

### THE ITA WEGMAN ASSOCIATION RISK MANAGEMENT PLAN 2022 - 2023

AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	MITIGATION FACTORS	WHO IS RESPONSIBLE	MONITORING ACTIVITIES
			L	M	H	L	M	H					
HUMAN RESOURCES	Coworkers or Board Members using their association with Ita Wegman Association for personal gain	Code of Conduct; Code of Ethics, Confidentiality policy	LOW			MEDIUM			Reduce Probability	Policies: Screening of Coworkers, Signing Acknowledgement, Board Members sign Code of Conduct annually	Education, Corrective Action	Board Chair, Executive Group	Coworker annual performance review / Relias training
	Ita Wegman Association being represented to the public media in an uncontrolled manner.	Confidentiality, Media and Social Media, Code of Ethics / Conduct	LOW			HIGH			Reduce Probability	Policies: Confidentiality, Screening of Coworkers, Media Contact (BA, FM, A&DC, Music Director) Orientation, Communication plan sharing	Education, Corrective Action	Executive Group / Business Administrator / Facility Manager	Newspapers, TV, Radio, Social Media Sites
	Potential accident causing trauma or injury to Coworker or Companion	Incident and Injury Reporting; Orientation; CPI, First Aid & CPR	MEDIUM			HIGH			Avoid and Reduce Probability	Policies: Health and Safety, Safety Inspections, Emergency Plans, Emergency Drills, First Aid Training, Food Safe Certificate, External Inspections, for ex. VIHA, water license, fire safety	Trained First Aid, tractor safety training, Chain Saw safety training, Incident Follow-up, Incident Report Requirements, Injury, Report Requirements, Worksafe BC regulations -	Facility Manager, Maintenance Manager, Joint Health & Safety Committee, Executive Group, Care Group	Health and safety meetings / Weekly Care Group meetings, Review of Incident Reports, Safety Inspections

								risk/violence prevention plan	
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<b>HUMAN RESOURCES</b>	Lapsed first aid CPR / CPI Certification	First Aid /CPR / CPI Certification	LOW			MEDIUM			Avoid Probability	Monitoring system tracking all certification dates and needs	Train Immediately	Facility Manager, Admin and Development Coordinator	First Aid /CPR Certificates / CPI Certificate / Relias - Annual Coworker File Check
	Coworkers not familiar with Association policies and procedures	Orientation	HIGH			MEDIUM			Reduce Probability	Policies: Orientation Process (ECP4), In-support Training, Peer Mentoring, All Coworkers sign policy acknowledgement statement at hire and annually	Follow-up Review and Mentoring, Possible Corrective Action	Facility Manager, House Coordinators, Workshop Leaders	Orientation Process (ECP4), Annual Performance Review, Supervision Reviews that indicate Coworker is unaware of policies, Relias transcripts
	Inappropriate conduct or behaviour	Coworker Agreement; Visitor's Code of Conduct,	LOW			HIGH			Avoid Probability	Policies: Coworkers Screening, Signing Acknowledgement, Coworker Agreement, Orientation / Relias training	Education, Mentoring, Corrective Action	Facility Manager, Business Administrator Executive Group	Annual Performance Review, Supervision Reviews



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	Association is unaware of a Coworkers relevant criminal activity	Criminal record screening, Coworker Screening, Whistleblower	LOW	HIGH	Avoid Probability	Coworker Screening, Criminal Record Checks (at hire and as required)	Corrective Action	Business Administrator / Facility Manager / Executive Group	Criminal Record Checks every 5 years
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HUMAN RESOURCES	Physical health of Coworkers at risk	H&S Program; Incident and Injury Reporting policies; Orientation; First Aid & CPR, CPI Training	LOW			HIGH			Avoid and Reduce Probability	Active Health & Safety Program; Safety Inspections; Emergency Plan; Policies; First Aid Training, posted emergency plans, Food Safe Certificate, External Agency Inspections, Infection Control Policy, Violence in the workplace training	Insurance, Incident Follow-up, Education	Facility Manager, Maintenance Manager, Executive Group, Joint Health and Safety Committee, Care Group	Sick days; incident reports; H&S reports, Hazard Sheet
	Coworker mental health, stress, and burnout	Relias trainings - mental health, stress and burnout	MEDIUM - HIGH			HIGH			Avoid and Reduce Probability	Assistance program, check-ins at meetings, open-door policy, in-house critical incident stress debriefing, Coworker evaluations, use vacation time, use extended benefits, Weekly Coworker mornings off	Leaves, referrals to appropriate resources, peer support, organize relief, in-house critical incident stress debriefing, adjust work schedule	Facility Manager, Business Administrator, Executive Group, Care Group	Sick days; ongoing communication; regular reviews; incident reports; H&S reports; use of vacation time Relias training



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	Poor Coworker health / affects work performance	Job descriptions, H&S policies/procedures, Worksafe BC regulations	LOW	LOW	Avoid Probability	Assistance program, free Flu shots, holiday time, extended health benefits	Time off as required, coverage by others, vacation time	All coworkers, FM, Care Group	Performance reviews, sick days, use of vacation/time off
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HUMAN RESOURCES	Deterioration of teamwork and information sharing	Job descriptions, OP8 A & B	LOW			MEDIUM			Avoid and Reduce Probability	Bi-weekly Coworker meetings, Care Group meetings, regular house meetings, Facility Manager and Business Administrator have an open door policy, Health & Safety & Care Group meeting minutes are available to all Coworkers	Executive Group meets with teams if problems arise. Proactive communication and timely follow up	All Coworkers, Team Leaders	Regular house meetings, Care Group, Executive Group
	No documented measurement of Coworker performance	Evaluation reports (performance reviews)	MEDIUM			MEDIUM			Avoid Probability	Probation and Annual performance reviews. Associated policy	Ensure reviews include competency reviews	Workshop leaders, House Coordinators, Coworkers, FM / BA	Coworker file Review
	Profiting financially from Companion - Coworker relationship	Code of ethics, purchasing & selling of goods & services Companion	LOW			MEDIUM			Avoid Probability	Policy review, education, Coworker background check, orientation, Coworkers sign acknowledging the statement	Corrective action including education and training, Coworker termination	All Coworkers, Facility Manager, Business Administrator	Monitoring Companion & representative feedback/surveys, Companion funds

		abuse policy; consent to manage funds policy, fraud policy							reconciled monthly, complaint forms etc. Relias
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<b>HUMAN RESOURCES</b>	Maintaining Confidentiality	Code of ethics; privacy policy; accessing, maintaining, closing Coworker files; Orientation, Communicati on Systems, CLBC training	LOW			HIGH			Avoid Probability	Privacy policy; confidentiality policy; orientation; education; Coworker background check, Coworkers / Contractor sign policy acknowledgment form, CLBC training, Relias training	Corrective action including education and training, Coworker / Contractor termination	All Coworkers, Executive Group, Board of Directors, Business Administrator , Facility Manager	Monitoring Companion & Companion representative / surveys, complaint forms etc Orientation, Relias.
	Violation of trust/security	Theft; Code of Ethics; personal use of Association equipment; Companion abuse Policy; fraud Policy	LOW			HIGH			Avoid and Reduce Probability	Policy, education, Coworker / Contractor background check	Corrective Action including education and training, Coworker termination	All Coworkers, and Board Members, Executive Group, Business Administrator , Facility Manager	Monitoring Companion & Companion representative / surveys, complaint forms etc Relias.

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HUMAN RESOURCES	Coworker / Contractor conflict of interest	Code of ethics; fair hiring practices; nepotism policy, outside remuneration; asset protection; Board Member's Code of Conduct	LOW			MEDIUM			Avoid and Reduce Probability	Policies, Orientation, In service training, peer mentoring, sign Code of Ethics annually, Coworkers / Contractor sign acknowledging comprehension	Corrective Action, education	All Coworkers; Executive Group Business Administrator , Facility Manager	Monitoring complaint / satisfaction forms / surveys, anecdotal reports, management reports, Relias
	Coworker / Contractor negligence	Code of ethics; All policies	LOW			HIGH			Avoid Probability	Policies, Orientation, In support training, peer mentoring, sign Code of Ethics annually, Coworkers / Contractors sign acknowledging comprehension	Corrective Action, education	All Coworkers, Executive Group, FM, BA	Monitoring complaint forms / satisfaction surveys, Coworker file reviews Relias
	Coworker / Contractor accused of abuse	Companion abuse/neglect; code of ethics; neglect/abuse policy	LOW			HIGH			Avoid Probability	Not being alone with identified high-risk Companions, minimize after-hours work, modify male/female dynamics in Companion assignment (as needed)	Corrective Action, including termination	All Coworkers, Executive Group, Facility Manager, Business Administrator	Monitoring Companion complaint forms / satisfaction surveys, Companion file reviews, anecdotal or official reports, Relias



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HUMAN RESOURCES	Prolonged illness or absence of key Coworkers / Contractors	Sick, leave	LOW			HIGH			Avoid and Reduce Probability	Hiring back-fill positions, training, succession planning for key positions, mentoring, providing leadership opportunities, providing staff development opportunities	Cross training, Education	Executive Group, Care Group	Monitoring absences and Coworker capacity
	Succession Planning for Leadership	Succession	MEDIUM			HIGH			Avoid and Reduce Probability	Written succession plan, identification of potential interim Coworkers, delegation of specific duties	Written succession plan, external consultant(s) to help if needed	Executive Group, BOD	Annual review of succession plan
	Coworker / Contractor turnover	Recruitment and retention	MEDIUM			MEDIUM			Avoid and Reduce Probability	Create a warm, respectful work environment, clear organizational model, clear communication, open door policy, industry standard wage and benefit package	Re-hire, examine issues, exit interviews	Executive Group, Core Group, Care Group	Evaluate Coworker patterns, satisfaction surveys, sick time usage

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			L	M	H	L	M	H	AVOID, REDUCE PROBABILITY, REDUCE SEVERITY			WHO IS RESPONSIBLE	MONITORING ACTIVITIES
<b>FINANCES</b>	Ita Wegman Association finances are managed in an unprofessional or negligent manner	Accounting / Finance Policies; Bylaws, Societies Act, CRA Charities Act	LOW			HIGH			Avoid Probability	Accounting policies, active Finance Committee, Board oversight, External Annual Review, engage Contract Accountant	Insurance, Corrective Action, Education, Contract Accountant	Contract Bookkeeper, Contract Accountant, Business Administrator Board of Directors, Finance Committee	Annual external review; weekly / monthly / annually financial reports/review Societies Filing CRA Filing compliance reports
	Unauthorized Borrowing	Accounting / Finance Policies; Bylaws	LOW			HIGH			Avoid Probability	Accounting / Finance policies, Finance Committee, External Annual Review, Bylaws	Disciplinary Action, Education	Contract Bookkeeper, Contract Accountant Business Administrator Board of Directors, Finance Committee	Annual external review, weekly / monthly / annually financial reports/review compliance statements to Board
	Investment of unrestricted funds contravening the spirit of the Associations Bylaws	Accounting / Finance Policies; Bylaws	LOW			HIGH			Avoid Probability	Accounting and Finance Policies, External Annual Review, Bylaws	Corrective Action, Education	Contract Bookkeeper, Contract Accountant, Business Administrator ,Board of Directors, Finance Committee	Annual external review, weekly / monthly / annually financial reports/review Compliance reports



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FINANCES	Embezzlement and/or financial theft	Accounting and Finance Policies and Procedures	LOW			HIGH			Avoid Probability	Policies - Background checks (CRC), cash on site only as needed (cheque and e-transfer dominant)	Insurance, Termination, Consult with an external accountant to examine checks and balances	Contract Bookkeeper, Contract Accountant Business, Administrator, Board of Directors, Finance Committee	Annual external review; security procedures, weekly / monthly / annually financial reports/review Compliance Report to Board
	Contract reduction and/or cancellation	Accounting and Finance Policies and Procedures	MEDIUM			HIGH			Avoid and Reduce Probability	Accreditation, diversify funding through multiple contracts, municipal funding, review entrepreneurial activities, grants, fundraising, business partnerships	Contingency funds, lay-offs, financial reorganization	Contract Bookkeeper, Contract Accountant, Business Administrator, Executive Group, Board of Directors, Finance Committee	Weekly / monthly / annually financial reports/review Annual external review, Annual review of CLBC contracts

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FINANCES	Loss of income through grants, donations, fundraising	Accounting and Finance Policies and Procedures	MEDIUM			MEDIUM			Avoid and Reduce Probability	Accreditation, seek out new/different funding sources for grants and donations, innovative fundraising, Donor tracking and engagement, accurate grant reporting, Admin and Dev. Coord. engagement, engage Contract Grant Writer, active Fundraising Committee	Use communication plan, fundraising policies, donor stewardship policy, Case for Support, annual report, annual appeals contingency fund, community engagement, awareness and appeal	Business Administrator, Admin and Dev. Coordinator, Contract Grant Writer, Board of Directors, Executive Group, Finance Committee, Fundraising Committee	Weekly / monthly / annually financial reports/review Compliance Report to Board
	Unethical Contractors	Independent contractor policy; criminal record check hiring practices, Confidentiality Agreement - verifying qualifications ; service cost analysis	LOW			LOW			Avoid Probability	Screening, Well-Detailed Contract, Policy, Monitoring Process, Confidentiality Agreement	Termination Clause in Contract	Business Administrator, Executive Group, Board of Directors, Finance Committee	Meeting outputs / contract expectations



**The Ita Wegman Association**  
of British Columbia

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<b>SUPPORT DELIVERY</b>	Companions at risk of abuse or harm by Coworker,	Theft; code of ethics; Companion abuse; hiring practices - background checks; criminal record checks; screening;	LOW			HIGH			Avoid Probability	Coworker screening, complaint process, Companion rights and responsibilities written in plain language that are posted, and explained upon Companion orientation, as-needed, and annually in ISP's, Coworker sensitivity education, Violence in the workplace training, complaint form/procedure; Coworker sign policy	Investigate, terminate if allegations / actions are proven to be substantiated	All Coworkers, Executive Group	Monitoring Companion complaint forms / satisfaction surveys, monitor Companions physical and mental health wellbeing, informing Companions of rights Relias
	Health of Companion at risk	Incident and injury reporting; orientation; First Aid & CPR; H&S policies; Emergency Procedures	LOW			HIGH			Avoid and Reduce Probability	H&S protocols; safety inspections; emergency plan; policies; First Aid training, posted emergency plans, WHMIS, Food Safe, external Association inspections, vaccinations available to Coworker (Hep A/B, Flu), universal precautions used, emergency drills, regular disinfection of all common areas	Insurance, Incident follow-up, education	All Coworkers, House Coordinators, Workshop Leaders, FM, Joint Health & Safety Committee	Monitoring Companion complaint forms / satisfaction surveys, informing Companions of rights, H&S safety inspections, Relias

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SUPPORT DELIVERY	Violation of Companion confidentiality	Confidentiality - Companion information; accessing, maintaining, closing file; orientation communication systems, CLBC training	MEDIUM			HIGH			Avoid and Reduce Probability	Policies, Coworkers / Contractor screening, CLBC training, signed confidentiality, peer mentoring, confidentiality training, Coworker awareness of issue, minimize identifying personal information in faxes and emails, sensitive personal info to be hand delivered, Coworker sign acknowledgment form	Education, peer training, corrective action	All Coworkers, Workshop Leaders, House Coordinators, FM, BA, Executive Group	Monitoring Companion complaint / satisfaction surveys, informing Companion of rights Relias
	Loss of / inadequate funding	Adhere to contract obligations with CLBC and private contracts	MEDIUM			HIGH			Avoid Probability	Meet funder criteria, work closely with provincial funding partners, review monthly contract deposits, work with Private Contract holders in annual contract increases, develop new programming, work with contract grant writer; creative sponsorships with service clubs and	Layoffs, program redesign, explore partnerships and sponsorships, contingency funds	Business Administrator , Admin and Development Coordinator, Facility Manager, Executive Group, Board of Directors, Finance Committee, Fundraising Committee	Staying aware of government financial trends, monitoring private contracts, ongoing program evaluation and development



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of British Columbia

						businesses, contingency funding			
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<b>SUPPORT DELIVERY</b>	Uninsured vehicles used for Association business	Driving records and insurance; personal use of Association equipment and services	LOW			HIGH			Avoid Probability	Policy, education, proof of insurance and drivers abstract required annually, Association pays for business use insurance	Corrective action, education, and training	Care Group, All Coworkers, Executive Group, Business Administrator	Annual review of Coworker auto policies, Relias
	Inadequately maintained Companion files	File - accessing, maintaining, closing	MEDIUM			HIGH			Avoid and Reduce Probability	Written standards / expectations, Coworker screening, training, file reviews. Weekly database review (FM)	Written standards /expectations, training, peer mentoring, file reviews, corrective action if necessary	All Coworkers; House Coordinators, Workshop Leaders, Facility Manager	Regular file reviews; annual performance review Relias



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of British Columbia

<b>INFORMATION MANAGEMENT</b>	Computer security breach	Communication systems; computer and network backup; information and data protection; Internet usage; passwords; software licensing; virus protection	MEDIUM	HIGH	Avoid and Reduce Probability	Passcodes on all computers to access files, limited access to different file areas, cloud file storage, Anti-virus, Windows Server program, weekly system backups	Internally assess the method and location of the data breach; hire external specialist to assess situation; stop access; notify RCMP and those whose info has been breached; contact lawyer	Business Administrator	Quarterly security review of all systems Back-up reports from contractors (3TEC, Yonder Moon)
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<b>INFORMATION MANAGEMENT SYSTEM</b>	Violation of Companion privacy / confidentiality	Confidentiality - Companion information; files - accessing, maintaining, closing records; orientation, communication systems, CLBC privacy training	MEDIUM			HIGH			Avoid and Reduce Probability	Policies, Coworker screening, training and signed confidentiality, peer mentoring, Coworker awareness of issue, minimize identifying personal information in faxes and emails, sensitive personal info to be hand-delivered, locked Companion administration files, database is password protected	Education, peer training, corrective action	All Coworkers, Facility Manager Business Administrator	Spot checks; file reviews Relias



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of British Columbia

	Loss of data files		MEDIUM	HIGH	Avoid and Reduce Probability / Severity	Weekly backup of all computers, backup is done in the cloud, by a third party (3TEC)	Restore from backup	Business Administrator Facility Manager	Data backup reports from third party contractors (3TEC)
	Loss of software		LOW	MEDIUM	Avoid and Reduce Severity	Limited access to the software	Re-install	Business Administrator	Quarterly / as-needed review of software need
	Loss of computer(s)		LOW	MEDIUM	Reduce Severity	Identifying information (asset tracking) kept electronically and hard copy, surge protector power bars on all workstations,	Insurance, Re-allocate computers by need	Business Administrator	Quarterly review of all computer system function and needs

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<b>INFORMATION MANAGEMENT SYSTEM</b>	Inadequate or outdated software		LOW			LOW			Reduce Severity	Money allocated in yearly budget for upgrades and new purchases	Money allocated in yearly budget for upgrades and new purchases	Business Administrator	List of licenses
<b>LEGAL</b>	Lawsuit	OP17 Legal Requirements, ECP5 Subpoenas Search Warrants and Other Legal	LOW			HIGH			Reduce Probability	Effective documentation, Coworker education, complaint process, legal representation,	Insurance, education, evaluate processes and modify if necessary, corrective action	Business Administrator Facility Manager, Executive Group, Board of Directors	Compliance statements



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of British Columbia

		Investigations, OP16 Insurance Coverage				orientation, policies in place			
	Non-compliance with legislation	OP3 Corporate Compliance Agreement OP31 Required Compliance Financial Condition; Fiscal: Accounting Principles; General Organizational: Injury Reporting Requirements	LOW	HIGH	Avoid and Reduce Probability	Policies, education, training	Immediate corrective action /compliance	Business Administrator , Facility Manager Executive Group Island Health CLCB licensing manager CARF	Annual review; External compliance reports

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PHYSICAL ASSETS	Earthquake	Emergency procedures; First Aid and CPR	MEDIUM			HIGH			Reduce Severity	Earthquake plans, emergency kits stocked and available, regular drills	Insurance, find new location, re-assign duties, re-design programs, limit hours of operation temporarily to critical service only	All Coworkers, Care Group, Joint H&S Committee, Facility Manager	Internal and External inspections; review of safety drills, Relias





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of British Columbia

	Fire	Emergency procedures; First Aid and CPR	MEDIUM	HIGH	Avoid and Reduce Probability / Severity	Fire plans, emergency kits stocked and available, regular drills, regular fire inspections, smoke detectors and fire extinguishers, fire suppression training, safety inspections	Insurance, find new location, re-assign duties, re-design programs, temporarily to critical service only	All Coworkers, Facility Manager ; Joint H&S Committee	Internal and External inspections; review of safety drills Relias
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PHYSICAL ASSETS	Flood	Emergency procedures; First Aid and CPR	LOW			MEDIUM			Avoid and Reduce Probability / Severity	Emergency kits stocked and available, emergency procedures in place	Insurance, find new location, re-assign duties, re-design programs, limit hours of operation temporarily to critical service only (Crisis Line)	All Coworkers, Facility Manager, Business Administrator Joint Health & Safety Committee	Internal and External inspections; review of safety drills
	Bomb threat	Emergency Procedures;	LOW			HIGH			Avoid and Reduce Probability	Emergency plan	Contact RCMP, Coworker / debriefing	Facility Manager, Business	Internal and External inspections;



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of British Columbia

		First Aid and CPR						Administrator Joint Health & Safety Committee	review of safety drills
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PHYSICAL ASSETS	Theft of or damage to Association or Personal Property	Theft; Code of Ethics; Personal Use of Association Equipment and Services; Hiring Practices - Background Checks; Criminal Records Check.	MEDIUM			HIGH			Reduce Probability	Limited # of entry/exits points available for public use, Coworker / background checks, Coworkers are encouraged to put away valuables, Companion valuables kept in locked cabinets, lights left on in strategic areas after hours; outdoor security lighting	Insurance, Education, Incident Follow-up, RCMP	All Coworkers FM, Business Administrator Maintenance Manager Executive Group	Annual review of incident reports



**The Ita Wegman Association**  
of British Columbia

						maintain equipment in good working order, high value items need to be secured			
	Theft of/significant damage to Vehicles		MEDIUM	MEDIUM	Reduce Probability	Always lock vehicles, Parked in high visibility area	Insurance	All Coworkers, FM, Business Administrator Maintenance Manager Executive Group	Daily vehicle checklist



**The Ita Wegman Association**  
of British Columbia

## **THE ITA WEGMAN ASSOCIATION RISK MANAGEMENT PLAN 2022 - 2023**

### **ACHIEVEMENTS**

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### **CHANGES**

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