. Individuals encouraged to maintain personal support networks to provide additional safeguards against potential abuse or neglect Two positive references required prior to hire Criminal Record Check done at hire Regular CSW training offered	Program Managers	Ongoing at orientation and PRs	Review Orientation slides for relevance and accuracy. Revised diversity policy Improved benefits Mental Health First Aid course scheduled. Postponed due to COVID	Plan to reschedule Mental Health First Aid

				<p>Mental health and counselling supports offered through benefits</p> <p>Regular check ins by Coordinators/or and Managers</p>				
5. Individuals and Families	Interruption of services at Lifetime Networks	low	moderate	<p>Lifetime Network has a succession plan that mitigates the risk of interruption to services</p> <p>In compliance with all legislation and requirements</p> <p>Monthly financial reports to Board</p>	Board	<p>May- the Board reviews succession plan policy</p> <p>May 2021</p>	<p>Complete</p> <p>More than one senior staff familiar with each department</p>	<p>Plan to begin a more robust plan January 2021</p>
6. Individuals and Families	Errors, 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> <p>Review annually. Includes policy review as relevant.</p>	ED and HR	<p>Contractor reviews complete by October 2021</p>	<p>Complete</p>	

Risk To	Risk	Probability of Risk	Severity of Risk	Actions To Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	
7. Individuals and families	Consensual intimate relations while being supported at Lifetime Networks events	Low	high	Create ISS Policy: Consensual Intimate Relations Increase awareness of expectations inside and outside office. Offer Healthy Relationships/Healthy Sexuality Courses	All staff	complete	Complete Course offered virtually during COVID. Will continue virtually	
8. Individuals and families	Sexual/social vulnerability and abuse due to individuals not being clear on their rights.	High	High	Increase number in the Healthy Relationships/Healthy Sexuality courses. Review Rights of Individuals at least annually at PCP	Management team/Coordinators	Spring 2020	Healthy Relationship s course now virtual. Seems to work better. Check box on PCP form	
9. Employee	Physical injury from supported individual	Moderate	high	staff required to attend 4 training sessions each year. Two can be done online through Open Future Learning. 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 relevant to specific needs when required.	Program Manager	Ongoing SIVA course offered at least 2 times annually	Increase in OFL trainings during COVID	

				Employees are required to follow protocol in behavior and safety plans (where applicable)				
10. Employee	Physical injuries while providing support but not directly related to the supported individual	Low	high	All employees required to report injuries to their immediate Manager. Manager will review report and make recommendations. HSS Policy Employee Injury While At Work' Lifetime Networks insures against injury losses with WorkSafe BC coverage and Employment Insurance OH&S committee meets monthly to identify and rectify risks to staff	Finance Director/ OH&S committee	Quarterly	OH&S quarterly office reviews complete Annual WorkSafe training complete.	
Risk To	Risk	Probability Of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	
11. Employee	Physical injures while working alone providing support in community.	Low	high	employees carry cell phone at all times Schedules for each shift are tracked in IBEX (payroll, schedule system) Lifetime Networks is on the Safe Haven list.	ED, Managers and HR Facilitator	Ongoing	Ongoing Safe Haven list updated October.	
12. Employee/ Lifetime	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	Finance Director, Program Manager and HR Facilitator Program Coordinators	Ongoing as needed	Two factor authentication added	

				<p>cash by Program Mangers and Finance Director</p> <p>Finance training provided to managers from FD</p>				
13. Employee/ Lifetime Networks	Fraud	Low	high	<p>A finance report is provided to the Board at each Board meeting.</p> <p>An external Review Engagement is conducted annually</p> <p>Collins Barrow complete a review engagement annually.</p>	Finance Director	<p>monthly</p> <p>March 2020</p>	<p>Review engagement complete March 2020</p> <p>Accepted at AGM.</p>	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	
14. Lifetime Networks	Employee Turnover	High	moderate	<p>Lifetime Networks maintains fair recruitment and retention policies and procedures for hiring</p> <p>Lifetime Network respects the rights of all employees</p> <p>Lifetime Networks recognizes the importance of establishing positive relationships with all employees</p> <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</p>	Directors, Program Managers, HR Facilitator	<p>Ongoing</p> <p>May 2018</p>	<p>ED part of Prov. Working group to address LWR.</p> <p>Social Committee formed.</p>	

				<p>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 'In The Know' and huddle.</p> <p>Training opportunities offered at least monthly.</p> <p>Monthly meetings of Recruitment and Retention and Social Committees</p>		2 nd course June	Commitment to offer training opps at least monthly	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	

15. Lifetime Networks	Employee Turnover High competition for employees. Staff often hired part time to fit with person centeredness. Increases risk of turn over to globally funded agencies	High	moderate	Recruitment and retention committee meets monthly P managers work to increase hours for staff quickly. Survey question re staff turnover and mitigation. Analyze staff answers for solutions Monthly report at Leadership from R & R committee		ongoing	Monthly gift cards. During COVID cards are for 1550s and Country Grocer - local	
16. Employee	Lifetime does not currently have a benefit package. Not part of our CLBC contracts. Some staff moved on to other jobs where benefit packages are offered	Moderate	moderate	Lifetime Networks follows the CSSEA wage grids to provide fair and competitive remuneration 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	Finance Director HR	January 2018	N/A 2020 Changed provider to offer better counselling options.	
17. Employees/other stakeholders	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	Annual review of complaints Complete February	
18. Employees	Harm while supporting people with multiple complex needs	High	High	A specialized MCN Team created. Policy regarding safety measures when supporting those with MCN	ED, MCN Manager	September 2020	A design team created. Discussions	

	(MCN)						resumed in July. Proposal to CLBC August.	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	
19.	Employee is the subject of email fraud.	High	moderate	Lifetime has computers managed by a tech company. A directive to staff sent for procedure should they receive a suspicious email. Cyber Insurance	HR All staff	Ongoing	Spam emails reported to tech company. Admin sends out warnings	
20. 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 See Risk 5	ED, HR	Contractor reviews complete by October 2020		
21. 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 Policy	Board President Finance Director and Executive Director	Ongoing Codes signed April 2020	Code sign offs complete.	
22. Board of	losing society status and opportunity to	Low	high	An annual review of government and other regulatory compliance	ED and Finance Director	November 2020	AGM held. Society	

Directors /Lifetime Networks	operate if legal requirements are not reviewed to ensure compliance			See Compliance Plan			report filed. Spring 2020	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Date/Status	
23. Board of Directors Lifetime Networks	Not currently familiar with operational checks and balances to meet mission. Could result in community misrepresentation and potential loss of business	Low	moderate	Monthly review of monitoring reports Annual review of Board Policies	ED	September 2020 Nov 2020	No new Directors 2020 AGM. New Director appointed October. Report/Policy monitoring complete.	
24. 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	Ongoing	Increased Volunteer Coordinators hours	
25. Volunteer	Injury or harm to individuals supported	Low	high	Lifetime Networks implements health and safety policies to minimize risks by volunteers to individuals supported Lifetime Networks screens and completes reference and criminal record checks for volunteers	Volunteer Coordinator	On-going	Ongoing	

Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Status	
				<p>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>				
26. Lifetime Networks/ stakeholders	Complaints from Community members	Low	Moderate	<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</p> <p>Lifetime Networks has a complaints resolution policy that is reviewed annually by the Executive Director</p> <p>Problem Solving policy and form</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> <p>Policy: Social Media</p>	ED, Board President and Board, Managers	Ongoing	'Concerns from neighbours' standing item at CQI mtg.	

				A suggestion/comments section on the website and a suggestion box at the office.				
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Status	
27. Supported individuals Volunteers staff, Capital assets	Major Disaster: Fire, Earthquake, tsunami, etc	Low	high	Staff have received emergency preparedness training. Policy: Emergency response and evacuation Drills are done on a regular basis at all locations Emergency preparedness equipment on-site Guidelines outlined in policies Server backed up daily off-site	HR Facilitator OH&S Drill Captains	Ongoing	Virtual supports during COVID Drills to date New spaces do not have complete annual drills	
28. Supported Individuals volunteers , staff and families	Risk of infection, decreased mental health wellness during a pandemic	Moderate	High	Policies created: Working from Home, Return to Work, enhanced Transportation policy, Procedures created that align with WorkSafe and PHO procedures Phase Two Safety Plan	Directors and Management	Complete	Policies and procedures in place Safety Plan followed.	
29. Supported individuals	No emergency shelter in the event of a natural	Low	high	The Municipality has designated Gordon Head Rec Center as a	HR Facilitator	On-going	Continues to be	New shelter needed for Quadra

Volunteers staff, Capital assets	disaster.			community meeting place in the event of a disaster 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. All staff take part in regular drills Drill analysis reports are filed		complete	community shelter place	
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Status	
30. Furnishings, supplies and equipment	Damage/Theft	Moderate	low	Lifetime Networks has insurance with claim deductibles Lifetime Networks has policies to guide use of equipment and maintain equipment End of day lock up/sign out checklist	Finance Director	November Annual Budget March Annual Insurance Review	Ongoing Complete	
31. Technology	Security breach	Low	High	Lifetime Networks network is password protected There is a system administrator to maintain security Lifetime Networks has policies to guide use and maintenance of technology	Finance Director	Ongoing	Double Authenticati on	

				<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>				
Risk To	Risk	Probability of Risk	Severity of Risk	Actions to Mitigate Risk	Lead	Target/ completion	2020 Completion Status	
32. Lifetime Networks	<p>Fraud</p> <p>Loss of funding</p> <p>Non compliance to Legal requirements</p>	Low	High	<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>3 months surplus operating revenue in case of sudden loss of funding</p> <p>Please see Compliance Plan and Finance Plan</p>	Finance Director, Executive Director, Program Mangers	On-going	<p>Review Engagement complete</p> <p>March 2020</p> <p>All legal compliance complete.</p>	

