RISK PROFILE

External Relations – Community Relations

Community relations risks in healthcare organizations relate to poor public relations and can result in an impact to the patient care experience, reputational loss, resources and/or financial loss. This risk can be associated with deterioration in the therapeutic relationship, perceived lack of public confidence, lack of community engagement and/or alignment, financial donor impact, volunteer and/or staff recruitment. This document contains information entered by HIROC subscriber healthcare organizations (acute and non-acute) in the Risk Register application to help you in your assessment of this risk.

Ranking/ratings[1]

- Likelihood – average score 3.41
- Impact – average score 2.56

The Risk Register allows for risks to be assessed on a five-point likelihood and impact scale, with five being the highest.

Key controls/mitigation strategies

- Patients:
    - Patient and family engagement plan
    - Patient and Family Advisory Council feedback and including, strategic and quality improvement planning
    - Quality of Care review process for lessons learned and opportunity for improvements
    - Quality improvement plans which include improvements related to safety and patient-centred areas
    - Welcome package for patients to assist patient/caregiver in care trajectory to manage expectations
    - Collaborative care model to engage patients, and seek feedback on patient experience
- Alliances and Partnerships:
    - Regional approach to integrated healthcare delivery
    - Community engagement strategy (outreach to health service partners, community groups and external stakeholders)
    - Partnerships with municipal emergency control group
    - Ongoing fostering of community partner relationships
    - Board committee focused on philanthropic efforts
- Communication:
    - Keeping staff informed and providing information and messaging they can transfer to patients/families/caregivers
    - Promotion of positive patient care stories with board, staff, community and external speaking engagements
    - Crisis communications plan
    - Media relations strategy
    - Proactive sharing of organization information with the community through various avenues such as: email, telephone town halls, newspaper
    - Established and consistent external communication vehicles (e.g. Twitter, internet, outreach and awareness)
    - Policy such as: social media, external communications, complaint management
    - Consistent branding
    - Regional communications team for consistent messaging
    - Communications approval process (media releases, advisories, and social media posts)
- Feedback and complaints :
    - Regular patient/family/caregiver experience evaluation surveys and action plan
    - Post discharge calls and service excellence survey's
    - Patient feedback management policy and procedure
    - Disclosure process policy and procedure
    - Dedicated resources for patient experience/relations to support and role model complaints management processes, communications
    - On call personnel for escalation as required

RISK REGISTER

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Monitoring/indicators

- Metrics
  - Data and analysis of complaints and compliments
  - Balanced scorecard metrics with potential for care and reputational loss (e.g. wait times)
  - Patient experience survey satisfaction results
  - Change to donor patterns of giving
  - Patient relations process; satisfaction rate, time to acknowledge and closure
  - Regular tracking and analysis of media stories; social media posts, website comments/activity

- Engagement Monitoring
  - Staff engagement survey results
  - Debrief after crisis events
  - Community involvement in strategic planning
  - Executive team regular agenda item: community partnerships
  - Regular meetings with stakeholders, or partners