

Chapter:	Governance and General Administration		
Title:	Risk Management		
Policy: <input checked="" type="checkbox"/>	Review Cycle: Triennial	Adopted Date: 03.23.2023	Related Policies: Emergency Preparedness Confidentiality and Privacy Record Retention Protected Health Information Infectious Disease & Bloodborne Pathogens
Procedure: <input type="checkbox"/>	Author: CEO/Designee	Review Date: 03.23.2023	

Purpose:

The Risk Management Policy serves as a statement of Hopeful Horizon’s (HH) overall risk tolerance and risk management goals and focus. It is intended to ensure a consistent approach to risk management throughout the organization.

Risk refers to the probability of an event and potential consequences, both positive and negative, to HH. Proper management of risk is a core leadership function that must be practiced throughout the organization. Risk Management is a process-driven tool that enables administrators to anticipate, assess, and manage significant risks that may impact the attainment of HHS’ mission and key objectives. It is the responsibility of HHS’ Board, leadership, and staff to identify, assess, and manage risks using the defined Risk Management process and practices.¹

Scope:

This policy applies to

- All HH Staff
- Selected HH Staff, as specified:
- HH Board Members
- HH Volunteers
- Other: Sub-contract Providers

Policy:

HH shall adopt and implement formal policies, procedures and practices for risk management that align with industry best practices and reflects compliance with accreditation standards.

- A. Risk Management Philosophy: HH aspires to operate in a way that protects the health, safety and security of clients, staff members and volunteers while furthering the organization's mission and safeguarding assets needed for mission-critical programs and activities.
- B. Risk Management Goals: The safety of people receiving or engaged in delivering services sponsored by HH shall always be regarded as a top priority and this emphasis shall be communicated throughout the organization to ensure its understanding.

Roles and Responsibilities

HH seeks to involve appropriate personnel, whether Board or staff, at all levels of the organization in the identification of risks and creation of practical strategies in order to make certain that the organization's approach to risk management considers diverse perspectives and that staff understand their responsibility to protect the confidentiality of our clients, the safety and security of our facilities, the integrity our reputation, the preservation and future growth of assets as well as the fulfillment of our mission.²

- Board of Directors: Provides risk oversight, sets parameters for risk tolerance, and sets policy with respect to all aspects of risk management. To support the Board in this regard, its members are kept informed of risk management activities through a regular and repeatable

processes designed to manage institutional risk within defined risk criteria and to provide reasonable assurance regarding achievement of HH objectives.

- **Chief Executive Officer (CEO):** Provides organization-wide leadership to identify and manage risks. The CEO/designee develops the Risk Management Assessment and Plan for the organization, applying best practices, applicable accreditation standards and other industry guidance. The CEO keeps the Board apprised of emerging threats and opportunities facing the organization and recommends appropriate policies or other action necessary.
- **Leadership Team:** Comprised of the CEO, Chief Development Officer, Finance Director, the Children's Advocacy Center Director, Director of Domestic Violence and Sexual Assault Services, Legal Program Director/Staff Attorney, Director of Residential Services, Director of Prevention and Education and the Executive Assistant is charged with guiding the assessment and advancement of organizational risk management. The committee and its individual members provide their respective programs with direction and support development of procedures and practices that support the overarching policies. The committee regularly assesses ongoing performance related to the risk management policy, procedures and related performance objectives and at least triennially conducts a comprehensive assessment of organizational risk.
- **Employees, Contractors, and Volunteers:** Adhere to policies and support risk assessment, detection, and mitigation activities through performance monitoring and performance improvement activities.

Required Risk Management Practices

1. **Risk Assessment:** HHs shall conduct a periodic risk assessment (at least triennially) to identify new and/emerging risks, establish prioritization for risk planning/intervention, and determine need for any policy, procedure, or practice changes. Risk assessment shall also be undertaken on a project specific basis when HH considers a new program, service or other endeavor.
2. **Legal and Regulatory Compliance:** HH has a process for annual review of compliance with applicable federal, state, and local laws, codes, and regulations, including those related to:
 - a. Licensure,
 - b. Facilities,
 - c. Accessibility,
 - d. Health and safety,
 - e. Finances, and
 - f. Human resources.¹
3. The HH CEO/designee shall annually assess insurance needs in consultation with insurance professionals or experienced legal counsel and obtains coverage that is commensurate with the scope and complexity of its services.¹ Insurance coverage recommended to the Board shall include but is not limited to: General Liability, Property Insurance/Renters Insurance, Auto Insurance (for owned/leased vehicles), Professional Liability, and Directors & Officers.²
4. HH has policies and procedures in place to assure electronic and printed information is protected against intentional and unintentional destruction or modification and unauthorized disclosure or use.
5. HH has adopted procedures for planned and unplanned interruptions of data and limits the disruption to its operations and service delivery through approved policy and procedures.
6. HH policies and procedures ensures its electronic system for managing health records or protected health information limits access to information in accordance with confidentiality rules and the person's privacy preferences to the greatest extent possible.
7. HH has adopted policies and procedures that provide for crisis management and emergency preparedness consistent with regulatory guidelines and accreditation standards.

8. HH has adopted necessary procedures, consistent with accreditation standards, for reporting and review of incidents, serious occurrence, accident, and grievance that involves the threat of or actual harm, serious injury, or death. Designated HH staff conduct regular review of immediate and ongoing risks that includes a review of incidents, critical incidents, accidents, and grievances including the following, as appropriate to the program or service:
 1. Facility safety issues,
 2. Serious illness, injuries, and deaths,
 3. Situations where a person was determined to be a danger to himself/herself or others, and
 4. Service modalities or other organizational practices that involve risk or limit freedom of choice.

Communication and Training:

HHs’ staff and Board members receive initial orientation inclusive of the organization’s policy and approach to Risk Management. As policies and procedures are reviewed and updated staff and Board members shall receive information about related changes. Employees shall receive routine required training on policies, procedures and processes regarding health & safety procedures and client rights protection aspects of the HHs’ risk management program.

Definitions:

1. HH: Hopeful Horizons
2. CEO: Chief Executive Officer
3. Risk Prevention: Risk prevention aims to systematically reduce the likelihood of risk occurrence.
4. Risk Mitigation: Risk mitigation is the process of planning for disasters and having a way to lessen negative impacts.
5. Risk Remediation: Remediation is the process of creating and implementing a planned strategy specifically designed to address adverse outcomes resulting from a risk event.

Other Related Materials:

- Hopeful Horizons’ Triennial Risk Assessment, date TBD
- Hopeful Horizons’ Risk Assessment Procedure, date TBD

References/Legal Authority:

1. World-Class Risk Management for HHs, HH Risk Management Center, Norman Marks, and Melanie Lockwood Herman, 2017.
2. HH Risk Management Plan, National Council of HHs, 2022.
3. Risk Prevention and Management Standards, Council on Accreditation, 2022.

Change Log:

Date of Change	Description of Change	Responsible Party
TBD	New Procedure	Chief Executive Officer/Designee