



RISK MANAGEMENT PLAN

2023 - 2024



Changes made from 2022 version

- General language updates (ie. coworker=Coworker, families=family/representatives, removed significant others, etc.).
- General formatting changes (bullet points, line breaks, etc.).
- Updated that IWA may be referred to as any of the following: "IWA, Glenora Farm or Glenora Farm community".
- Removed the term volunteers when referring to Coworkers.
- Changed accomplishments to include 2021 and 2022.
- Included specific CARF standards that this plan addresses.
- Updated specific policies to accurately reflect policies pertaining to the associated risks
- Indicated in accomplishments that emergency cell phones have been procured and activated for all IWA-owned vehicles.
- In an effort to improve the formatting of the plan and make it more user friendly, we have created an Appendix that outlines policy and training for each Area and Risk.
- The IWA provides all Coworkers 5 paid sick days a year.
- Specified policies in all identified risks.
- Coworker performance evaluations documented and engaged with in a timely manner.
- Removed preventative measures column and incorporated into preventative measures section

Remaining priorities from last year

- No remaining priorities from last year

Resulting Tasks:

- Identified need for a policy pertaining to how Companions represent Glenora Farm to the public and media



BACKGROUND

The Ita Wegman Association is committed to long range planning to ensure service continuity and therefore, to a formal and periodic risk management process as a way to (1) identify any loss exposures, (2) analyze and evaluate any loss exposures, (3) identify a strategy (including techniques and/or actions) to be taken to counter any potential loss, (4) implement actions to reduce risk, (5) provide ongoing monitoring of actions to reduce risk, (6) report results of actions taken to reduce risk and (7) include risk reduction in performance improvement activities. The leadership team is responsible for conducting an annual Risk Management Assessment and developing a report that can be reviewed by the Board of Directors.

CURRENT ASSESSMENT

This assessment provides documentation of The Ita Wegman Association's Risk Management Plan and Report in accordance with CARF international accreditation standards listed below.

1.G.1 – Organization implements a risk management plan that

a.includes:

- (1) Identification of loss exposures
- (2) Analysis of loss exposures
- (3) Identification of how to rectify exposures
- (4) Implementation of actions to reduce risk
- (5) Monitoring actions to reduce risk
- (6) Reporting results of actions taken to reduce risk
- (7) Inclusion of risk reduction in performance improvement activities

b.is:

- (1) Reviewed annually for relevance
- (2) Updated as needed



- In an effort to mitigate risk, the Accreditation Task Force has provided IWA leadership teams and Board of Directors all IWA policies and procedures and plans and reports for review and endorsement.
- Emergency cell phones have been procured and activated for all IWA-owned vehicles.
- All IWA drivers who do not have at least two years driving experience, or hold international licenses at the time of hire are reviewed by an external drivers licensing consultant.
- Determined the need for and engaged in providing Coworkers scheduled labour time to facilitate training.
- Reflective address numbers have been installed at all program locations in case of emergency, these number match the regional maps and databases.
- In the unfortunate event of an emergency evacuation, Grab and Go Bags have been created for all C.H. program participants.
- The leadership team has taken a proactive approach to 'check-ins' with Coworkers regarding health, stress levels, mental health and resources needed.
- Have created **OP8 Organization and Leadership Flowchart** and **OP8.1 Group and Committee Mandates and Definitions** to clarify and solidify communication channels between groups and Coworkers.
- Creation of quarterly team building retreats for House Coordinators, Workshop Leaders and members of the leadership administration team.
- The IWA engaged with an external consultant to create a 3 day retreat focused on team building, communication and leadership.
- Human Resource and Relations Group and leadership teams have undergone a comprehensive review of all job descriptions and performance evaluations.
- The IWA has created positions and associated job descriptions and performance evaluations for two categories of backfill Coworkers.
- Identification of the need and development of the position for an associate member of the Human Resource and Relations group to respond to complaints, issues and grievances.
- Standardized private contract renewals and increases.
- Engaged with successful contract negotiations with the main provincial funder (CLBC).
- In 2022, Glenora Farm brought in \$990,525 in donations, grants and fundraising. This is an increase of \$555,842 from 2021.
- Reviewed and updated all Contractor employment contracts, including a termination clause.
- Glenora Farm has identified the need for and provided the opportunity to engage in external training opportunities regarding healthy relationships and boundaries for Companions.



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of British Columbia

AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES / ACTIONS TO REDUCE RISK	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				
HUMAN RESOURCES	Coworkers or Board Members using their association with Ita Wegman Association for personal gain	APPENDIX 1. A.	LOW			MEDIUM			Reduce Probability	Annual review of IWA policies, screening of Coworkers, employment agreement and contracts are reviewed and signed, Coworkers sign OP15 Code of Ethics annually. Ongoing training and education, corrective action	Accreditation Task Force, Human Resource and Relations Group, Admissions Coordinator, Executive Group	Accreditation Task Force annual review of policies (February) Coworker annual performance review - including re-signing OP15 Code of Ethics and ECP2 Confidentiality Agreement . Annual Relias training.
	The Ita Wegman Association being represented to the public media in an uncontrolled manner.	APPENDIX 1. B.	MEDIUM			HIGH			Reduce Probability	Annual review of IWA policies: ECP2 Confidentiality Agreement , Screening of Coworkers, OP18 Social Media and Media Relations , ECP4 Orientation , OP31 Communication lines , ECP12 Corrective Action . Ongoing training and education.	Accreditation Task Force, Executive Group, Admin. & Dev. Coord., Bus. Admin. / Facility Manager	Accreditation Task Force annual review of policies (February) Coworker annual performance review - including re-signing ECP2 Confidentiality



The Ita Wegman Association
of British Columbia

								Agreement and OP15 Code of Ethics. Annual Relias training.
	Potential accident on, or off Glenora Farm locations that causes trauma or injury to Coworker or Companion	APPENDIX 1. C.	MEDIUM	HIGH	Avoid and Reduce Probability	Annual review of policies: Health and Safety, HSP1 and HSP2 Internal and External Safety Inspections , Vehicle Inspections, Emergency Plans, Emergency Drills, Incident Follow-up, HSP9 Critical Incident Reports, HSP42 Work Accident/ Incident/ Injury , Worksafe BC regulations - risk/violence prevention plan Confirmation of up to date external trainings/certificates: First Aid Training, Food Safe Certificate, tractor safety training, ChainSaw safety training, Annual external Inspections: CLBC, VIHA, water licence, VIHA- Bi-Weekly water testing	Facility Manager, Maintenance Manager, Joint Health & Safety Committee, All Companions and Coworkers, House Coordinators, Human Resource/Relations Group,	Accreditation Task Force annual review of policies (February) Coworker annual performance review to ensure all training/certificates are valid. Monthly Joint Health & Safety meetings. Weekly House meetings. External and internal safety inspections. Quarterly critical and internal incident analysis.



The Ita Wegman Association
of British Columbia

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			D			SS						
			L	M	H	L	M	H				
HUMAN RESOURCES	Lapsed first aid & CPR / Non Violent Crisis Intervention Training	APPENDIX 1. D.	LOW			MEDIUM			Avoid Probability	The IWA maintains monitoring systems that track all certification dates and needs, Coworkers who provide direct Companion support must have valid First Aid & CPR Certification, and Non Violent Crisis Intervention Training within the first 3 months of hire.	Facility Manager, Admin. and Dev. Coord., Admissions Coordinator	All Coworkers providing direct Companion support hold valid First Aid & CPR Certificates, and CPI Certificates. Annual Coworker file checks are completed
	Coworkers are not familiar with Association policies and procedures.	APPENDIX 1. E.	HIGH			MEDIUM			Reduce Probability	Upon hire the IWA engages with an orientation, onboarding and training process. This process includes a review of all relevant IWA policies and procedures, as well as IWA plans and reports. Labour time is allocated to facilitate Coworker training. Annual training/refreshers are available and depend on Coworker position within the IWA. Possible Corrective Action.	Facility Manager, Admin. & De. Coord., House Coordinators, Workshop Leaders	All IWA Coworkers are trained at hire, as needed, and annually in position specific IWA policies and procedures.



The Ita Wegman Association
of British Columbia

	Inappropriate conduct or behaviour by IWA Coworkers	APPENDIX 1. F.	LOW	HIGH	Avoid Probability	<p>All IWA Coworkers are informed of IWA policies and codes that relate to appropriate behaviour. During the admissions process background and reference checks are obtained.</p> <p>All IWA Coworkers sign an employment contract that outlines their obligations with regards to appropriate behaviour. Coworkers are provided with paid orientation, onboarding and training. Training with regards to appropriate behaviour occurs annually, or as needed.</p> <p>Corrective action policies are in place.</p>	<p>Facility Manager, Admin. & Dev. Coord., Admissions Coord., Human Resource and Relations Group, Executive Group, Board of Directors</p>	<p>IWA supported Companions are safe in IWA programs. Companions supported are aware of their rights and how to report complaints. IWA Coworkers and Companions are governed by a non-retaliation policy should they report an issue. the IWA engages with corrective action up to and including dismissal as required.</p>
	Association is unaware of a Coworkers relevant criminal activity	APPENDIX 1. G.	LOW	HIGH	Avoid Probability	<p>All IWA Coworkers have Criminal Record Checks conducted upon hire. International Coworkers must provide proof of a translated clear Criminal Record Check for vulnerable populations from their country of origin.</p> <p>No unsupervised direct support of Companions is permitted until the</p>	<p>Facility Manager, Admin & Devel. Coord., Admissions Coordinator, Human Resource & Relations</p>	<p>All IWA Coworkers have clear vulnerable sector Criminal Records Checks on file upon hire.</p>



The Ita Wegman Association
of British Columbia

						IWA has received a clear vulnerable sector Criminal Record Check for the Coworker. Criminal Record Checks are updated every 5 years. In the event that there is a change to a Criminal Record status, it is the responsibility of the Coworker to inform the IWA. If this does not occur, corrective action will be enforced.	Group, Executive Group, Board of Directors	All Criminal Record Checks are updated every 5 years thereafter.
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			L	M	H	L	M	H				
HUMAN RESOURCES	Physical health of Coworkers is compromised.	APPENDIX 1. H.	MEDIUM			HIGH			Avoid and Reduce Probability	The IWA has robust policies that relate to all areas of health and safety see APPENDIX 1. H. The IWA adheres to all Worksafe BC regulations. The IWA ensures that appropriate training is provided for proper and safe equipment use. The Association reviews the condition of all equipment and IWA-owned vehicles, ensuring they are in good working order, and are safe to use. There is an active Health & Safety Committee that meets monthly, or	Facility Manager, Maintenance Manager, Human Resource and Relations Group, Joint Health and Safety Committee, Care Group, Executive Group,	The IWA provides a safe workspace for all Coworkers. Labour hours are provided to complete all training related to health and safety. IWA safety policies are robust and reviewed regularly



The Ita Wegman Association
of British Columbia

					<p>as needed. The IWA holds an extended health benefits plan and covers 50% of Coworker premiums. In-house safety inspections for all program locations occur annually in September, or as needed. The IWA has documented emergency plans and drills. All Coworkers are required to have valid First Aid & CPR and Non Violent Crisis Intervention training. All program locations (C.H. and C.I.) have posted emergency plans. The IWA has a defibrillator on site and Coworkers are trained by external professionals on how to use it. C.H. Coworkers are provided Food Safety Fundamentals training. External inspections are held annually at minimum by Island Health (licensing regulations) and bi-weekly water sampling, CLBC program reviews are held at minimum annually. The IWA engages with external contractors to inspect fire suppression systems, smoke and carbon monoxide detectors, and fire extinguisher location and expiration. At any time, Coworkers have the right to refuse unsafe work. The IWA provides all Coworkers 5 paid sick days a year.</p>	Board of Directors	<p>annually (February) or as needed. IWA Coworkers have the opportunity to use paid sick days, above provincially mandated vacation time, access to extended health benefits and sick leave as needed. Incident reports are completed in a thorough and timely manner. Internal and external H&S reports are completed in an accurate and timely manner.</p>
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The Ita Wegman Association
of British Columbia

						<p>The IWA has a robust Infection Control Policy, and provides violence in the workplace training, and holds valid and comprehensive Insurance policies. Scheduling will accommodate for Coworkers health-related appointments.</p>		
	Coworker Burnout	APPENDIX 1. I.	MEDIUM - HIGH	HIGH	Avoid and Reduce Probability	<p>In an effort to reduce incidents of Coworker burnout, the IWA adheres to an 'open door policy' that supports ongoing communication between Coworkers and the leadership team members. Coworkers have multiple avenues to explore if they are beginning to feel the symptoms of burnout. The IWA adheres to all British Columbia Employment Standards with regards to hours of work and time off. Vacation time is provided at a higher rate than provincially mandated. The IWA holds an extended health benefits plan and covers 50% of Coworker premiums. During hiring, orientation and onboarding, annually at performance evaluations, during exit interviews, and bi-annual satisfaction surveys Coworkers are provided the opportunity to express concerns, or give feedback regarding hours of work and burnout.</p>	<p>House Coordinators, Workshop Leaders, Facility Manager, Business Administrator, Admin & Dev. Coord., Human Resource and Relations Group, Care Group, Finance Committee, Executive Group</p>	<p>The IWA supports all Coworkers in an effort to reduce burnout. Coworkers experiencing burnout have a number of different ways to communicate needs and access IWA facilitated supports.</p>



The Ita Wegman Association
of British Columbia

						<p>Conversations with Coworkers regarding work/life balance are also held at House Meetings, Care Group Meetings, Coworker Meetings.</p> <p>Mitigation strategies are discussed at Finance Committee meetings, with the Human Resource and Relations Group, and the Executive Group.</p> <p>Mentors are assigned to all incoming Coworkers. There is a focus and awareness amongst Coworkers to check in with each other regarding levels of stress and burnout.</p> <p>Resources and training are provided to all Coworkers. Reasonable accommodations are approved wherever possible. Leaves of absences are reviewed on an as needed basis.</p> <p>The IWA endeavours to provide referrals to appropriate resources, and organize back-fill and relief shifts for all Coworkers.</p>		
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			L	M	H	L	M	H				
HUMAN RESOURCES	Ineffective communication and information sharing	APPENDIX 1. J.							Avoid and Reduce Probability	In an effort to engage with effective and efficient communication and promote accurate and timely information sharing, The IWA has	All Coworkers, all Groups and Committees,	In an effort to increase effective and efficient communication



The Ita Wegman Association
of British Columbia

						<p>created organisational policies to help support these efforts, see APPENDIX 1. J.</p> <p>The IWA provides quarterly team building opportunities to all House Coordinators, Workshop leaders, and leadership administration Coworkers.</p> <p>The IWA engages with obtaining feedback in a number of ways, including but not limited to 'open door policy', weekly Coworker meetings, Care Group meetings, ongoing house meetings, bi-annual satisfaction surveys, performance evaluations, one on one meetings, the Human Resource and Relations representative.</p> <p>If a situation arose where the IWA is unable to resolve a communication issue, external support will be obtained.</p>	Board of Directors,	n and information sharing, the IWA engaged with the review of organisational policies and procured an external consultant to provide a 3 day team building, communication, and leadership retreat.
Coworker performance evaluations documented and engaged with in a timely manner.	APPENDIX 1. K.	LOW	LOW	Avoid Probability	<p>The IWA has created an organisational policy that governs performance evaluations.</p> <p>Human Resource and Relations Group and leadership teams have undergone a comprehensive review of all job descriptions and performance evaluations. Performance evaluations include competency based analysis as well as dialogue based questions. In advance of performance evaluations, supervisors (Workshop</p>	Human Resource and Relations Group, Accreditation Task Force, Executive Group	In an effort to improve probation and annual performance evaluations, the IWA has created policies, processes, timelines and Coworkers responsible. The IWA has	



The Ita Wegman Association
of British Columbia

						<p>Leaders, House Coordinators, etc.) are invited to present feedback regarding the Coworker.</p> <p>The Accreditation Task Force has created a calendar which indicates Coworker probationary and annual performance evaluation dates and required details.</p> <p>Performance evaluations are based on updated IWA job descriptions.</p>		<p>been successful in these efforts and performance evaluations are being conducted on schedule and in-line with IWA policies.</p>
Profiting financially from Companion - Coworker relationship	APPENDIX 1. L.	LOW	HIGH	Avoid Probability	<p>The IWA has organisational policies that govern the Coworker / Companion financial relationship. Coworkers and Companions are provided training with regards to the IWA code of ethics, finances, and gifts; training is provided during orientation and onboarding and annually at Companion ISPs and Coworker performance evaluations, as well as annual Relias training updates..</p> <p>The IWA conducts Coworker background checks for the vulnerable population sector as a stipulation of hire.</p> <p>Corrective action up to and including termination.</p> <p>The IWA upholds policies for both Companions and Coworkers with regards to non-retaliation.</p>	<p>All Coworkers, Admin. & Dev. Coord., Admissions Coord., Human Resource and Relations Group, Executive Group, Board of Directors,</p>	<p>The IWA has created policies that are reviewed annually (February). Ongoing training is provided to both Coworkers and Companions.</p>	



The Ita Wegman Association
of British Columbia

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			L	M	H	L	M	H				
HUMAN RESOURCES	Confidentiality and trust are not maintained	APPENDIX 1. M.	MEDIUM			HIGH			Reduce Probability	The IWA has created policies that relate to confidentiality, privacy, and trust. Training is provided during orientation and onboarding, annually at performance evaluations, and as needed. External resources (CLBC privacy and information management training) are provided to all Coworkers. Coworkers / All relevant Contractors sign the confidentiality policy. Corrective action including education and training, Coworker / Contractor termination	All Coworkers, Human Resource and Relations Group, Executive Group, Board of Directors,	The IWA has created policies that are reviewed annually (February). Ongoing training is provided to Coworkers, Companions and their family/representatives.

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			L	M	H	L	M	H				
HUMAN RESOURCES	Coworker / Contractor conflict of interest	APPENDIX 1. N.	LOW			MEDIUM			Avoid and Reduce Probability	In an effort to avoid conflict of interest situations, the IWA has created and enforces policies that relate to ethical codes of conduct, ECP40 Conflict of Interest, ECP56 Nepotism, and ECP13 Employment outside of the IWA. Training is provided during orientation and onboarding, annually at	All Coworkers, Human Resource and Relations Group, Admin. & Dev. Coord., Executive Group	The IWA Accreditation Task Force creates and reviews policies (annually in February and as needed) regarding



The Ita Wegman Association
of British Columbia

						performance evaluations, and as needed. Corrective action including education and training, Coworker / Contractor termination		conflict of interest. The leadership team provides ongoing training with regards to conflict of interest.
Coworker / Contractor negligence	APPENDIX 1. O.	LOW	HIGH	Avoid Probability	In an effort to avoid Coworker / Contractor negligence, the IWA has created and enforces policies that relate to Coworker and Contractor expectation, corrective action, and performance reviews. Coworkers and Contractors are provided an employment contract and job description that outlines their duties and responsibilities. The IWA engages with a probationary and annual performance evaluation process for all Coworkers. Coworkers and Contractors are provided with comprehensive orientation and training when they assume their position with the IWA, Corrective action including education and training, Coworker / Contractor termination.	All Coworkers and Contractors, Human Resource and Relations Group, Admin & Dev. Coord., Executive Group, Board Members,	The IWA Accreditation Task Force creates and reviews policies (annually in February and as needed) regarding negligence. The IWA engages with job description review, as well as probationary and annual performance evaluations.	
Coworker / Contractor	APPENDIX 1. P.	LOW	HIGH	Avoid Probability	All Coworkers who provide direct	All Coworkers and	The IWA has clear policies	



The Ita Wegman Association
of British Columbia

	accused of abuse					<p>sector criminal record checks and have successfully completed their probationary evaluation and all IWA training.</p> <p>In an effort to avoid probability, the IWA has clear policies regarding abuse and clear actions to be taken if abuse is suspected, or reported. The IWA has a non retaliation policy that governs both Coworkers and Companions.</p> <p>All IWA Companions are provided with comprehensive training regarding their rights and how to report harm or abuse during orientation, annually at ISP's, at Companion meetings, and as needed in plain-language format. Companions are provided the opportunity to engage in external training regarding healthy and safe personal relationships and boundaries.</p> <p>The IWA analyses gender and sexual orientation dynamics in Companion/Coworker assignments.</p> <p>The IWA has created Corrective Action and termination policies and reviews them annually (February).</p> <p>The IWA categorises abuse and neglect as a critical incident and adheres to all licensing and law enforcement obligations.</p>	Contractors, Human Resource and Relations Group, Care Group, Executive Group, Board of Directors,	and procedures with regards to accusations of abuse. Policies are reviewed annually (February), and as needed. The IWA has a comprehensive orientation and training plan and engages with vulnerable sector criminal record checks for all Coworkers and Contractors working at IWA program locations. All IWA Companions are provided with comprehensive training regarding
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The Ita Wegman Association
of British Columbia

									their rights and how to report harm or abuse during orientation, annually at ISP's, at Companion meetings, and as needed in plain-language format. Companions are provided the opportunity to engage in external training regarding healthy and safe personal relationships and boundaries. The IWA takes any reports or allegations of abuse seriously and has a non retaliation
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The Ita Wegman Association
of British Columbia

						and leadership training opportunities are provided to all IWA Coworkers.		supports are delivered. The IWA has created two new Coworker backfill roles and hired 3 backfill Coworkers. The IWA has created a robust Succession Plan that is reviewed annually (January), or as needed.
Succession Planning for Leadership is incomplete/ inaccurate	APPENDIX 1. R.	LOW	HIGH	Avoid and Reduce Probability	The IWA has a written Succession Plan that is reviewed annually (January), or as needed. The Plan identifies potential interim Coworkers, tasks and duties, delegation of specific duties, key contacts, role-specific information, file location, and Board oversight. The IWA will engage external consultant(s) to help if needed.	Accreditation Task Force, Human Resources and Relations, Executive Group, Board of Directors	The IWA engages in an annual review of the Succession Plan (January), or as needed. .	
High rates of Coworker / Contractor turnover	APPENDIX 1. S. Recruitment and retention	MEDIUM	HIGH	Avoid and Reduce Probability	The IWA leadership teams are focused on being proactive, engaged, and communicating clearly with all Coworkers/Contractors. In an effort to create a welcoming, safe, and respectful work	Human Resource and Relations Group, Admin. & Dev. Coord., Facility Manager,	The IWA is engaged, proactive, and responsive to Coworkers and Contractors	



The Ita Wegman Association
of British Columbia

						<p>environment accurate organisational models, group mandates, open door policy, fair wage, and benefit packages are provided.</p> <p>The IWA provides ample opportunities and a variety of approaches for Coworkers and Contractors to provide feedback. The IWA leadership teams examine Coworker and Contractor satisfaction issues by reviewing recurring themes, analysing data from performance evaluations, one on one and group meetings, satisfaction surveys, and exit interviews.</p>	<p>Executive Group, Board of Directors,</p>	<p>needs and feedback. In an effort to reduce turnover rates, the IWA responds in a timely manner to Coworker concerns and issues. The IWA has identified an associate member of the Human Resource and Relations Group to address all Coworker and Contractor complaints, issues and grievances.</p>
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			L	M	H	L	M	H				
FINANCES	IWA finances are managed in an unprofessional	APPENDIX 2. A.	LOW			HIGH			Avoid Probability	The IWA leadership teams have financial and accounting policies that are reviewed annually (February), or as needed. The IWA	Bus. Admin., Contract Bookkeeper, Contract	Comprehensive finance policies that are reviewed



The Ita Wegman Association
of British Columbia

	<p>or negligent manner. Including, but not limited to unauthorized borrowing, investment of unrestricted funds contravening the spirit of the Associations Bylaws, and embezzlement and/or financial theft.</p>					<p>has an active Finance Committee that meets weekly, Board oversight is active, and the Board engages in monthly meetings, Annual financial reports for the previous fiscal year completed annually (March). The IWA actively engages with a Contract Accountant, whose services are reviewed annually (October). The IWA prepares both annual operating and capital projects budgets annually (March). These budgets are reviewed and reconciled on a bi-monthly basis by the Finance Committee and monthly by the Board of Directors. The Bus. Admin, Bookkeeper and Contract Accountant adhere to all Generally Accepted Accounting Principles (GAAPs). The IWA holds valid insurance policies for the facility as well as officers and directors insurance. The IWA adheres to all provincial and federal laws with regards to finance and charitable status. Corrective Action policies are in place.</p>	<p>Accountant/ Controller, external, third party accountant, Treasurer, Finance Committee, Executive Group, Board of Directors,</p>	<p>and updated annually (February), or as needed. The IWA prepares and presents balanced annual operating and capital budgets. Annual internal and external review by Bus. Admin., Finance Committee, Board of Directors, and third party CPA Accountant; The IWA prepares bi-weekly, monthly, and annual financial reports which are reviewed by leadership teams and the Board of Directors. The IWA presents year</p>
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The Ita Wegman Association
of British Columbia

									end financial statements at the AGM annually. Societies Filing and CRA Filing occurs annually.
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESSES			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES / ACTIONS TO REDUCE RISKS	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				
FINANCES	Companion contract reduction and/or cancellation	APPENDIX 2. B.	LOW			HIGH			Avoid and Reduce Probability	<p>The IWA is committed to adhering to all contractual obligations that govern Companion support. The IWA maintains a positive and collaborative relationship with all contract funders. Contracts are reviewed annually for accuracy (September - CLBC) (March - private contracts).</p> <p>The IWA engages with multiple contracts, provincial funding, program review and improvement. The IWA provides timely and accurate reporting to all contract holders annually (October - CLBC) (March - private contracts), or as needed.</p>	Bus. Admin., Facility Manager, Care Group, Finance Committee, Executive Group, Board of Directors,	Standardized private contract renewals and increases. Engaged with successful contract negotiations with the main provincial funder (CLBC). Contracts are reviewed annually for accuracy (September - CLBC) (March -



The Ita Wegman Association
of British Columbia

								private contracts), or as needed. Bi-monthly and monthly financial reports review,
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			L	M	H	L	M	H				
FINANCES	Loss of income through grants, donations, fundraising	APPENDIX 2. C.							Avoid and Reduce Probability	<p>The IWA increased fundraising, grants, and donations income by \$555,842 from 2021-2022.</p> <p>The IWA has successfully placed an Admin. & Dev. Coord., this position has increased IWA opportunities to engage with grants, donations, and fundraising.</p> <p>The IWA effectively utilises donations software and actively tracks donor engagement and projects, The Admin & Dev. Coord accurately provides financial and impact reporting to funders regarding grants received.</p> <p>The IWA creates and maintains an annual capital project budget, projects are tracked with accuracy and in a timely manner.</p> <p>The IWA will continue to engage with the Contract Grant Writer,</p>	<p>Bus. Admini., Admin and Dev. Coord., Contract Grant Writer, Finance Committee, Executive Group, Board of Directors,</p>	<p>The IWA creates, reviews and adheres to our fundraising policies and commitments. The organisation is accountable to grantors and donors, reviewing grant, donation, and fundraising revenue on a regular basis (bi-monthly, monthly, annual, and as needed).</p>



The Ita Wegman Association
of British Columbia

						and all Coworkers involved with fundraising, grants and donations adhere to fundraising policies, and donor stewardship & recognition commitments. The IWA creates an Annual Report that reflects development initiatives and fundraising successes, this document is used in conjunction with the IWA Case for Support for fund solicitation. The IWA produces bi-annual appeals (July and December).		
	Unethical Contractors	APPENDIX 2. D.	LOW	LOW	Avoid Probability	The IWA reviews references of all Contractors and provides IWA policies with regards to OP15 Code of Ethics, HSP53 Guests and Visitors expected code of conduct and Confidentiality agreements wherever necessary. Contracts are reviewed on an annual (October) or as needed basis to support quality assurance. Contractors are provided detailed contracts that include duties, expectations, and termination details.	Human Resource and Relations Group, Bus. Admin., Facility Manager, Finance Committee, Executive Group, Board of Directors,	The IWA engages with contractor review on an annual basis. Contractors are aware of their duties, expectations, and termination details.

AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNES			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				
SUPPORT DELIVERY	Companions at risk of abuse or harm by Coworker,	APPENDIX 3. A.	LOW			HIGH			Avoid Probability	All Coworkers who provide direct Companion support have clear vulnerable sector criminal record checks and have successfully	All Coworkers and Contractors, Human Resource and	The IWA has clear policies and procedures with regards



The Ita Wegman Association
of British Columbia

					<p>completed their probationary evaluation and all IWA training. In an effort to avoid probability, the IWA has clear policies regarding abuse and clear actions to be taken if abuse is suspected, or reported. The IWA has a non retaliation policy that governs both Coworkers and Companions.</p> <p>All IWA Companions are provided with comprehensive training regarding their rights and how to report harm or abuse during orientation, annually at ISP's, at Companion meetings, and as needed in plain-language format. Companions are provided the opportunity to engage in external training regarding healthy and safe personal relationships and boundaries.</p> <p>The IWA analyses gender and sexual orientation dynamics in Companion/Coworker assignments.</p> <p>The IWA has created ECP12 Corrective Action and ECP47 Termination policies and reviews them annually (February).</p> <p>The IWA categorises abuse and neglect as a critical incident and adheres to all licensing and law enforcement obligations.</p>	<p>Relations Group, Care Group, Executive Group, Board of Directors</p>	<p>to accusations of abuse. Policies are reviewed annually (February), and as needed. The IWA has a comprehensive orientation and training plan and engages with vulnerable sector criminal record checks for all Coworkers and Contractors working at IWA program locations. All IWA Companions are provided with comprehensive training regarding their rights and how to report harm or abuse during orientation, annually at</p>
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The Ita Wegman Association
of British Columbia

									<p>ISP's, at Companion meetings, and as needed in plain-language format. Companions are provided the opportunity to engage in external training regarding healthy and safe personal relationships and boundaries. The IWA takes any reports or allegations of abuse seriously and has a non retaliation clause to protect Coworkers and Companions. The IWA works closely with licensing and law</p>
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The Ita Wegman Association
of British Columbia

								enforcement agencies as needed
	Health of Companion at risk	APPENDIX 3.B.	MED	HIGH	Avoid and Reduce Probability	<p>The IWA has robust policies that relate to all areas of health and safety see APPENDIX 3. B.</p> <p>The IWA adheres to all licensing regulations to ensure the health of Companions. The IWA ensures that appropriate training is provided, as needed, for Companions and Coworkers proper and safe equipment use.</p> <p>There is an active Health & Safety Committee that meets monthly, or as needed..</p> <p>In-house safety inspections for all program locations occur annually in September, or as needed.</p> <p>The IWA has documented emergency plans and drills.</p> <p>All Coworkers are required to have valid First Aid & CPR and Non Violent Crisis Intervention training.</p> <p>All program locations (C.H. and C.I.) have posted emergency plans.</p> <p>The IWA has a defibrillator on site and Coworkers are trained by external professionals on how to use it.</p> <p>C.H. Coworkers are provided Food Safety Fundamentals training to ensure food served in licensed care homes meets determined standards. Companions who have</p>		<p>The IWA provides safe C.I and C.H program opportunities for all Companions supported.</p> <p>Labour hours are provided for Coworkers to complete all training related to health and safety.</p> <p>IWA health-related policies are robust, and reviewed regularly annually (February) or as needed.</p> <p>Sick days are respected for both companions and Coworkers to reduce the potential</p>



The Ita Wegman Association
of British Columbia

						<p>allergies are provided with alternative meal and snack plans. External inspections are held annually at minimum by Island Health (licensing regulations) and bi-weekly water sampling is conducted, CLBC program reviews are held annually, at a minimum. At any time, Companions have the right to refuse unsafe program activities. Sick days are respected for both companions and Coworkers to reduce the potential spread of disease and illness.</p> <p>The IWA has a robust Infection Control Policy. The IWA collects feedback regarding Companion health during orientation, annual ISP's, at House meetings, Care Group meetings, or as needed. Feedback regarding Companion health is documented for Coworkers to review in Companion Care Plan's (on database)</p>		<p>spread of disease and illness. Incident reports are completed in a thorough and timely manner. Internal and external H&S reports are completed in an accurate and timely manner.</p>
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNES			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				



The Ita Wegman Association
of British Columbia

SUPPORT DELIVERY	Violation of Companion confidentiality and privacy (digital and paper files and electronic and in person communication)	APPENDIX 3. C.	MEDIUM	HIGH	Avoid and Reduce Probability	<p>The IWA holds Companion confidentiality as a high priority. Confidentiality and privacy policies are in place and reviewed annually (February). Coworkers review and sign OP15 Code of Ethics and ECP1 Confidentiality policies at hire and annually.</p> <p>The IWA requires Coworkers to engage with CLBC Privacy and Information Management training. Companion personal information is shared in a secure manner on a need to know basis.</p> <p>Companions are informed about the process to indicate complaints, issues, or grievances regarding confidentiality. Companions and their family/representatives are presented with feedback opportunities via satisfaction surveys, one on one meetings, annually at Companion ISPs and as requested.</p> <p>Corrective action will be pursued if Companion confidentiality is breached.</p>	All Coworkers, Facility Manager, Care Group, Human Resource and Relations Group, Executive Group	The IWA provides Coworker and Companion training regarding confidentiality. The IWA adheres to and reviews confidentiality policies annually (February), or as needed. The IWA provides a number of opportunities for Companions and their family/representatives to provide feedback.
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				



The Ita Wegman Association
of British Columbia

SUPPORT DELIVERY	Uninsured IWA owned vehicles	APPENDIX 3. D.	LOW	HIGH	Avoid Probability	The IWA has policies and procedures regarding vehicle insurance. The IWA holds valid and comprehensive vehicle insurance for all IWA owned vehicles. The IWA engages the expertise of an insurance agency to ensure coverage is complete and renewed as required.	Bus. Admin, Maintenance Manager, Finance Committee,	The IWA reviews all vehicle insurance policies annually, or as needed. Valid insurance is in place.
	Inadequately maintained Companion files	APPENDIX 3. E. File - accessing, maintaining, closing	MEDIUM	HIGH	Avoid and Reduce Probability	The IWA has a policy and written expectations that govern Companion files. Training is provided to all relevant Coworkers monthly at Care Group meetings. The Facility Manager reviews all Companion files for content and maintenance. The IWA will engage with corrective action if necessary.	All Coworkers; House Coordinators, Workshop Leaders, Facility Manager, Care Group, Human Resource and Relations Group	The IWA understands the importance of properly maintained Companion files. Policies regarding file maintenance are reviewed annually (February), or as needed. The Facility Manager reviews Companion files quarterly and provides training as needed.



The Ita Wegman Association
of British Columbia

INFORMATION MANAGEMENT	Computer security breach	APPENDIX 4. A.	MEDIUM	HIGH	Avoid and Reduce Probability	<p>The IWA creates and adheres to policies, processes and plans to support hardware and software security.</p> <p>The IWA engages with I.T. contractors (3TEC, YonderMoon, Patrick Gavaghan) to provide I.T. support to Coworkers, ongoing backup services and reports.</p> <p>The IWA engages with disaster recovery drills annually (November), or as needed.</p> <p>Anti-virus protection and firewalls are active on all IWA owned computers and servers. In the event of a data breach the IWA will hire external specialists to assess the situation; stop access; and provide remediation options, The IWA will notify RCMP and all those whose info has been breached; and will seek legal counsel.</p>	Bus. Admin., External I.T. Contractors, Executive Group, Board of Directors	The IWA engages with monthly security reviews and reports for all I.T. systems. The IWA performs disaster recovery drills annually (November) including analysis.
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				
INFORMATION MANAGEMENT SYSTEM	Loss of data files	APPENDIX 4. B.							Avoid and Reduce Probability / Severity	The IWA engages with I.T. contractors (3TEC, YonderMoon, Patrick Gavaghan) to provide ongoing backup services for IWA digital files (on-Farm services, website, and Companion database).	Bus. Admin., External I.T. Contractors, Facility Manager, Executive Group, Board of Directors	As a stipulation of the contract, the IWA requires I.T contractors to engage with ongoing disaster



The Ita Wegman Association
of British Columbia

						IWA files are backed up on a secure, offsite, third party owned server. The IWA requires I.T. contractors providing backup services to engage with ongoing disaster recovery efforts.		recovery efforts
	Inadequate, or outdated Software	APPENDIX 4. C.	LOW	MEDIUM	Avoid and Reduce Severity	As per the IWA Technology Plan and Status Report, the IWA ensures all software licensing stays current. Any updates or re-installments required are completed on a timely basis. Bus. Admin. to work with all Coworkers and Facility Manager to identify software needs and update/replace software. Bus. Admin. engages 3TEC to inspect all IWA computers for software needs. Units are reviewed on an as-needed basis.	Bus. Admin., External I.T. Contractors, Facility Manager, Finance Committee, Board of Directors	Annual review (January). Ongoing review of software needs for all IWA computers is occurring. Requests are responded to within one working week.
	Loss of computer(s)	APPENDIX 4. D.	LOW	MEDIUM	Reduce Severity	The IWA holds a current list of all computer hardware assets and replaces hardware (computer/monitor etc.) for all IWA Coworkers as needed. The IWA has a policy that governs appropriate use of computers to ensure the longevity of the asset.	Bus. Admin., External I.T. Contractors, Facility Manager, Finance Committee, Board of Directors	Bus. Admin. works with Coworkers and the Facility Manager to identify all current hardware, hardware that needs to be procured and hardware



The Ita Wegman Association
of British Columbia

										that needs to be replaced. Bus. Admin. engages with a hardware needs assessment on an annual basis (May). Bus Admin and Finance Committee engages in budget creation to procure hardware that is needed, or needs to be replaced annually (January). and as needed. Hardware requests are reviewed within 48 hours.
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			L	M	H	L	M	H				



The Ita Wegman Association
of British Columbia

LEGAL	Lawsuit	APPENDIX 5. A.	LOW	HIGH	Avoid, reduce probability and reduce severity	<p>The IWA complies with all legal requirements and adheres to the BC Human Rights Code, Worksafe BC standards, federal and provincial financial regulations and reporting (Societies BC, CRA), licensing regulations, and contract commitments.</p> <p>The IWA creates and reviews robust operational policies and procedures that govern the actions of Coworkers, Companions, and stakeholders (Health and Safety Policies, Emergency Procedures Policies, Companion Policies, Coworker Policies, Financial Policies, and Organisational Policies). . Any complaints, issues or grievances are documented and dealt with in accordance with IWA policies.</p> <p>The IWA obtains Legal feedback and representation wherever necessary. The IWA holds 4 insurance policies (Master Policy, Commercial Policy, Officers and Directors insurance, and Vehicle insurance), Coworker and Companion training on IWA policies is mandatory and occurs at hire/orientation, annually at Companion ISP's, and annually at Coworker performance</p>	All Coworkers, Human Resource and Relations Group, Relations Group, Business Administrator Facility Manager, Executive Group, Finance Committee, Board of Directors	The IWA complies with all legal requirements and adheres to the aforementioned codes and regulations. The IWA creates and reviews all policies and procedures annually (February), or as needed. All IWA Coworkers receive training on IWA policies and procedures. The IWA holds appropriate insurance policies, which are reviewed and renewed annually (January)
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The Ita Wegman Association
of British Columbia

						evaluations, or as needed. Failure to adhere to IWA policies will result in corrective action.		
	Non-compliance with legislation	APPENDIX 5. B.	LOW	HIGH	Avoid and Reduce Probability	<p>The IWA complies with all legal requirements and adheres to the BC Human Rights Code, Worksafe BC standards, federal and provincial financial regulations and reporting (Societies BC, CRA), licensing regulations, and contract commitments, The IWA maintains compliance with all governing legislation (Island Health and Community Living BC).</p> <p>The IWA provides training on policies & procedures and legal requirements of all Coworkers. In the event of non-compliance, immediate corrective action is applied.</p>	All Coworkers, Business Administrator, Facility Manager Executive Group, Board of Directors	The IWA complies with all legal requirements, legislation, and licensing standards listed in the preceding column. The IWA provides training on policies & procedures and legal requirements of all Coworkers at hire, annually (Relias, performance evaluation), and as needed. In the event of Coworker non-compliance, immediate corrective action is applied.

AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTIONS TAKEN
			D			S						
			L	M	H	L	M	H				
PHYSICAL ASSETS	Earthquake	APPENDIX 6. A.	MEDIUM			HIGH			Reduce Severity	The IWA creates and maintains emergency policies that govern earthquake and earthquake preparedness, evacuation housing and drills. IWA insurance covers earthquake damages. IWA Coworkers hold valid First Aid & CPR certificates. The IWA keeps fully stocked emergency kits,	Facility Manager, All Coworkers, Care Group, Joint H&S Committee, Facility Manager	The IWA conducts internal and external inspections. Earthquake safety drills happen annually (June). Emergency procedure training occurs in-person annually during drills, and annually on Relias training database. All Coworkers hold valid First Aid & CPR certificates.
	Fire	APPENDIX 6. B.	LOW			HIGH			Avoid and Reduce Probability / Severity	The IWA creates and maintains emergency policies that govern fire and preparedness, evacuation housing and drills.	Facility Manager, Bus. Admin., All Coworkers,	The IWA utilises internal and external



The Ita Wegman Association
of British Columbia

		Emergency procedures; First Aid and CPR				<p>IWA insurance covers fire damages.</p> <p>Regular inspections of fire suppression systems, smoke detectors and fire extinguishers are conducted at least annually (February and July)</p> <p>The IWA engages with internal and external (Island Health, CLBC, Aggressive Fire Safety, Caledonia Fire Safety) inspections annually.</p> <p>In the event of a fire in one or more of our program locations, the IWA will seek a new location, re-assign duties, and re-design programs temporarily to support critical service only.</p> <p>IWA Coworkers hold valid First Aid & CPR certificates.</p>	Care Group, Joint H&S Committee, Maintenance Manager, Board of Directors	resources, policies and procedures, and training to mitigate the risk of fire at any of our program locations. In the unfortunate event of a fire, or fires the IWA has functioning suppression systems, an evacuation plan, adapted program plan, and emergency kits prepared.
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AREA	RISK	POLICY	LIKELIHOOD			SERIOUSNESS			AVOID, REDUCE PROBABILITY, REDUCE SEVERITY	PREVENTIVE MEASURES	WHO IS RESPONSIBLE	ACTION TAKEN
			D			S						
			L	M	H	L	M	H				
PHYSICAL ASSETS	Flood	APPENDIX 6. C.	LOW			MEDIUM			Avoid and Reduce Probability / Severity	The IWA creates and maintains emergency policies that govern emergency evacuations, evacuation housing and drills. In the event of a major flood, IWA has evacuation housing planned	All Coworkers, Facility Manager, Business Administrator Joint Health &	The IWA conducts internal and external inspections. Emergency



The Ita Wegman Association
of British Columbia

						for all residential Companions and Coworkers. IWA insurance covers flood damages. IWA Coworkers hold valid First Aid & CPR certificates. The IWA keeps fully stocked emergency kits,	Safety Committee, Board of Directors	evacuation drills happen annually (September). Emergency procedure training occurs in-person annually during drills, and annually on Relias database. All Coworkers hold valid First Aid & CPR certificates.
	Bomb threat	D. APPENDIX 6.	LOW	HIGH	Reduce Severity	The IWA creates and maintains emergency policies that govern bomb threats, emergency evacuations, evacuation housing and drills. The IWA holds valid insurance. IWA Coworkers hold valid First Aid & CPR certificates. The IWA keeps fully stocked emergency kits.	Facility Manager, Bus. Admin., Joint Health & Safety Committee, Maintenance Manager,	The IWA conducts internal and external inspections. Bomb drills happen annually (January). Emergency procedure training occurs in-person annually during drills,



The Ita Wegman Association
of British Columbia

						<p>encouraged to lock association-owned vehicles. The IWA holds contents insurance for all licensed care facilities. The IWA will engage with the proper legal authorities as needed. The IWA identifies known Companion risks with regards to theft and property damage and ensures that information is available on the Companion database.</p>		
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Appendix 1. Human Resources policies included in the Risk Management Plan

1A. Risk: Coworkers or Board Members using their association with Ita Wegman Association for personal gain

- *OP15 Code of Ethics*
- *OP29 Board Member's Code of Conduct*
- *ECP2 Confidentiality Agreement*
- *ECP12 Corrective Action*
- *ECP14 Hiring, Recruiting, Posting and Promoting*
- *ECP25 Coworker Training*
- *ECP51 Criminal Record Check/Immunization/Fingerprinting/Drug Testing*

1B. Risk: The Ita Wegman Association being represented to the public media in an uncontrolled manner

- *ECP2 Confidentiality Agreement*
- *ECP4 Employee Orientation Spreadsheet*
- *ECP12 Corrective Action*
- *ECP14 Hiring, Recruiting, Posting and Promoting*
- *OP18 Media and Social Media*
- *OP15 Code of Ethics*
- *OP31 Communication Lines*

1C. Risk: Potential accident on, or off Glenora Farm locations that causes trauma or injury to Coworker or Companion

- *ECP16 Drivers License Profile/Abstract*
- *EP16 Emergency Procedures Training*
- *HSP3 Pre Trip Checklist*
- *HSP9 Critical Incidents*
- *HSP 31 Vehicle Use*
- *HSP41 Incident and Accident Investigation Reporting*
- *HSP42 Work Accident/ Incident/ Injury*
- *HSP26 Cell Phone Use*
- *EP1 General Procedures*
- *EP14.1 Critical Incident Debriefing Timeline*
- *EP14 Critical Incident Debriefing*
- *EP10 Medical Injury Emergency*
- *EP9 Medical Emergency*



1D. Risk: Lapsed first aid CPR / Non Violent Crisis Intervention Training

- *ECP 25 Coworker Training, ECP4 Orientation Spreadsheet,*
- *ECP41 IWA Employee Coworker Policies - First Aid CPR NVCI Training Certification*

1E. Risk: Coworkers not familiar with Association policies and procedures

- *ECP3 Orientation Policy and Procedure*
- *ECP4 Employee Orientation Spreadsheet*
- *ECP12 Corrective Action*
- *ECP14 Hiring, Recruiting, Posting and Promoting*
- *ECP25 Coworker Training*

1F. Risk: Inappropriate conduct or behaviour

- *CP1 Companion Rights*
- *CP2 Companion Charter of Rights and Responsibility*
- *CP14 Complaints, Issues and Grievances*
- *ECP12 Corrective Action*
- *ECP14- Hiring, Recruiting, Posting and Promoting*
- *ECP37- Bullying and harassment*
- *ECP38-Sexual Harassment*
- *EP14- Critical Incident Debriefing*
- *EP14.1- Critical Incident Debriefing Timeline*
- *HSP9- Critical Incidents*
- *HSP53- Guests and Visitors*
- *OP15- Code of Ethics*

1G. Risk: Association is unaware of a Coworkers relevant criminal activity

- *ECP12 Corrective Action*
- *ECP51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing*

1H. Risk: Physical health of Coworkers at risk

- *EP9- Medical Emergency*
- *EP10- Medical Injury Emergency*



- *EP11- Mental Health Emergency*
- *ECP11 Job Descriptions*
- *ECP37 Bullying, Gossiping and Harassment*
- *ECP38 Sexual Harassment*
- *ECP36 Expected Conduct and Behavior*
- *ECP35 Alcohol and Drug Use*
- *ECP29 Formal Complaint Form*
- *HSP55 COVID 19 Safety Plan*
- *HSP49 Workplace Safety and Violence Prevention*
- *HSP43 Refusal to Work*
- *HSP42 Work Accident, Incident, Injury*
- *HSP41 Incident and Accident Investigation Reporting Guidelines*
- *HSP40 Health Hiring Requirements*
- *HSP35 Pandemic Event*
- *HSP34 Vehicle Accident Investigation and Reporting*
- *HSP33 Vehicle Accidents*
- *HSP32 Vehicle Insurance*
- *HSP31 Vehicle Use*
- *HSP30 Infection Control and Standard Universal Precautions*
- *HSP24 Bio Hazardous Material*
- *HSP23 Emergency and After Hours Contact*
- *HSP10 Critical Incident Report Form*
- *HSP9 Critical Incidents*
- *HSP6 Smoke Detector and Carbon Monoxide Checklist*
- *HSP5 First Aid Kit Checklist and Injury Log*
- *HSP4 First Aid Medication Inspections and Emergency Plans*
- *HSP3 Pre-trip Checklist*
- *HSP1 & HSP2 Internal and External Inspection Form*

1l. Risk: Coworker Burnout

- *OP20 Feedback*
- *OP31 Communication Lines*
- *ECP4 Employee Orientation Spreadsheet*
- *ECP21 Coworker Exit Interview*
- *ECP 22 Satisfaction Surveys*
- *ECP32 Attendance and Absences*



- *ECP42 Coworker Time off and Holiday/ Vacation Time*
- *ECP45 Residential Coworker Hours of Work/ Breaks*
- *ECP46 Coworker Hours of Work/ Breaks*
- *ECP52 Performance Evaluation*
- *ECP53 Professional Development and Competency Based Training*
- *ECP54 Professional Development Request Form*
- *EP14 Critical Incident Debriefing*
- *EP14.1 Critical Incident Debriefing Timeline*

1J. Risk: Ineffective communication and information sharing

- *OP 8 Organization and Leadership Flow Chart*
- *OP 8.1 Groups and Committees Mandates and Definitions*
- *OP31 Communication Lines*
- *ECP 11 Job Descriptions*
- *ECP22 Satisfaction surveys*
- *ECP31 Cultural Diversity*
- *ECP52 Performance Evaluation*

1K. Risk: Coworker performance evaluations documented and engaged with in a timely manner.

- *ECP11 Job Descriptions*
- *ECP24 Probationary Period*
- *ECP52 Performance Evaluation*

1L. Risk: Profiting financially from Companion - Coworker relationship

- *CP14 Complaints, Issues or Grievances*
- *CP35 Acceptance of Gifts*
- *ECP12 Corrective Action*
- *ECP27 Complaint, Grievance and Conflict Resolution*
- *ECP 51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing*
- *FP11 Companion Funds Management*
- *FP12 Permission to Manage Companion Funds*
- *OP15 Code of ethics*
- *HSP9- Critical Incidents*
- *HSP27 Abuse and Neglect;*

- *ECP39 Acceptance of Gifts*

1M. Risk: Confidentiality and trust are not maintained

- *CP17 Companion Files and Access to Information*
- *ECP1 Confidentiality of Information*
- *ECP2 Confidentiality Agreement*
- *ECP4 Orientation Spreadsheet*
- *OP22 Electronic Privacy*

1N. Risk: Coworker / Contractor conflict of interest

- *ECP12 Corrective Action*
- *ECP13 Employment Outside The Association*
- *ECP40 Conflict of Interest*
- *ECP52 Performance Evaluation*
- *ECP 56 Nepotism*
- *OP15 Code of ethics*

1O. Risk: Coworker / Contractor negligence

- *ECP11 Job Descriptions*
- *ECP12 Corrective Action*
- *ECP24 Probationary Period*
- *ECP25 Coworker and Staff Training Log*
- *ECP27 Complaint, Grievance and Conflict Resolution*
- *ECP47 Termination*
- *ECP52 Performance Evaluation*
- *OP15 Code of ethics*
- *HSP9 Critical Incidents*

1P. Risk: Coworker / Contractor accused of abuse

- *CP1 Companion Rights*
- *CP2 Companion Rights and Responsibilities*
- *CP3 Companion Orientation*
- *CP4 Orientation Checklist*



- **CP4.1 Companion Training**
- **CP9 Help and Advice**
- **CP13 Guidelines for CONflict Resolution**
- **CP14 Complaints, Issues or Grievances**
- **CP15 Formal Complaint Form**
- **CP19 Health and Personal Safety**
- **ECP12 Corrective Action**
- **ECP24 Probationary Period**
- **ECP27 Complaint, Grievance and Conflict Resolution**
- **ECP47 Termination**
- **ECP 51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing**
- **HSP27 Abuse and Neglect**
- **HSP9 Critical Incidents**
- **HSP10 Critical Incident Report Form**
- **EP14 Critical Incident Debriefing**
- **EP14.1 Critical Incident Debriefing Timeline**
- **OP15 Code of ethics**

1Q. Risk: Prolonged illness or absence of key Coworkers / Contractors

- **ECP4 Employee Orientation Spreadsheet**
- **ECP11 Job Descriptions**
- **ECP21 Coworker Exit Interview**
- **ECP 22 Satisfaction Surveys**
- **ECP32 Attendance and Absences**
- **ECP42 Coworker Time off and Holiday/ Vacation Time**
- **ECP45 Residential Coworker Hours of Work/ Breaks**
- **ECP46 Coworker Hours of Work/ Breaks**
- **ECP52 Performance Evaluation**
- **ECP53 Professional Development and COmpetency Based Training**
- **OP20 Feedback**
- **OP31 Communication Lines**
- IWA Succession Plan



1R. Risk: Succession Planning for Leadership

- *ECP11 Job Descriptions*
- IWA Succession Plan

1S. Risk: High rates of Coworker / Contractor turnover

- *ECP21 Exit Interviews*
- *ECP22 Satisfaction Surveys*
- *ECP27 Complaint, Grievance and Conflict Resolution*
- *ECP52 Performance Evaluations*
- *OP 8 Organization and Leadership Flow Chart*
- *OP 8.1 Groups and Committees Mandates and Definitions*
- *OP20 Feedback*
- *OP31 Communication Lines*

Appendix 2. Finance policies included in the Risk Management Plan

2A. Risk: Ita Wegman Association finances are managed in an unprofessional or negligent manner

- *ECP12 Corrective Action*

- *FP1 Financial Accountability*
- *FP2 Financial Insurance*
- *FP3 Investment of Funds*
- *FP4 Cheque Signing Authority*
- *FP5 Banking*
- *FP6 Financial Reporting*
- *FP7 Expense Tracking*
- *FP8 Budget Reviews*
- *FP9 Budget Process Review*
- *FP18 Budgeting Capital Projects*
- *FP19 Budgets*
- *FP23 Operating Reserves*
- *FP25 CPA Firm Assignment*
- *FP26 Internal Controls*
- *FP27 Internal Controls Checklist: Bookkeeper*
- *FP28 Chart of Accounts*
- *Fp33 Restricted Funds*
- *OP15 Code of ethics*
- *OP16 Insurance Coverage*

2B. Risk: Companion contract reduction and/or cancellation

- Current copies of CLBC contracts available for review upon request
- Current copies of Private contracts available for review upon request

2C. Risk: Loss of income through grants, donations, fundraising

- *FP18 Budgeting Capital Projects*
- *FP23 Operating Reserves*
- *Fp33 Restricted Funds*
- *OP27 Fundraising Practices and Accountability*
- *OP28 Donor Stewardship and Recognition*
- IWA Capital budget is available upon request

2D. Risk: Unethical Contractors



- ***ECP2 Confidentiality Agreement***
- ***ECP 51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing***
- ***ECP55 Credential Verification/ Certification / Licensing / Membership Fees***
- Current copies of Contractor employment contracts are available upon request

Appendix 3. Support Delivery policies included in the Risk Management Plan

3A. Risk: Companions at risk of abuse or harm by Coworker,

- *CP1 Companion Rights*
- *CP2 Companion Rights and Responsibilities*
- *CP3 Companion Orientation*
- *CP4 Orientation Checklist*
- *CP4.1 Companion Training*
- *CP9 Help and Advice*
- *CP13 Guidelines for CONflict Resolution*
- *CP14 Complaints, Issues or Grievances*
- *CP15 Formal Complaint Form*
- *ECP12 Corrective Action*
- *ECP24 Probationary Period*
- *ECP27 Complaint, Grievance and Conflict Resolution*
- *ECP47 Termination*
- *ECP 51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing*
- *HSP27 Abuse and Neglect*
- *HSP9 Critical Incidents*
- *HSP10 Critical Incident Report Form*
- *EP14 Critical Incident Debriefing*
- *EP14.1 Critical Incident Debriefing Timeline*
- *OP15 Code of ethics*

3B. Risk: Health of Companion at risk

- *CP5 Consent to Receive Support*
- *CP19 Health and Personal Safety*
- *CP22 Illness and Injury*
- *CP24 Hygiene*
- *CP31 Mobility, Medically Fragile and Aging*
- *CP34 Food Allergies or other Medical Conditions*
- *CP38 Alcohol and Drug Use*
- *HSP4 First Aid Medication Inspections and Emergency Plans*
- *HSP5 First Aid Kit Checklist and Injury Log*



- *HSP7 Companion Safety and Risk Planning*
- *HSP14 Medication Prescription Support and Documentation*
- *HSP15 Medication Acquisition Packaging Labelling Storage Maintenance and Disposal*
- *HSP16 Medication Handling and Administration*
- *HSP17 Medication Incidents*
- *HSP18 Medication Instructions*
- *HSP19 Medication Administration Training Form*
- *HSP20 Medication Off Site*
- *HSP21 PRN Medication Administration*
- *HSP22 Psychotropic Drugs*
- *HSP23 Emergency and After Hours Contact*
- *HSP24 Bio Hazardous Material*
- *HSP28 Slips, Trips And Falls*
- *HSP30 Infection Control and Standard Universal Precautions*
- *HSP35 Pandemic Event*
- *HSP37 Dental Care and Medical Examinations*
- *HSP38 Food and Nutrition Safety*
- *HSP39 Menu Planning*
- *HSP40 Health Hiring Requirements*
- *HSP44 Transfer to Hospital*
- *HSP47 Bed Bugs*
- *HSP48 Head Lice*
- *HSP55 COVID 19 Safety Plan*

3.C Risk: Violation of Companion confidentiality

- *CP1 Companion Rights*
- *CP2 Companion Charter of Rights and Responsibility*
- *CP12 Consent for Release of Confidential Information*
- *CP14 Complaints, Issues or Grievances*
- *CP17 Companion Files and Access to Information*
- *ECP2 Confidentiality Agreement*
- *ECP12 Corrective Action*



3.D Risk: Uninsured vehicles used for Association business

- *HSP32 Vehicle Insurance*

3.E. Risk: Inadequately maintained Companion files

- *CP16 File Review Form*
- *ECP12 Corrective Action*



Appendix 4. Information Management policies included in the Risk Management Plan

4.A Risk: Computer security breach

- ***ECP6 Technology and Computer Use***
- ***OP32 Technology Emergency Drill***
- Completed disaster recovery drill forms available upon request
- IWA Technology Plan and Status Report

4.B. Risk: Loss of data files

- IWA Technology Plan and Status Report

4.C. Risk: Software needs and licensing

- IWA Technology Plan and Status Report

4.D. Risk: Loss of Computers

- ***ECP6 Technology and Computer Use***
- IWA Technology Plan and Status Report

Appendix 5. Legal policies included in the Risk Management Plan



5.A. Risk: Lawsuit

- *CP14 Complaints, Issues or Grievances*
- *ECP5 Subpoenas, Search Warrants and Other Legal Investigations*
- *ECP12 Corrective Action*
- *ECP27 Complaint, Grievance and Conflict Resolution*
- *HSP32 Vehicle Insurance*
- *OP3 Corporate Compliance Agreement*
- *OP16 Insurance Coverage*

5.B. Risk: Non-compliance with legislation

- *ECP5 Subpoenas, Search Warrants and Other Legal Investigations*
- *ECP12 Corrective Action*
- *OP3 Corporate Compliance Agreement*

Appendix 6. Physical Asset policies included in the Risk Management Plan

6.A. Risk: Earthquake

- *EP1 General Procedures*
- *EP2 Evacuation Plan Information*
- *EP4 Earthquake*
- *EP5 Earthquake Kit Checklist*
- *EP18 Emergency Drills*
- *EP19 Emergency Drill Form*
- *HSP9 Critical Incidents*
- *HSP10 Critical Incident Report Form*
- *EP14 Critical Incident Debriefing*
- *EP14.1 Critical Incident Debriefing Timeline*

6.B. Risk: Fire

- *EP1 General Procedures*
- *EP2 Evacuation Plan Information*
- *EP3 Emergency Fire*
- *EP18 Emergency Drills*
- *EP19 Emergency Drill Form*
- *HSP9 Critical Incidents*
- *HSP10 Critical Incident Report Form*
- *EP14 Critical Incident Debriefing*
- *EP14.1 Critical Incident Debriefing Timeline*

6.C. Risk: Flood

- *EP1 General Procedures.*
- *EP2 Evacuation Plan Information*
- *EP18 Emergency Drills*
- *EP19 Emergency Drill Form*
- *HSP9 Critical Incidents*
- *HSP10 Critical Incident Report Form*
- *EP14 Critical Incident Debriefing*



- ***EP14.1 Critical Incident Debriefing Timeline***

6.D. Risk: Bomb Threat

- ***EP1 General Procedures.***
- ***EP2 Evacuation Plan Information***
- ***EP6 Bomb Threat and Suspicious Package***
- ***EP18 Emergency Drills***
- ***EP19 Emergency Drill Form***
- ***HSP9 Critical Incidents***
- ***HSP10 Critical Incident Report Form***
- ***EP14 Critical Incident Debriefing***
- ***EP14.1 Critical Incident Debriefing Timeline***

6.E Risk: Theft of or damage to association or Coworker/Companion personal property

- ***ECP 51 Criminal Record Check/ Immunization/ Fingerprinting/ Drug Testing***
- ***HSP 53 Guests and Visitors***
- ***OP15 Code of Ethics***
- ***OP16 Insurance Coverage***