



MOMENTUM
**2023 ANNUAL
MEETING & EXPO**

Renaissance Schaumburg
Convention Center - Schaumburg, IL

**The Importance of Risk Management in Aging
Services and Benefit of a Risk Retention Group**

The Importance of Risk Management in Aging Services and Benefit of a Risk Retention Group

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Mark Dubovick, Health Services Administrator at The Admiral at the Lake

Alexandria Adams, Aging Services Analyst and Consultant at ECRI

Speaker Introductions



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Session Objectives

01

Examine how The Admiral on the Lake implemented a risk management program through the guidance and support of the Peace Church Risk Retention Group

02

Review how evidence-based risk management strategies can engage staff, improve resident outcomes, and reduce risks organization wide

03

Provide key takeaways and risk management tips that are applicable to aging service organizations



What is a Risk Retention Group?

A member owned insurance company that has similar insurance needs.

Risk Retention Groups allow businesses with similar insurance needs to pool their risks and form an insurance company that they operate under state regulated guidelines.

An alternative to other insurance companies.

Peace Church Risk Retention Group

PCRRG is a member owned provider of general and professional liability insurance for Peace Church (Brethren, Mennonite and Quaker) aging services organizations

Formed in 2004, PCRRG now has 50 member-owner organizations in 19 states

Resource Partners provides the underwriting and executive management function in support of the governing body and ECRI is a partner to provide risk management services

Membership represents a strategic opportunity in contrast to an annual insurance buying decision because members “invest in” and “own” their risks

Common interests, commitments and incentives



Members work together in providing the safest environments and practices for their residents and their employees.

The Admiral at the Lake



- The Admiral at the Lake is one of the 50 member organizations in PCRRG
- Chicago's oldest Non-Profit dedicated to Senior Living
- A Lifecare Community with Independent Living, Skilled Nursing, Assisted Living and Memory Support
- Joined PCRRG in July 2021



More than 50 years of advancing evidence-based healthcare globally

As a non-profit, independent organization, ECRI maintains the highest principles of integrity and transparency

Global, independent authority on healthcare technology and safety

Products and services help the healthcare community to improve quality, reduce cost, and achieve better outcomes across all care settings

Unbiased, data driven guidance for healthcare leaders worldwide

Research, publication, teaching, and consultation on patient safety, quality and risk management

Aging Services memberships help organizations protect residents with practical guidance, action-oriented resources



The most trusted voice in healthcare.

Our mission Advancing effective, evidence-based healthcare globally

Our vision A world where safe, high-quality healthcare is accessible to everyone

Your Turn – Audience Feedback



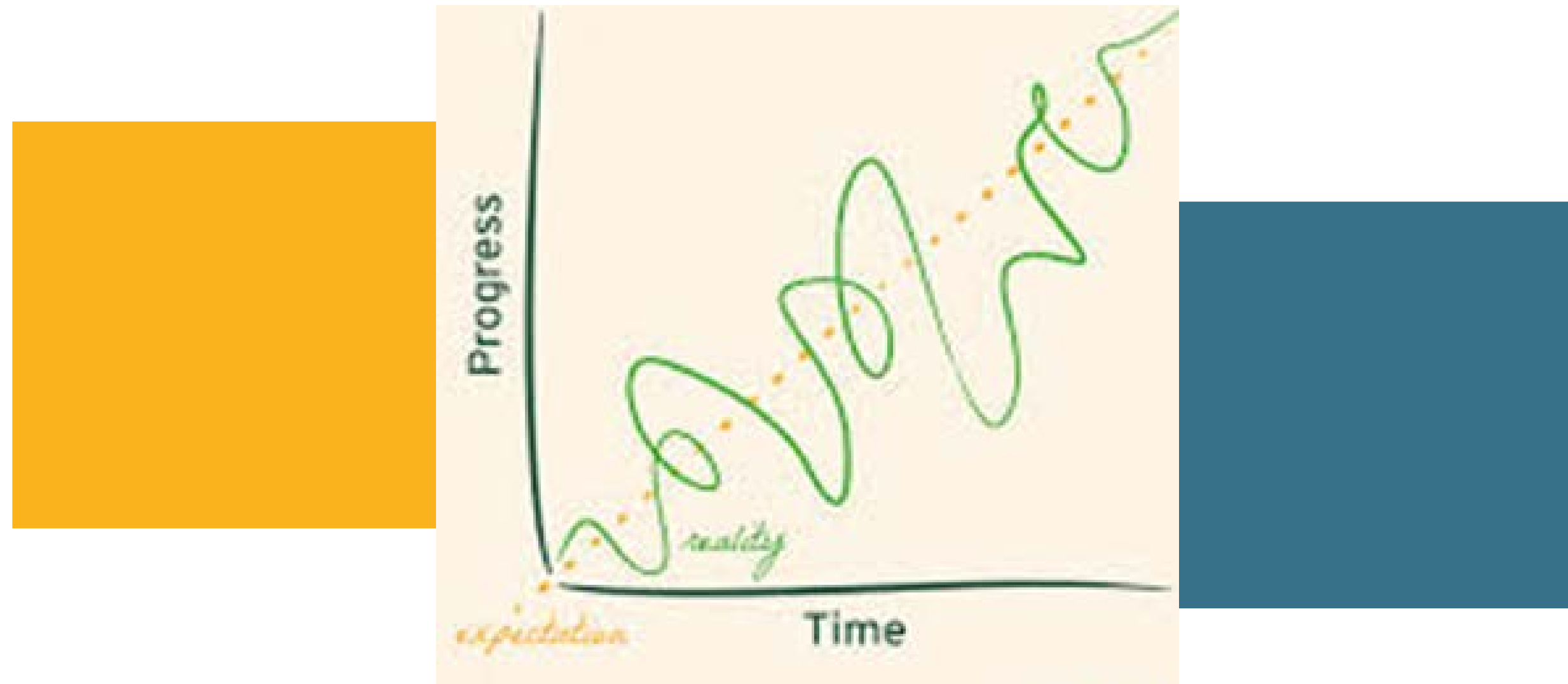
Risk

Risk
Management
Program

Mitigation

The Admiral at the Lake came to join PCRRG

How did The Admiral at the Lake join PCRRG?



What is Enterprise Risk Management?

Enterprise Risk Management (ERM) is a strategic business discipline that supports the achievement of an organization's objectives by addressing the full spectrum of its risks and managing the combined impact of those risks as an interrelated risk portfolio.

RIMS Risk and Insurance Management Society



Enterprise Risk Management Framework

Operational Risks	All day-to-day routine activities
	Participation of the risk management program from all staff
Clinical/residential safety	Medication administration, routine clinical assessments, and therapy sessions
	Systems in place to prevent resident harm
Strategy	Acquiring another business line or a merger
	New systems to deliver care to residents
Financial	Monitoring fraud, waste, and abuse
	Liability claims and who is responsible
Human capital	Hiring practices, training, and retaining employees
	Agency staffing becoming organization's staff
Risk mitigation	Adhering to legal and regulatory requirements
	Compliance with federal, state, and local requirements
Technology	Use of devices and medical equipment, the EMR platform and documentation
	Maintaining electronic resident records
Hazard identification	Nature or any business interruption
	Measures in place to prevent a fire

The Role of the Risk Manager

The role of the risk manager entails many responsibilities, ECRI recommends creating a separate job description that details the responsibilities of the risk manager

Develops and manages a corporate risk management program to identify, assess, and mitigate actual and potential losses and exposures across all business lines, campuses, levels of care, and service lines of the organization

Develops and manages a corporate culture of safety program to provide the organizational structure for a high-reliability and learning organization

Supports the organization's mission, values and management's strategic goals

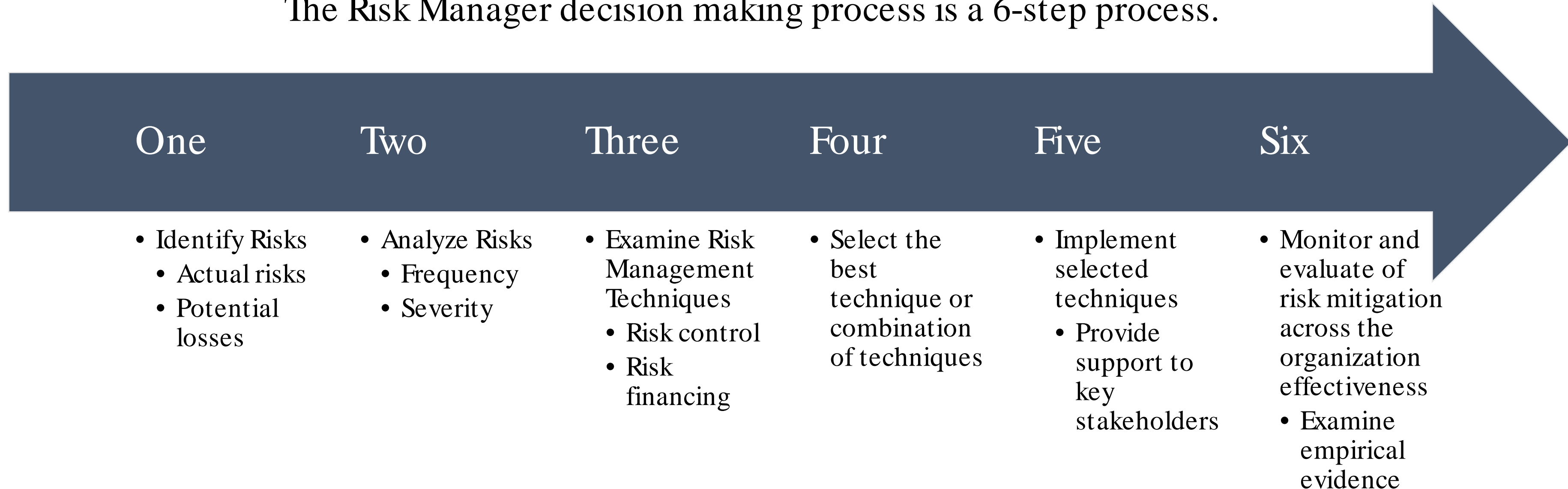
Educates the governing body, senior leaders, managers, and staff on the purposes and goals of risk management and its positive impact on resident, staff, and visitor safety

The goals of risk management can never be accomplished by one individual or committee



Risk Manager Decision Making Process

The Risk Manager decision making process is a 6-step process.



The Admiral at the Lake Risk Manager

- Educates staff and residents about potential risks
- Incident prevention, investigation and analysis
- Works with potential and actual claims
- Constant mindset of risk –you need to look at things from a different lens
- Risk Managers sometimes may wear many hats – depending on staffing, budget, size of community
- Risk Managers should have good knowledge of community operations
- Learn how to walk before you can run



Your Turn – Audience Feedback



Risk
Manager

Thoughts

Risk Management Program Goal

A risk management initiative that is...

Enterprise
wide

Innovative

Learning-
based

Proactive

Supported
by experts

Includes
SMART
Goals

Responsive
and
integrated
to meet the
RM needs
across the
continuum

Aging Services Organization's Scope

Scope of services can be extensive and include:

Skilled
nursing

Assisted
living

Independent
living

Adult day
care

Home health

Hospice

Aging Services Risk Management Program

Culture of Safety/ Just Culture

- Founded on an organizational commitment to safety and continuous performance improvement
- Enables an organization to support transparency and a willingness to learn from mistakes in order to enhance resident safety

Risk Management Plan

- Written
- Created Organization-wide
- Develops the program scope and function
- Incorporates administrative and committee structure
- Authority and responsibility for establishing and implementing the program
- Explains education for staff regarding Risk Management and Culture of Safety

Governing Body Approval of Risk Management Plan

- Earns support and approval for the risk management plan
- Reviews and signs off on Risk Management Plan when changes are made

Risk Management Information System

- Formulates an organization-wide internal adverse event reporting system
- Allow for the trending and analysis of events for the purpose of risk identification, process improvement, and identification of strategies to prevent their recurrence

Risk Management Committee(s)

- Encourage an interdisciplinary group for the committee
- Review risk management initiatives
- Meets regularly
- Keeps meeting minutes

Designated Risk Management Position

- Carries out the risk management plan and coordinates it with other functions
- Promotes the positive impact of risk management by educating the governing body, senior leaders, and all staff

Risk Management Program Journey

- The Admiral at the Lake joined PCRRG July 2021
- Certified Professional in Aging Services Risk Management (CPASRM) March 2022
- Risk Management initiative is built into our 2022-2025 Strategic Plan as an operational excellence tactic. This holds us accountable to our Board.
- Risk Manager can be a team effort. Others can assist with training, documentation etc.
- Formalize your programs- you're doing a LOT- falls, education mandated by regulations. If you are a SNF you are already doing QI.
- You may be reporting to board already for other reasons so add RM too
- It takes time, for residents and staff to buy in
- See something, say something— just culture!
- Remind Staff reporting is non-punitive

Risk Management Education in Action

- ECRI provides a template for education on various areas of risk, the template allows each member organization to take it and make it their own
- We used an ECRI template for Risk Management 101 and made it into a video
- Do you use a training software?
Add a RM module/video.
- Do you have monthly department meetings ?
Provide RM education at those. They are already happening.
- The education highlights how everyone is a risk manager, and everyone is responsible for a culture of safety

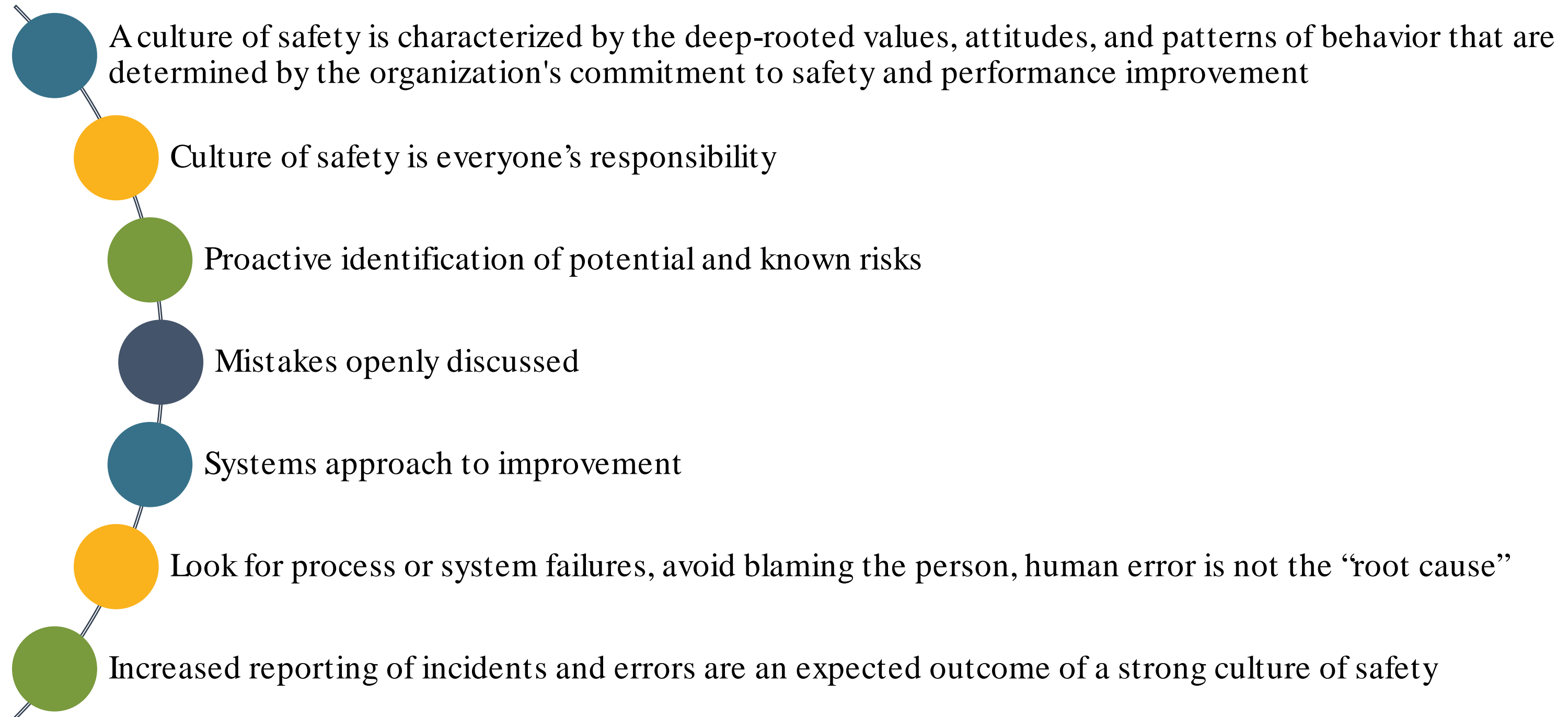




Culture of
Safety

Effective Risk
Management
Program

Culture of Safety



Characteristics of a Strong Culture of Safety



- Views “reports of errors” as opportunities, including near miss reporting
- Educates staff to recognize that faulty systems contribute to errors
- Open support of personnel involved in an error
- Openness about errors and problems
- Recognition and rewards program —providing kudos to staff who report near misses and incidents



We built our program, now what?

Good Question!

After Successful Implementation

After successful implementation of a Risk Management Program,
Aging Service Organizations can build on the program by:



Expanding policies and procedures to address high-risk events (falls, missing residents, medication errors)



Event investigation and analysis (documentation, disclosure, communication)



Establishing essential risk management practices (predictive and reactive systems analysis, environmental rounds)



Crisis communication (families, residents, the media)



Establishing policies and procedures to guide other important processes (emergency preparedness and response)



Staff education (falls, dementia, elopement, setting realistic expectations)

Support for ongoing Risk Management Program

Your Questions Answered

- Golf Cart Safety
- Rock Wall Safety
- Firearm Policies
- Volunteer Program
- Employer sponsored Child Care
- Service Animals
- AEDs in Independent Living
- Woodshop Policies



Getting Started



Make risk management a priority in your aging service organization

Foster an environment that regards safety as primary goal

Create a risk manager role and assign a risk manager(s)

Create a written risk management plan to define the purpose of your risk management program

Create risk management education for your organization to promote the positive impact of risk management

Complete an aging service risk management self-assessment questionnaire to identify gaps and performance improvement opportunities

Develop and maintain an enterprise-wide risk management committee that meets at least quarterly

Key Takeaways from The Admiral at the Lake

- Realize what your organization is missing
- Risk Management Program it makes an organization better
- Baby steps to implement- be action but reasonable
- Don't take on everything at once- see what is most important and go from there
- You are already doing Risk management in your organization, take credit.
 - Compliance/ Workman's compensation
 - QAPI/CQI
- How can you can organize it under the RM umbrella? Write it down, make things safer, take accountability.
- Visitor management platform example: Meets Covid needs but lumps into safety and security which is a risk management tool, it was not implemented as a RM tool at first
- Putting puzzle together

Provided Handouts for Resources

ECRI's Developing an Aging Services Risk Management Program

ECRI's Proactive Risk Assessment as a Foundation of Enterprise Risk Management





Questions



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Thank you for attending!

Nadia, Mark, and Alex