



HIROC Sample Risk Assessment Scales

Potential Impact Scale

Dimension	Very Low	Low	Medium	High	Very High
Physical/psychological harm	<ul style="list-style-type: none"> Minimal harm, no/minimal intervention or treatment No time off work 	<ul style="list-style-type: none"> Minor harm or illness, minor intervention Time off work for <3 days Increase in LOS by 1-3 days 	<ul style="list-style-type: none"> Moderate harm, professional intervention Time off work for 4-14 days Increase in LOS by 4-15 days Small number of patients 	<ul style="list-style-type: none"> Major harm leading to long-term incapacity disability Time off work for >14 days Increase in LOS by >15 days Mismanagement of patient care with long-term effects 	<ul style="list-style-type: none"> Incident may lead to death Multiple permanent instances of harm, irreversible health effects Large number of patients
Disengaged staff/physicians	<ul style="list-style-type: none"> Low level of internal grievances 	<ul style="list-style-type: none"> Grievances occurring but not in large numbers 	<ul style="list-style-type: none"> Grievances show an increasing pattern Low staff morale 	<ul style="list-style-type: none"> Grievances are increasing and more pervasive Very low staff morale 	<ul style="list-style-type: none"> Grievances preoccupy the organization, arbitration and external review Loss of several key staff
Financial loss	<ul style="list-style-type: none"> Small loss 	<ul style="list-style-type: none"> 1% of budget 	<ul style="list-style-type: none"> 1-2% of budget 	<ul style="list-style-type: none"> 2-5% of budget 	<ul style="list-style-type: none"> >5% of budget
Reputation with stakeholders (including: community, donor, media, gov't, public, partners)	<ul style="list-style-type: none"> Rumours Potential stakeholder concern 	<ul style="list-style-type: none"> Local media coverage (short term) Elements of stakeholder expectation not being met 	<ul style="list-style-type: none"> Local media coverage (sustained) Short-term reduction in stakeholder confidence 	<ul style="list-style-type: none"> National media coverage (short-term) Potential for political involvement Longer-term reduction in stakeholder confidence 	<ul style="list-style-type: none"> National media coverage (sustained) Political intervention Sr. leader termination Long-term reduction in stakeholder confidence
Service/business interruption	<ul style="list-style-type: none"> Interruption of >1 hour 	<ul style="list-style-type: none"> Interruption of >8 hours 	<ul style="list-style-type: none"> Interruption of >1 day 	<ul style="list-style-type: none"> Interruption of >1 week 	<ul style="list-style-type: none"> Permanent loss of service or facility
Compliance	<ul style="list-style-type: none"> Minor non-compliance statutory duty 	<ul style="list-style-type: none"> Single failure to meet external standards or follow protocol Recommendations to comply with external agency 	<ul style="list-style-type: none"> Repeated failures to meet external standards Orders issued, report required by external agency 	<ul style="list-style-type: none"> Multiple statutory breaches /non-compliance with external standards Prolonged inspection, significant findings Prosecution initiated for non-compliance 	<ul style="list-style-type: none"> Gross failure to meet standards Maximum fines Criminal code violation Impact on affiliation agreements
Business objectives/projects	<ul style="list-style-type: none"> Insignificant schedule delay 	<ul style="list-style-type: none"> Minor schedule delay Small number of objectives not met 	<ul style="list-style-type: none"> Moderate schedule delay Some objectives not met 	<ul style="list-style-type: none"> Significant schedule delay Key objectives not met 	<ul style="list-style-type: none"> Initiative not implemented Key objectives not met

Likelihood Scale

Category	Very low	Low	Medium	High	Very high
Broad descriptors	<ul style="list-style-type: none"> Will probably never occur/recur 	<ul style="list-style-type: none"> Do not expect it to happen/recur but it is possible 	<ul style="list-style-type: none"> Might happen or recur occasionally 	<ul style="list-style-type: none"> Will probably happen/recur 	<ul style="list-style-type: none"> Will undoubtedly happen/recur, possibly frequently
Time-frame	<ul style="list-style-type: none"> Not expected to occur for years 	<ul style="list-style-type: none"> Expected to occur at least annually 	<ul style="list-style-type: none"> Expected to occur at least monthly 	<ul style="list-style-type: none"> Expected to occur at least weekly 	<ul style="list-style-type: none"> Expect to occur at least daily
Probability	<ul style="list-style-type: none"> <0.1% 	<ul style="list-style-type: none"> 0.1-1% 	<ul style="list-style-type: none"> 1-10% 	<ul style="list-style-type: none"> 10-50% 	<ul style="list-style-type: none"> >50%

Adapted from NPSA, 2008