

HL12.2 Attachment 2

Attachment 2 – Toronto Public Health 2019 Risk Register

Risk Category	Risk Event	Risk Description	Mitigation Strategies
High Risks			
Political	Provincial Government Changes	Sudden shift in provincial priorities and/mandate for the local public health units.	• Communicate and collaborate with local / provincial governments and other stakeholders • Work with aLPHA • Organizational restructuring • Participate on Provincial Technical Tables
Strategic/Policy	Loss of Funding	Unexpected loss of funding/revenue for critical public health services.	• Budget policies • Internal budget monitoring, tracking and reporting • Coordination with advocacy groups and community partners • Organizational restructuring
People/HR	Labour Disruption	As a result of labour disruption, Toronto Public Health might be unable to deliver all time-critical services.	• Labour Disruption Planning / Business Continuity Plans • Just in time staff training (knowledge transfer) • Communication plans to key stakeholders
People/HR	Staff Shortage	TPH might experience staff shortage and loss of corporate history due to staff retirement and organizational changes.	• Succession planning • Onboarding training (e.g. job shadowing, guidebooks) • Documentation of current work flow (knowledge transfer) • HR environmental scan
Moderate Risks			
Financial	Delays and time discrepancies in budget approval / allocation	Varied availability of funding that does not align with the fiscal year, is tightly scoped without agility to redirect as needed, or is received later in the year than is practical given the remaining timeline to spend due to strict corporate budget process requirements.	• Robust budget tracking, monitoring and reporting • Budget policies • Budget re-allocation
Stakeholder/Public Perception	Negative TPH Publicity	Potential negative publicity / allegations against TPH.	• Ongoing media contact / relationship development • Media monitoring (keywords) • Communication policy

			• Selected staff training and awareness on communications
Operational Service Delivery	Loss of critical site / infrastructure	Inability to meet time critical service due to loss of critical site / infrastructure and/or difficulty in finding community space for services.	• Ongoing facilities maintenance • Insurance • Facilities staff training (maintenance, response) • Emergency Response and Business Continuity Plans • Internal Notification Plan
Privacy	Personal Health Information Breach	TPH client personal health information may be compromised as a result of intentional / unintentional actions.	• Mandatory encryption of all devices (laptops, smartphones, USB). Training for staff, contractors and volunteers on handling records containing personal health information (PHI) • Mandatory privacy impact and threat assessments for all systems that contain PHI. Secured role-based access to PHI • Restricted access to facilities by area / floor • Filing cabinets and file rooms are to be locked
Technology	IT Network Failure	As a result of bad actors' activity, Malware, cyber threat, IT network might be compromised leading to inability to deliver time critical services.	• Ongoing system maintenance and monitoring • Data back-up and recovery procedures • Staff training on cyber risk and phishing emails • Anti-virus installed on all computers • Password protection • Business Continuity Plans
Governance/Organizational	Breach of contract by a 3rd party	Inability to deliver time critical services due to breach of contract by partner/supplier/ service provider.	• Purchasing policies, contract requirements and penalty clauses for non-delivery (incl. mandatory Legal review) • Multiple vendors for mission critical functions • Business continuity and contingency planning
People/HR	Violence against TPH Staff	Potential violence against TPH staff while delivering services on and/or off-site.	• Security measures and procedures (security team, access cards, panic buttons etc.) • Documented response plans • Staff training on de-escalation, conflict resolution and response procedures • Increased training for TPH staff regarding situational awareness and reporting process • Program specific training on safety and client training

Low Risks

People/HR	Client medical emergency	Client may go through a medical emergency while under the care of TPH staff.	• First aid trained staff on each floor (clearly marked / full list of trained staff posted on H&S board) • First Aid kits on each floor • Automated External Defibrillator at each site • Personal Protective Equipment for staff with higher risk exposure Insurance • Staff training
Financial	Potential theft of assets (cash, tokens, etc.)	Financial impact on TPH as a result of employee embezzlement (time / financial fraud).	• Finance controls for supplier selection • Multiple approvals for invoice processing (multiple teams) • Multiple approvals requirements for billing information change for a supplier • Checks for employee expense reporting • Checks for time reporting • Regular Audits
Operational Service Delivery	Challenges in finding and negotiating community space for service provision resulting in delays and additional costs	Inability to meet time critical services due to lack of site / infrastructure.	• Alternate locations • Remote access to critical data • Crisis communication plan - notification of staff, clients, funder and partners about interruption and change of location • Business Continuity Plans
Operational Service Delivery	Failure to comply with reporting requirements	Inability to meet reporting requirements of funder/regulator due to operational limitations and/or process inefficiencies.	• Robust systems for reporting requirements • Data back-up / disaster recovery procedures • Contingencies to ensure access to data when network is not available • Proactive communication / notification of funders about interruption or expected barriers to meet the deadline • Business Continuity Plans