

Attachment 1 - 2020 Ministry of Health Risk Management Report

Board of Health for the City of Toronto Health Unit

2020 Standards Activity Reports as of December 31, 2020

Risk Management

Ref. #	Description	Category	Impact	Likelihood	Overall Risk	Rating	Key Risk Mitigations	Date reported to the Board
A	B	C	D	E	F=DxE		G	H
1	<p>Supply chain issues with COVID-19 vaccine administration Vaccine availability is outside of control of public health units. Supply distributions will adversely affect TPH's administration of the COVID-19 vaccine to Torontonians</p>	Operational/Service Delivery	4	3	●	High	<p>Plan for Mass Immunization Clinics for various scenarios. Communicate and collaborate with local, provincial and federal governments and other stakeholders. Communicate our MIC plans with stakeholders and the public.</p>	22-Mar-21
2	<p>Provincial Government Changes Shifts in provincial priorities and/or mandate for the local public health units. The Provincial Government announced plans to modernize the public health sector in 2019, including changes to the governance structures and funding model for public health units.</p>	Political	4	3	●	High	<p>Communicate and collaborate with local and provincial government and other stakeholders Engage with aLPHA Review organizational restructure Participate on Provincial Technical Tables</p>	22-Mar-21
3	<p>Shortage of Skilled Staff Toronto Public Health is experiencing talent shortage and loss of corporate history due to staff retirements. Talent shortage is also being affected by the high demand for specific staff skills/qualifications in the community.</p>	People/Human resources	4	4	●	High	<p>Succession planning On-board training (job shadowing, guidebooks and job aids) Documentation of current work flow for knowledge transfer, implement process reviews Engage with professional organizations to support recruitment</p>	22-Mar-21
4	<p>Negative Publicity The impact of public health measures, implemented during the pandemic, on the socio-economic and mental health of the population may adversely affect the adoption of public health measures aimed at curtailing the spread of COVID-19.</p>	Stakeholder/Public Perception	4	4	●	High	<p>Monitor public's expressions of concerns and address them accordingly e.g. modified publicly reported information. Participate in regular press conferences to provide clear communication in order to keep the public informed of changing public health measures.</p>	22-Mar-21

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, etc.
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.