

2.2 Risk Management

Risk Management Policy and Procedure

1.0 Purpose

121 Supports Hunter Pty Ltd is actively working to identify, address and monitor potential risks to promote a safe environment for participants, staff and visitors and to maintain adequate and viable business operations to:

- support effective decision-making that is guided by our mission and vision
- ensure a consistent and effective approach to risk management
- formalise our commitment to the principles of risk management and incorporate these into all areas of the business
- foster and encourage a risk-aware culture, where risk management is understood to be a positive attribute of decision-making rather than a corrective measure
- manage health orders and implement relevant organisational strategies
- align the planning, quality and risk management systems and integration into all areas of our operations
- implement robust corporate governance practices to manage risk while allowing innovation and development.

2.0 Scope

Risk management is built into all areas of our operations, including service delivery and corporate governance. Risk management is the responsibility of all staff members and all areas of the organisation. It is the responsibility of the Director to carry out risk management analyses for the organisation and take appropriate measures.

3.0 Policy

121 Supports Hunter Pty Ltd recognises the importance of managing risk and ensuring that all stakeholders know their role in identifying, analysing, evaluating, treating, monitoring and communicating risk in a systematic risk management approach.

121 Supports Hunter Pty Ltd understands the organisation may be at risk when:

- a well-functioning governance structure is not in place
- management plans, policies and processes are inadequate
- staff member roles and responsibilities are unclear
- participants are not required to sign consent forms or waivers

- staff practices do not meet participant and health standards
- participant input into governance and practices is not actioned
- equipment and facilities are not safe for the intended use
- child safe standards are not met to meet compliance requirements
- implementation of a comprehensive risk management plan has not occurred.
- finances are managed inappropriately, resulting in inadequate financial sustainability and cash flow
- insurance is inadequate or inappropriate
- operations are not evaluated regularly.

4.0 Definition

Term	Definition
Risk	The possibility of something occurring that will impact the service's objectives. Often risks involve constraints, failures, obstacles and losses that may arise in the future. Risk is measured in terms of consequences and if the risk will have a positive or negative impact.

5.0 Procedure

5.1 Identification

Figure 1. Risk identification process



Our organisation implements processes to manage risk, such as:

- analysing hazard data
- conducting risk assessments, including participant, environmental and equipment assessments
- review of health orders and current practice requirements
- reviewing incident/accident information
- seeking staff, participant, family and visitor feedback/complaints

- maintenance of log items
- ongoing review of all policies and procedures
- seeking input from staff during staff meetings
- seeking input from participants
- incorporating appropriate strategies identified during planning days, e.g. strategic and operational planning sessions
- incorporating new information obtained via education and training into the business
- conducting risk reviews against standards – NDIS, Child Safe
- conducting financial audits
- conducting internal and external audits.

5.2 Planning

121 Supports Hunter Pty Ltd has established and maintained a Risk Management Plan. The plan identifies and addresses:

- **Risks to 121 Supports Hunter Pty Ltd** - Including loss of funding, inability to deliver funded outcomes within budget, embezzlement of funds, lack of suitably qualified staff, extended staff illness, damage to reputation and relationships, changes in compliance requirements and eligibility, decisions by the Director and loss of data due to natural disasters.
- **Risks to staff** - Including lack of suitably qualified staff, extended staff illness, staff member injury due to WHS risks, changes in training and education compliance requirements, and impacts of natural disasters and infection.
- **Risks to participants** - Including environmental, natural disasters, falls, transport, burns, choking, complex health needs, staff working in a participant's home, changes in the performance of activities, interruptions to service delivery and exit plans (transitioning services to another service provider).

The Risk Management Plan includes:

- details of the risk
- the date the risk was identified
- risk rating and the possible consequence/s of the risk
- actions required to eliminate, mitigate or control the risk
- review dates, new controls and changes to existing controls.

The General Manager reviews the Risk Management Plan every two (2) months, or more frequently as required, in response to information received via work health and safety reviews, audits and continuous improvement systems.

Figure 2: Risk management process



5.3 Managing risks

5.3.1 Controls

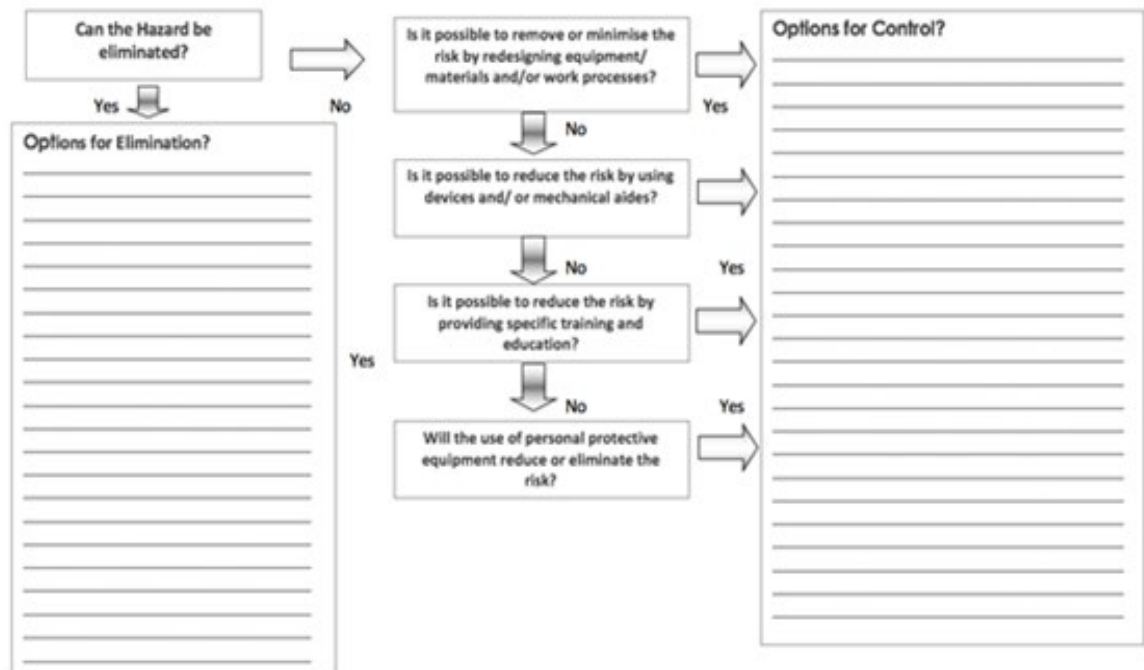
Controls are strategies used to manage risk. Identified risks are balanced against the cost and inconvenience of the control to the organisation before implementation. Controls used by 121 Supports Hunter Pty Ltd to manage risks include:

- implementation of a Strategic Plan
- implementation of a Risk Management Plan
- implementation of Emergency and Disaster Management plans for participants
- implementation and review of participant risk assessment within support plans
- thorough staff orientation, education and training
- implementation of new processes identified during a risk assessment
- effective internal and external information systems, including meetings and memos
- strict adherence to policies, procedures and work instructions by all staff
- the utilisation of position descriptions
- staff supervision and reviews
- establishing participant support plans that identify risks and record strategies
- participant reviews of support and environment
- ongoing capital maintenance and setting appropriate equipment budgets and plans
- maintaining all current registrations and insurances.

Risk matrix

CONSEQUENCE					
LIKELIHOOD	Insignificant (1) Participant – potential injury Staff – lost time or illness of < 5 days Visitors – no treatment or refused treatment Services – minimal disruption Financial – loss of <\$K Environmental – fire alarm from faulty equipment	Minor (2) Participant – first aid attention by RN Staff – lost time or illness of 5-10 days Visitors – first aid attention by RN Services – disruption to some users Financial – loss of < \$10K &> \$K Environmental – small fire from faulty equipment	Moderate(3) Participant – medical attention by GP required Staff – lost time for > 11 days or restricted duties Visitors – medical intervention by GP Services – disruption to all users Financial – loss of > \$10K but < \$50K Environmental – fire contained in a room	Major (4) Participant – permanent loss of function or disfigurement; absconding resident; sexual assault Staff – permanent loss of function or disfigurement; sexual assault Visitor – as for staff Service – major loss of service Financial – financial loss of > \$50K &< \$100K Environmental – fire that grows larger than one room	Extreme (5) Participant – death or hospitalisation Staff – death or hospitalisation Visitors – death or hospitalisation Services – complete loss of service Financial – financial loss > \$100K Environmental – fire requiring evacuation (5)
Rare (1) – Unlikely to reoccur – may occur in exceptional circumstances	Low (1)	Low (1)	Low (1)	Low (1)	Low (1)
Unlikely (2) – possibly could reoccur at some time in 2 – 5 years	Low (1)	Low (1)	Low (1)	Medium (2)	Medium (2)
Possible (3) – possibly will reoccur, might occur at some time (may happen every 1 – 2 years)	Low (1)	Low (1)	Medium (2)	Medium (2)	Medium (2)
Likely (4) – will probably occur in most circumstances (several times a year)	Low (1)	Medium (2)	Medium (2)	High (3)	High (3)
Highly Likely (5) – is expected to occur again either immediately or within a short period of time (Likely to occur most weeks or months)	Low (1)	Medium (2)	Medium (2)	High (3)	Extreme (4)

Risk Control Process is used to remove or minimise associated risks.



5.3.2 Improvement committee

Members of the improvement committee are representatives of our workforce. The committee functions to identify risks by reviewing information (see '5.0 Procedure' and '5.1 Identification'). The committee meets every quarter.

Separate from the committee review, all risks will be reviewed independently by 121 Supports Hunter Pty Ltd's Director.

Where risks are ongoing, they will be included in the Risk Management Plan and Continuous Improvement Plan. It is the Director's role to ensure all actions required to manage identified risks are undertaken within the nominated time frames.

5.3.3 Hazard identification

Where a hazard or potential hazard is identified,

1. staff must complete in detail a Hazard Report Form
2. provide the Hazard Report Form on the same working day to the General Manager
3. General Manager reviews, analyses, identifies the risk level and creates a plan of action to deal with the hazard.

When consequences of hazards are assessed as high or extreme:

1. a staff member must contact 121 Supports Hunter Pty Ltd
2. inform the General Manager immediately, or as soon as it is safe to do so
3. the General Manager takes steps to address extreme or high hazards **immediately**.

The documentation of the hazard includes:

1. the staff member must complete Step 1 Report the Hazard and Step 2 Assess the Risk Note: the staff member does not have to complete Step 2 if they do not feel that they can.
2. General Manager review and analyse Hazard Report Form
3. Complete the Control the Hazard section in detail
4. Add information into the Continuous Improvement Plan, as required

All Hazard Report Forms are provided to the 121 Supports Hunter Pty Ltd Improvement Committee for review.

5.3.4 Monitoring

Risk management processes and systems are audited regularly as part of the audit program. Management must review registers and plans – risk, incident, complaints and feedback, and continuous

improvement. Data gained from monitoring registers and plans will lead to knowledge of risks in the organisation and formulating plans to reduce or eliminate risks for all parties – staff, participants and the organisation.

5.3.5 Reporting

121 Supports Hunter Pty Ltd will use the data from the risk management process to inform decisions and plans to improve practices continuously. The analysis will assist changes in services, policies and procedures. The analysis will include, but is not limited to:

- complaints and feedback
- financial risk
- staffing issues
- participant satisfaction
- risks to participants and staff
- amendments to legal or compliance requirements
- training and education.

121 Supports Hunter Pty Ltd will review our risks management systems through:

- seeking feedback from participants, families, networks and staff
- risk assessment of participants at intake and at least annually.
- annual practice and strategy review of each participant
- management meetings where the following topics are discussed, analysed and acted upon:
 - incident management register
 - complaint register – review feedback, resolutions and outcomes
 - operational and governance management
 - human resource management
 - information systems – participant, staff, networks, technology and distribution of information
 - work health and safety – safe practices
 - emergency and disaster management – using input from participant's plans, situational changes (including prevention and control of infections and outbreaks)
 - financial management such as cash flow, compliance, contracts, insurances
 - safe environments – children and young people, adults

5.4 Consequence Rating Table

Insignificant	Minor	Moderate	Major	Extreme
The participant				
Less than first aid injury or a	First aid injury or emotional	Substantial injury resulting in	Significant injury causing	Avoidable death of a person.

brief emotional disturbance	disturbance impacting more than two days but does not require treatment.	medical treatment. Temporary impairment or development/exacerbation of mental illness requiring treatment Some cases of abuse/ neglect of the person	permanent impairment. Severe, long-lasting or significant exacerbation of mental illness requiring long-term treatment. Significant faults were allowing significant abuse/neglect of people receiving support.	Systemic faults allowing widespread abuse or neglect of a participant.
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Support Worker and others				
Nil or minor first aid injury or a brief emotional disturbance	First aid injury or psychological injury impacting more than two days but does not require treatment.	Substantial injury resulting in medical treatment. Temporary impairment or development or exacerbation of psychological injury requiring treatment.	Significant injury causing permanent impairment. Severe, long-lasting, or significant exacerbation of mental illness requiring long-term treatment.	Preventable fatality

6.0 Related documents

- Emergency Plan
- Emergency Plan – Waste
- Complaints and Feedback Policy and Procedure
- 121 Complaint and Feedback Form
- Continuous Improvement Policy and Procedure
- 121 Hazard Report Form
- 121 Hazard Risk Assessment Form
- 121 Risk Indemnity Form
- 121 Risk Management Plan

- 121 Risk Register
- 121 Continuous Improvement Register
- Documentation, including meeting minutes, agendas and memos
- 121 Participant Emergency Plan
- Position Descriptions
- 121 Employee Training Plan-Record
- 121 Employee Training Register
- Capital maintenance and equipment budgets and plans
- Maintenance of current registrations and insurances

7.0 References

- NDIS Practice Standards and Quality Indicators 2021
- Privacy Act 1988 (Commonwealth)
- Work Health and Safety Act 2011 (Commonwealth)
- Disability Services Act 1986 (Commonwealth)