

Policy and Procedure

Title:	Corporate Risk Management	
Policy Number:	07.007	Section: Board Governance
Effective Date:	March 15, 2012	
Revised Date:	September 21, 2023	
Approving Body:	CancerCare Manitoba (CCMB) Board of Directors	
Authority:	<i>The Health System Governance and Accountability Act (Manitoba)</i>	
Responsible Officer:	Board Chair	
Policy Contact:	Office of the President and CEO, CCMB	
Applicable to:	CCMB Community	

1.0 BACKGROUND:

- 1.1** CCMB uses an Enterprise Risk Management (ERM) methodology as a framework to understand, manage, and communicate Risk from an organization-wide perspective. Over time, the ERM framework has evolved from a simple excel spreadsheet list of organization wide risks to a database platform, known as the Integrated Risk Management System (IRMS), developed by the Health Insurance Reciprocal of Canada (HIROC).

2.0 PURPOSE:

- 2.1** To maintain CCMB's Risk Register as an Integrated Risk Management System to ensure that CCMB has efficient and effective processes and systems in place to manage all aspects of risk within the organization.

The Risk Register provides CCMB stakeholders with reasonable assurance that the organization is meeting its objectives while maintaining quality services and a safe environment for its patients, staff and the public.

- 2.2** To categorize risk at the organizational level, by defining a risk event as any event that may compromise the achievement of the organization's objectives.

Risk therefore includes physical risks, as well as operational, institutional, administrative, or financial risks that may impede or prevent CCMB from achieving its Mission and Vision.

- 2.3** To provide a framework that encourages consistency in the organization's approach to risk assessment, risk management and risk mitigation activities.

- 2.4** To emphasize that mitigating risk is an organization-wide pursuit across all departments.

- 2.5** To recognize the importance of integrating risk management into the organization's philosophy, culture, practices and business plans.

3.0 DEFINITIONS:

- 3.1 Enterprise Risk Management Coordinator:** the individual(s) responsible for

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compiling the Risk Register, and for coordinating the organizational activity of interacting with Senior Leadership Team to identify, track, and monitor risks identified on the Risk Register.

3.2 HIROC: Health Insurance Reciprocal of Canada.

3.3 Integrated Risk Management System (IRMS): A set of practices and processes supported by a risk-aware culture and enabling technologies, that improves decision making and performance through an integrated view of how well an organization manages its unique set of risks. Colloquially, the IRMS is also known as the “Risk Register”.

3.4 Risk: A potential or actual threat stemming from any event that may compromise the achievement of the organization’s objectives. The risk level is measured in terms of its likelihood of occurrence and the associated impact should it occur.

3.5 Risk Management: A systematic process of identifying, analyzing, evaluating, addressing and communicating potential and actual risk through a well-designed program that prevents, controls and minimizes risk exposures.

3.6 Risk Owner: The senior leader ultimately responsible and accountable for managing the risk(s) defined under their domain.

3.7 HIROC Taxonomy of healthcare organizational risks: A predefined list of risk categories and associated risk names used to classify risks being identified and reported. Healthcare Insurance Reciprocal of Canada (HIROC) is a non-profit third-party entity that has developed technical supports to assist healthcare entities in defining and managing organizational risk. CCMB currently uses the IRMS (Risk Registry) risk definitions, tools, and platform developed by HIROC.

3.8 Subject Matter Expert (SME): Selected by the Senior Leadership Team, an SME shall provide leadership and guidance, and act as the coordinator and facilitator for Risk Management functions within their area of expertise.

3.9 Senior Management Team: executive leadership of CCMB.

3.10 Senior Leadership Team: directors and managers with leadership of departments and units within CCMB.

3.11 Senior Risk Management Officer: A specified member of the Senior Management Team, under the general direction of the CEO, with primary responsibility for risks arising in the normal course of business (“operational” risks).

4.0 POLICY:

4.1 Whereas CCMB has a duty of care with respect to the interests of the people of Manitoba and the stewardship of its human and material resources; and, whereas prudent management of corporate risks is one of the means by which this duty of

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care may be discharged, CCMB has established a system of risk management.

- 4.2** The CCMB Board of Directors (Board) ensures the IRMS is implemented within the organization, with appropriate systems and processes in place to identify and manage organizational-wide risks.
- 4.3** The Board delegates authority and responsibility to the CCMB President and Chief Executive Officer (CEO) for:
- the overall administrative supervision of the IRMS;
 - the identification and evaluation of mission-critical risks in the social, political and economic environments in which CCMB operates; and
 - the risks involved in major new initiatives.
- 4.4** The Senior Management Team shall be responsible for the development and implementation of an effective risk management strategy within the organization.
- 4.5** The Senior Management Team shall implement an integrated approach to the management of risk, identifying the need for all parts of the organization to be involved.
- 4.6** The Board shall provide the Senior Management Team with resources and support in fulfilling their role as risk owners.
- 4.7** The SME shall establish the necessary linkages to existing (and potentially new) working groups and committee structures to ensure that a continuous, proactive and systematic process is undertaken to manage risk.

5.0 PROCEDURE:

- 5.1** A specified member of the Senior Management Team, under the general direction of the CEO, shall serve as the Senior Risk Management Officer of CCMB with primary responsibility for risks arising in the normal course of business ("operational" risks).
- 5.2** The Board shall be responsible for general oversight of the performance of IRMS.
- 5.3** Standing Committees of the Board shall assist the Board by monitoring particular aspects of the IRMS that are of material relevance to the mandates of the respective Committees.
- 5.4 Monitoring, Reporting and Evaluation: CCMB Executive**
- 5.4.1.** The Senior Risk Management Officer shall monitor and evaluate the operation of the IRMS and shall, at least on an annual basis, report on its performance through the CEO, to the Board's Executive Committee (Executive Committee) and ultimately to the Board.
- 5.4.2.** The CEO shall report to the Board and the Executive Committee in a timely

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manner any matters of a material nature that constitute heightened risks, new or emerging hazards, or the occurrence of harmful events.

- 5.4.3.** Standing committees of the Board shall report risk-related issues, or events of a material nature, addressed during the committee's normal course of business, to the Executive Committee and to the Board.

5.5 Management Responsibilities: CCMB Senior Leadership Team

- 5.5.1.** The Senior Risk Management Officer shall mandate CCMB Senior Leadership Team in all departments with the responsibility for identifying and mitigating organizational risks within the organizational areas.

- 5.5.2.** CCMB Leadership Team is mandated, within their areas of responsibility, the task of identifying and reporting on existing risks, the sunseting of expired risks, and the identification of new risks.

- 5.5.3.** The Enterprise Risk Management Coordinator shall assist CCMB Senior Leadership Team in reporting, collecting, categorizing, and collating risks within the Integrated Management System (i.e. the Risk Register).

- 5.5.4.** Senior Leadership Team functions include:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- Removing the hazard;
- Reducing the likelihood;
- Reducing the consequence (e.g. through early warning/detection systems);
- Sharing the risk with another party or parties (e.g. contracts and insurance);
- Retaining the risk by informed decision;
 - Considering new control strategies or initiatives to improve compliance with existing controls (e.g. hand hygiene practices);
 - Establishing best practices to identify possible options or implementing a quality improvement project to work towards a solution;
 - Conducting periodic audits of mitigation strategies for high priority risks;
 - Developing and implementing of communications plans pertaining to particular risk issues and promoting awareness of the IRMS in general; and
 - Appoint Subject Matter Experts, as needed, to assist in correctly identifying organizational risks in specialized areas of unique expertise.

5.6 Subject Matter Expert (SME):

- 5.6.1.** Senior Leadership Team shall identify Subject Matter Experts as technical advisors on specialized areas of responsibility and risk within CCMB.

- 5.6.2.** The role of the SME is to ensure that unique areas of organizational risk can be recorded and correlates in the Risk Registry and can guide the Enterprise Risk Management Coordinator in their reporting of specialized

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risks.

5.7 Enterprise Risk Management Coordinator:

5.7.1 Be responsible for maintaining the IRMS, and use the risk register to form the basis of IRMS reporting to the Senior Risk Management Officer.

5.7.2 Establish the necessary linkages to existing (and potentially new) working groups and committee structures to ensure a continuous, proactive and systematic process is undertaken to manage Risk.

5.7.3 Train and assist the Risk Owners (i.e. Senior Leadership Team including managers, department leads, etc.) on the input and maintenance of their risks in the Risk Registry.

5.7.4 Develop a risk register, and evaluate the relative weighting of risks through comparative analysis of:

- RL6 Event Reporting and similar related critical incident reporting system entries and trends; and
- Current published North American Healthcare Risks.

5.7.5 Report risks using a format that includes one or more of the following:

- Hierarchical ranking of risks (i.e. noting the top 5, 10, or 20 ranked risks, for example);
- Report risks that score highly with respect to both Likelihood and Importance (see Appendix A: Risk Management Heat Map);
- Prioritizing the identification of risks above a certain importance-threshold rating;
- Risks linked to specific strategic objectives;
- Risks requiring significant remedial action; and
- Changes made to the register between reporting cycles.

6.0 REFERENCES:

6.1 WRHA Risk Policy 10.50.050

6.2 HIROC IRM Policy Template – from website

DOCUMENTATION

1.	The original signed and approved policy is on file in the Executive Office, CCMB
2.	The e-copy is on file in the CCMB Governing Documents Library, SharePoint
3.	The e-copy is on file in the Resource Centre, CCMB SharePoint

Revision History:

Date	Version	Status	Author	Summary of Changes
15/03/2012	1			
23/02/2018	1	Minor Revision	S.Friedenberger	Reformatted to new template

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11/04/2019	1	Minor Revision	CCMB Board	Minor wording changes.
04/04/2023	1	Minor Revision	Kyle Lewkowich	Updates and wording edits
07/07/2023	1	Minor Revision	Brent Gibson	Minor updates and wording edits

Executive Sponsor: This Policy was approved/endorsed by:

Date	Name / Title	Signature
	Not required.	

Approved by:

Date	Name / Title	Signature
September 21, 2023	Approved by the CCMB Board and Dr. Sri Navaratnam, President and CEO, CancerCare Manitoba	<i>"Signed by the Board Chair and Dr. Sri Navaratnam"</i>

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APPENDIX A

Risk Management Heat Map

	Impact (initial)				
Likelihood (initial)	Very Low	Low	Medium	High	Very High
Very High	5	10	15	20	25
High	4	8	12	16	20
Medium	3	6	9	12	15
Low	2	4	6	8	10
Very low	1	2	3	4	5
Rating (initial): <input type="text"/> Risk level (initial): <input type="text"/>					