

2020 Standards Activity Reports
as of September 30, 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 = D x E		G	H
1	Uncertainty around timing and allocation of additional funding to cover COVID-related expenditures (staffing and technology costs) creates a risk of cash shortfall that may exceed our line of credit limit	Financial	5	5	●	High	Temporary use of the line of credit will help offset the timing of transfers from the province. Non-COVID program spending is reduced due to limited services provided in the community.	21-May-20 16-Jul-20 05-Nov-20 26-Nov-20
2	Core public health services below essential levels due to pandemic response	Operational / Service Delivery	4	5	●	High	Continued review and prioritization of public health services with ongoing decisions regarding which services must be maintained (even if modified). Strategic planning in the midst of the pandemic will help to focus on what priorities the organization should start, stop or continuing doing in order to meet the evolving needs of the community. Adapting the strategic priorities and roadmap to be more agile, flexible, and directional will be crucial for service delivery planning.	18-Jun-20 16-Jul-20 17-Sep-20 26-Nov-20
3	Lack of resources to respond to emerging and exacerbated public health issues as a result of the pandemic, including food insecurity, domestic violence, racism, substance misuse and mental health	Equity	4	5	●	High	Mitigation strategies identified for risk # 2 above are applicable to this risk as well. Recommendations identified by Chief Nursing Officer and recovery planning group to be reviewed and prioritized to confirm feasible actions in these areas at this time. Forthcoming recommendations from consultants working with the Healthy Equity team (Diversity and Inclusion Assessment; Anti-Black Racism Plan) will also be used to guide and prioritize work.	18-Jun-20 17-Sep-20 26-Nov-20
4	Staff burnout due to high workload and demands related to pandemic response, including role and scheduling changes (type of work, length of shifts, seven day/week extended hours)	People / Human resources	4	4	●	High	An additional pool of staff have been redeployed to the COVID response teams. The maximum number of 50 Contact Tracers have been hired to take workload off of Case Investigators. The School Health teams have also moved to a full COVID response model on a 7 day per week schedule. Process efficiencies and updates to roles continue to be implemented to reduce workload. Recovery recommendations related to individual and organizational wellbeing are forthcoming and may prove helpful to address this risk. EFAP resources and support continue to be made available to staff and are being reevaluated at renewal to ensure the most-meaningful services	15-Oct-20 26-Nov-20

5	High demand for limited pool of public health professionals	People / Human resources	4	4	●	High	Implementation of advanced hiring by posting full-time roles for some of the temporary funding based on projected attrition in order to attract external candidates. Hiring of student PHNs and PHIs following their practicums under a temporary licence. Posting for general public health professional roles to build a pool of qualified candidates for when positions are available.	18-Jun-20 16-Jul-20
6	Collective agreement negotiations in 2021 could have potential impacts on business continuity in the event of a labour disruption	People / Human resources	5	3	●	High	Business continuity/labour disruption planning in progress. SLT has already prioritized the key public health work that needs to be covered. Regular prioritization of labour relations issues through weekly collaboration with the union partners.	18-Jun-20
7	Rapid implementation of new technology and applications to facilitate pandemic response introduces new privacy and information security risks	Privacy	4	4	●	High	Implementation of biennial privacy education program for staff. Agency privacy and information security policies reviewed and updated, including implementation of new virtual care policy. Encrypted tools to support remote work and data transfer. Cyber risk insurance in place. Assessment and mitigation of identified risks ongoing.	18-Jun-20 16-Jul-20
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10								

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.