



AT RISK

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A Risk Management Newsletter for the British Columbia Provincial Government, its Ministries and Organizations

Executive Director's Message

"*There is nothing permanent except change*" (Heraclitus). The Risk Management Branch (RMB) is no exception and we have certainly seen our share over the last several months. In this issue of *At Risk* you will find updates with respect to staffing changes as well as news regarding upcoming changes to the electronic submission process for the General Incident Loss Reporting (GILR) form as part of the implementation of our new internal Risk Management and Information System. We've also been busy planning our upcoming conference - Practical Risk Management Solutions for a Complex World: Navigating the Labyrinth. Mark your calendars for November 14 and 15, 2007 in Richmond, BC and check this issue for more details.

Using successes as a means of showcasing the value of the enterprise risk management (ERM) process helps to support take-up. Recent work with some of our Health Authority clients via the Health Care Protection Program is highlighted in this issue, providing practical examples of the merit in using a risk-based approach to policy development. Consulting services available to RMB clients include the facilitation of risk analysis sessions like the ones described as part of a "train the trainer" approach.

Other featured articles provide information with respect to volunteers to the Province and liability / accident insurance coverage available as well as issues involved in taking on work experience / practicum placements. If you have suggestions or requests for future newsletter articles please send a note to Editor at RMB@gov.bc.ca.

We look forward to seeing you at our conference in November! <

Glen Frederick, A/Executive Director

Risk-Based Policy Development for Health

Public sector planning must address complex issues, often involving competing demands. How can planners best safeguard core values, while working within administrative and financial constraints?

Many administrators are finding that risk analysis is helping them to reach viable solutions that are consistent with professional values. In this article we will explain enterprise risk management (ERM) methodology, and consider two practical examples from among clients of the Health Care Protection Program (HCPP).

Background: Standard and Guideline Risk Management Branch (RMB) developed the *ERM Guideline* based on experience in adapting the Australia/New Zealand risk management standard to work with government clients. Managers across government are encouraged to integrate risk analysis into regular planning activities.

The key significance of ERM is that it contemplates all relevant types of risk in a comprehensive and structured manner. The process is proven in trial sessions before any organization-wide implementation is attempted.

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Risk-Based Policy Development for Health (cont.)

Methodology: The Importance of Context

Risks cannot be identified in a vacuum. The client must set out the scope and the assumptions of the analysis by *establishing the context*.

A brief paper, to be distributed as pre-read to participants before the actual risk identification session, states the following:

Subject of the risk analysis - plan, program, policy or project under review;

Goals and objectives - goals of the plan/project itself;

Value criteria - professional values, ethical code, or business rules

Stakeholder analysis - summary of stakeholder views;

Deliverable for the session - typically: a comprehensive risk register that formulates risks in several categories, ranked by consensus, with summary statements of mitigation.

Clients have often found that merely writing the context paper helps them to formulate clear and authoritative statements of goals, objectives and values.

Example 1: BC Provincial Renal Agency

The BC Provincial Renal Agency's (BCPRA) Independent Hemodialysis program has a fundamental goal of facilitating patient self-management. Among patients who are able to manage their hemodialysis by themselves, some are prevented from doing so at home due to things like poor water quality or insufficient space. It seemed that a community hemodialysis centre would provide these patients with a safe facility, yet keep them independent of hospital programs.

Concerns about patient safety and liability prevented this new concept from moving forward. Donna Murphy-Burke, Coordinator Clinical Network/Special Projects, asked for assistance to conduct a risk analysis. She wanted to identify real (not just perceived) risk that could be managed within the agency's standards for patient safety.

Donna said of the risk ID/analysis session led by RMB consultants: "The facilitation skill of this team in applying the risk matrix tool was a wonderful learning situation for the renal community. Using this tool allowed for a very thorough, comprehensive analysis of where the true risks resided."

Example 2: Patient Safety Learning System

The Patient Safety Learning System (PSLS) is a centralized incident reporting system, currently in the pilot stage, under the direction of the BC Patient Safety Task Force. The PSLS project team embarked on a risk analysis, with a particular focus on the pilot implementation.



Implementing a systems solution poses particular challenges. The risk analysis went beyond standard categories of project management. The team considered, for example, the necessity for common information taxonomies, and a better integrated governance structure.

Georgene Miller, Corporate Director, Medical Affairs, Quality, Safety & Risk Management for the Provincial Health Services Authority – one of the project leads – commented that the session "not only helped develop visibility and common understanding of the project risks among the stakeholders... but also developed pro-active mitigation strategies with clear responsibilities for actions to address them". The risk process therefore enhanced project management.

Georgene went on to say: "Some of the risks have come to pass with low negative impact (versus being 'showstoppers') because of the mitigation strategies adopted early on." The risk register continues to be regularly updated, indicating priorities for action.

Lessons Learned

The above examples demonstrate how the effective use of the enterprise risk management process allows project managers to move forward with confidence and remove roadblocks from the planning process. <

Insurance for Volunteers

The Province of British Columbia occasionally uses the services of volunteers to deliver programs to the people of the province. Volunteers provide their services through or for a host ministry/organization, and the host ministry/organization accepts responsibility for the volunteers. Volunteers must be under the direct supervision of a ministry/host employee while they are performing authorized services on behalf of the Province. The host ministry or organization should identify the liability risks to the Province that may arise as a result of using volunteers as well as identify what activities the volunteers will be doing on behalf of the Province to minimize any personal property, bodily injury, or third party liability exposure to the volunteer.

The Province protects its volunteers by purchasing a Commercial General Liability policy that insures against third party legal liability resulting from claims for bodily injury or personal injury (libel or slander) and property losses to third parties which are accidentally caused by the volunteer during their authorized activities for the Province. The policy will also provide a defence and pay related defence costs. The limit of liability on the policy is \$2 million per occurrence.

The Province also purchases an Accidental Death and Dismemberment and Weekly Indemnity Policy which covers volunteers for accidental death, or any injury and/or disability they may suffer as a result of performing their authorized duties on behalf of the Province. The insurer will pay an initial sum to a volunteer's beneficiary if the volunteer suffers an accidental death; the insurer will pay the principal sum or lesser

amount to a volunteer if they suffer accidental dismemberment or injury. It will also pay weekly indemnity payments to an injured volunteer, the amount of payment will depend on the extent of the injury and whether or not the volunteer was gainfully employed at the time of the accident. The policy will also reimburse the volunteer for out-of-pocket expenses in connection to the accident or injury.

The insurance program was originally set up for volunteers to all government Ministries. It has been expanded over the years to include non-salaried Order in Council Appointees and volunteers with "related" organizations like Government House Garden Society and Royal BC Museum, and volunteers with Community Police Programs in communities that have provincially funded police services. The BC Public Service Agency, Personnel Policies, Volunteers Policy 4.6, defines a volunteer as "a person who freely undertakes to perform a specific service or function for the ministry that is not normally or traditionally performed by employees and who does so without financial remuneration."

In early spring each year the Risk Management Branch will send out an email to host ministries and organizations requesting the number of volunteers and non-salaried Order-in-Council appointees it anticipates using in the upcoming year; it is important that you get these numbers to Risk Management as early as possible. You can obtain further information on this topic by referring to <http://www.bcpublicservice.ca/policies/directives/1-4/04-06volunteers.htm> or by calling the Risk Management Branch at 250-356-1794. <



Electronic Filing of General Incident Loss Reporting Form Undergoes a Facelift

A core component of any risk management program is risk mitigation. Section 20 of the Provincial Government's Core Policy and Procedures Manual (CPPM) notes that "loss prevention, detection, reporting, investigation and mitigation are integral to government's enterprise-wide risk management process, financial control framework and to managing

an ethical organization." The General Incident Loss Reporting Form is the reporting tool used to assist government in managing and mitigating its losses. The updates to the electronic filing process are designed to make it more user friendly and to provide Security Officers with improved information. Watch our website for further details. <

Risk Management Branch Staffing Changes

On June 1st, RMB bid a fond farewell to retiring staff member, **Alan Butler** whose wealth of experience, practical approach to managing risk, and affable manner will be greatly missed. You may have noticed many other changes across the Branch -- several staff members are in temporary assignments in various areas. The Client Services Team for Core Government and Crowns is pleased to welcome aboard **Janice Butler** as A/Director, **Janet Hoefler** and **Kathie Thompson** as A/Enterprise Risk Management Consultants, and **Kathleen Werstiuk** as A/Risk Management Consultant for various assignments over the next several months.

Janice brings over 20 years of insurance and risk management to the group, having spent the last five years with the Branch as Director, Client Services - Health Programs (the Health Care Protection Program, Midwives Protection Program and Master Insurance Program); Janet originally joined RMB as a Risk and Insurance Analyst and has spent the past ten years as a Senior Risk Management Consultant responsible for delivery of the Education (K to 12 & post secondary educational institutions) Risk Management Programs; in addition to a

business administration background, Kathie has 19 years experience in the insurance industry and practiced as a Registered Nurse prior to working as an insurance adjuster. She joined the Branch as a Senior Risk Management Consultant – Health in 2002; and, finally, Kathleen comes with a strong background in insurance and claims management, having worked with the Branch for more than five years as a Senior Claims Examiner working closely with ministry and SUCH sector clients.

Continuing on with the Core Government and Crowns consulting group are: Edward Robertson, Melissa McCabe, Milaine Moen, and Dragana Kosjer, who continue to provide risk management consulting services to their respective clients groups; and Margo Steffens who is currently working on a six-month special project.

Glen Frederick is currently A/Executive Director at RMB while **Phil Grewar** carries out a temporary assignment with the new Emergency Management BC Branch (part of the Ministry of Public Safety and Solicitor General) where you will also find **Lisa Benini**, Senior Advisor for the Business Continuity Management Program. <

Work Experience/Practicum Placements

The Provincial Government, as a major employer in the Province of British Columbia, is often approached to be host employer by both public secondary schools/students and public post secondary educational institutions/students for an opportunity to complete a work experience/practicum placement at a government work site.

Career Programs at the secondary school level move student learning out of the classroom and into the work place. This offers the student an opportunity to explore various career options while gaining some specific career and employment skills. Many post secondary programs, such as nursing, early childhood development, teaching, hairdressing and auto mechanics, to name a few, include practicum experience as a necessary part of their course curriculum.

Work experience means that part of an educational program that provides a student with an opportunity to participate in, observe or learn from the performance of tasks and responsibilities related to an occupation or career. (Source: Ministerial Order 282/04 – Effective July 21, 2004)

A practicum is defined as unpaid, supervised work experience that takes place at a host employer's premises or place of business and is an integral component of a program at a post secondary educational institution.

School districts and institutions have responsibilities to both their students and host employers in connection with these work experience/practicum placements. However the host employer also has responsibilities.



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Work Experience/Practicum Placements (cont.)

Effective communication between the school/institute based educator, the student, and the host/work site employer is critical. All parties must have an understanding of their roles and responsibilities from the outset of the placement. To ensure this the Work Experience/Practicum Agreement should be reviewed.

Public school districts will in most situations use a Work Experience Placement Agreement developed by the Ministry of Education in conjunction with the Schools Protection Program (SPP). Post secondary educational institutions will, depending on the type of placement, often have standard or specific agreements recommended by the University, College and Institute Protection Program (UCIPP).

As host employer, ensure that you are aware of the level of instruction a student has received, the nature of the work the student is able to complete and understand the degree of supervision required, as it is likely to be high in light of the relative inexperience of some students. Students should only

perform those tasks that are within the scope of their training and ability (within the scope of the training and ability of an average student at the same stage of training).

Public school districts and public post secondary educational institutions* will have general liability coverage through the SPP and UCIPP for their liability arising out of these placements. However, since the host employer is responsible for supervision it is reasonable that the host employer is responsible for negligent acts or omissions at the direction of or occasioned by the host employer.

Students from BC public schools and most BC public post secondary educational institutions* will have workers compensation insurance with WorkSafe BC. <

* This article does not address students from private schools and institutions, students from UBC, SFU & UVIC, students from out of province or out of country, and co-op students. In these situations, issues with respect to agreements, liability insurance and workers compensation coverage will need to be clarified.

Public Sector Risk Management Conference



Join us November 14-15, 2007 at Delta Vancouver Airport Hotel for a day and a half of interactive sessions, expert panels, workshops and presentations geared to the management of risk in the BC public sector. In addition to the educational program, there will be plenty of opportunity to network across the education, health and government sectors – make new contacts, share advice, and meet your risk manager!

Who Should Attend?

Be a part of this inaugural event! The Risk Management Conference for the BC Public Sector is designed for public sector employees who have responsibility for some aspect of risk management in their organization, and for employees with a thirst for knowledge about the complex and diverse realm of risk management. Whether you work for a ministry, a crown corporation, a college, a school district, or in health care, there is something for you! So visit our website for program and registration information.

**Practical Risk Management Solutions for a Complex World:
*Navigating the Labyrinth***

2007 Risk Management Conference for the BC Public Sector

<http://www.fin.gov.bc.ca/pt/rmb/conference.shtml>

Upcoming Conferences

November 14 - 15, 2007

Risk Management Branch, Ministry of Finance presents "**Practical Risk Management Solutions for a Complex World: Navigating the Labyrinth**", a risk management conference for the BC public service, Delta Airport Hotel, Richmond, BC. Open to all Ministry, Crown, Health and Education staff looking to explore risk management issues relevant to the provincial public sector.

Conference program and registration at:
<http://www.fin.gov.bc.ca/PT/rmb/conference.shtml>

Tel: 250-356-1794
 Fax: 250-356-6222
 Email: RMB@gov.bc.ca



Ongoing Education

British Columbia Risk & Insurance Management Association (BCRIMA)

BCRIMA provides education primarily through monthly luncheon speakers and a spring Professional Development Day session. Educational opportunities are posted on the BCRIMA website as they become available:
<http://britishcolumbia.rims.org/ChapterWebsite/CWPReview.cfm?CWID=5019in>

Canadian Risk Management (CRM) Program

The three CRM courses offered by Simon Fraser University start in January. Evening courses are scheduled at the downtown campus, and in Victoria through Risk Management Branch.

For more info: <http://www.sfu.ca/cstudies/pd/rf.html>

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About Our Organization...

To find out more about the Risk Management Branch and Government Security Office please see the following link:

<http://www.fin.gov.bc.ca/PT/rmb/index.shtml>

Government staff may also access our intranet site at:
<http://www.min.fin.gov.bc.ca/PT/rmb/index.stm>

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Comments, questions, further information about the contents of this newsletter, or questions for possible inclusion in our ASK RISK column can be directed to the Editor at

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