

# Lambton County Developmental Services

## Risk Management Plan

### **INTRODUCTION:**

Lambton County Developmental Services is a charitable non-profit organization providing essential community based services to persons with developmental disabilities. We are referred to as a “transfer payment agency” or a “private not-for-profit agency” by government. This means monies are transferred to LCDS by government, in order to provide services to our target client group. While our services are essential, they are not mandatory. It is important to distinguish between the words “essential” and “mandatory.” Unlike other government funded services in our community, LCDS is not required to provide services on demand. For example, a person who is ill and goes to a hospital must, according to law, be treated. Another example is how our province protects vulnerable children. A child at risk is placed under the protection of a government funded agency, usually a Children’s Aid Society. The CAS must, according to law, protect the child from harm. With both these examples, government provides a financial safety net that allows these organizations to meet their legal mandates. With LCDS services there is no financial safety net. It is incumbent upon our agency to manage our funds efficiently in order to provide the most services to the most people, keeping in mind the safety and security of those receiving services and also ensuring the services received are of the highest quality.

LCDS has a long track record of fiscal stability. Balanced budgets are embedded in the culture of the agency. Board, staff and volunteers are aware that deficits will have a negative impact on our ability to sustain essential services.

The goal of Risk Management for LCDS is to ensure that funds are available to provide consumer based services in safe and secure environment. With approximately 270 staff and 200 volunteers providing supports to nearly 200 people across a wide geographic territory, it is inevitable that things will occasionally go wrong. Keeping this inevitability in mind, LCDS will do all it can to mitigate risk and ensure a healthy and safe environment for all individuals receiving services, staff and volunteers.

LCDS operates in a constantly changing and fluid environment. In order to meet new client needs, address never ending funding constraints and meet new service challenges, LCDS must be flexible, innovative and creative. The nature of the dynamic environments in which we operate, means that LCDS must review its risk management strategies on a yearly basis.

## **RISK MANAGEMENT:**

The Executive Director, in conjunction with the Strategic Leadership Team and the Senior Leadership Team, oversees risk management. Wherever possible, LCDS will try to anticipate events in order to ensure adequate resources are available. This will be done by anticipating events, planning a response and, wherever possible, providing adequate financing. To effectively manage risk, LCDS has enshrined as its number one value "...services that: ensure basic needs are met in a safe and secure environment."

The four strategies for controlling risk are:

### **Avoidance:**

Not offer or cease to provide a service or conduct an activity considered too risky.

### **Modification:**

Change the activity so that the chance of harm occurring and impact of potential damage are within acceptable limits.

**Retention:**

Accept all or part of the risk, and prepare for the consequences.

**Sharing:**

Consider sharing the risk with another organization.

**RISKS:**

Any uncertainty about a future event that threatens LCDS' ability to accomplish its mission. LCDS' assets fall into the following categories:

- **People** – board members, employees, volunteers, persons served, donors, funders and the public.
- **Property** – buildings, facilities, equipment, materials, vehicles and programs.
- **Income** – funding, grants, donations and contributions.
- **Goodwill** – reputation, stature in the community, ability to secure funding, the ability to raise donations and the ability to appeal to prospective volunteers.

LCDS addresses the above risks in the following manner:

**People:**

- Quality service delivery, through the utilization of interviews of those supported by LCDS
- Ongoing training and education for staff and volunteers
- Ongoing advocacy for individuals/families requiring, or requesting, services
- Human Resource Policies
- Liability Insurance
- Strong active Board of Directors
- First Aid kits in each site

- First Aid/CPR training for all staff
- MCSS Risk Assessment Tool
- On-Call
- Vehicle safety check requirements (as directed by the Ministry of Transportation)
- Annual drivers' abstract/drivers license review
- Health and Safety Policy and Procedures manual
- CPI training
- Health and Safety Committees
- Health and Safety Training (including WHIMIS)
- Review of all injury claims
- Screening of employees/volunteers (as directed by Ministry of Community and Social Services)

**Property:**

- Vehicle, buildings and contents insurance
- Annual insurance review
- Strong active Board of Directors
- External and internal site inspections (LCDS will conduct yearly inspections ensuring that MCSS compliance reviews are incorporated)

**Income:**

- Financial audits by an external third party
- Board oversight of budget
- Fundraising Events and Activities
- Donations and Grants
- Expenditure monitoring: double signatures, reimbursement by receipt only
- Financial policies and procedures
- Monthly financial reports to the Board of Directors, Senior Leadership Team and Team Leaders

**Goodwill:**

- Strong active Board of Directors
- Public relations
- Crisis management
- Crisis communication
- Positive relationships with stakeholders/persons served/employees/volunteers/community.

**ACTION PLAN:**

- Adopt the Risk Management Plan.
- Review and revise the Plan annually to ensure the Plan's continued relevancy, comprehensiveness and effectiveness.

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