

Board of Health for the City of Toronto Health Unit

2019 Standards Activity Reports
as of September 30, 2019

Risk Management

Ref. #	Description	Category	Impact	Likelihood	Overall Risk Rating		Key Risk Mitigations	Date reported to the Board
A	B	C	D	E	F = D x E		G	H
1	Labour Disruption As a result of labour disruption, TPH might be unable to deliver all time-critical services.	People / Human resources	3	4		High	- Labour disruption planning / Business Continuity Plans - Just in time staff training (knowledge transfer) - Communication plans to key stakeholders	9-Dec-19
2	Provincial Government Changes Sudden shift in provincial priorities and/mandate for the local public health units. The Provincial Government has announced changes to modernize public health, including changes to the governance structures and funding model for public health units.	Political	4	5		High	-Communicate and collaborate with local / provincial governments and other stakeholders - aLPHA - Organizational restructuring - Participate on Technical Tables - provide response to the province's discussion paper on public health modernization.	9-Dec-19
3	Loss of funding Unexpected loss of funding/revenue for critical public health services.	Strategic / Policy	4	4		High	- Budget policies - Internal budget monitoring, tracking and reporting - Coordination with advocacy groups and community partners - Organizational restructuring	9-Dec-19
4	Staff shortage TPH might experience staff shortage and loss of corporate history due to staff retirement and organizational changes.	People / Human resources	3	4		High	- Succession planning - Onboard training (job shadowing, guidebooks and job aids) - Documentation of current work flow (knowledge transfer) - HR environmental scan (compensation)	9-Dec-19

Table 1 - Risk Categories	
Risk Category	Definition
Compliance Legal	Uncertainty regarding compliance with laws, regulations, standards, policies, directives, and/or contracts. May expose the organization to the risk of fines, penalties, and/or litigation.
Environment	Uncertainty usually due to external risks facing an organization including air, water, earth, and/or forests.
Equity	Uncertainty that policies, programs, and services have an equitable impact on the population.
Financial	Uncertainty of obtaining, using, maintaining economic resources, meeting overall financial budgets/commitments, and/or preventing, detecting, or recovering fraud.
Governance / Organizational	Uncertainty of having appropriate accountability and control mechanisms such as organizational structures and systems processes, systemic issues, culture and values, organizational capacity commitment, and/or learning and management systems,
Information / Knowledge	Uncertainty regarding the access to or use of accurate, complete, relevant and timely information. Uncertainty regarding the reliability of information systems.
Operational / Service Delivery	Uncertainty regarding the performance of activities designed to carry out any of the functions of the organization, including design and implementation.
People / Human resources	Uncertainty as to the organization's ability to attract, develop, and retain the talent needed to meet its objectives.
Political	Uncertainty of the events may arise from or impact any level of the government including the Offices of the Premier or Minister (e.g., a change in government political priorities or policy direction).
Privacy	Uncertainty with regards to the safeguarding of personal information or data, including identity theft or unauthorized access.
Security	Uncertainty relating to physical or logical access to data and locations (offices, warehouses, labs, etc.).
Stakeholder / Public Perception	Uncertainty around the expectations of the public, other governments, media or other stakeholders. Maintaining positive public image; ensuring satisfaction and support of partners.
Strategic / Policy	Uncertainty that strategies and policies will achieve required results or that policies, directives, guidelines, legislation will not be able to adjust necessarily.
Technology	Uncertainty regarding alignment of IT infrastructure with technology and business requirements. Uncertainty of the availability and reliability of technology.