

## How to Develop a Comprehensive, Effective Risk Management Plan for your Camp

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www.viristar.com



Viristar Risk Management Services

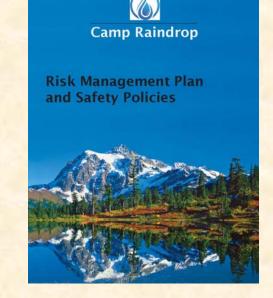
# Getting Started

### **Session learning objectives**

- Purpose and structure of an outdoor program risk management plan
- Best practices for establishing and improving plan
- Contrast existing risk management plan to those of others and industry standards

### A Risk Management Plan:

- Describes the organization's commitment to RM, and RM goals
- Locates the policies and procedures used to manage risks in risk domains
- Describes the organization's risk management instruments



This presentation and additional resources available at <a href="https://www.viristar.com/camp-risk">www.viristar.com/camp-risk</a>



### Introduction

#### What Is Risk?

The possibility of undesirable loss.

#### What is Risk Management?

A systematic, intentional, and ongoing process of maintaining risk at a socially acceptably level.

### Why Risk Management?

- 1. Managing risks to standards protects customers, staff, the organization, and the greater community.
- Organizations are protected from financial and reputational losses, and termination of the organization.

Managing risks helps the organization achieve its mission, ensure the well-being of all those involved in the organization, and maintain competitive advantage over others.



# Approaches to Risk Management

### Four ways to manage risk:



**Eliminate** 











### **Eliminate**

For example, completely eliminate the risk of altitude sickness by not traveling to high altitudes or traveling by air





### Reduce

Implement policies, procedures, values and systems to bring the likelihood and magnitude of loss to acceptable levels.

#### Involves:

- 1. Following safety standards where established
- 2. Assessing and treating risks as needed

### **Examples:**

- Train staff in emergency procedures
- Wear helmets when climbing
- Establish a culture of safety





### **Transfer**

- Insurance
- Subcontracting
- Indemnification, hold harmless
- Release of liability
- Assumption of risk

Methods vary per region





#### Accept

Some risk is inherent, unavoidable, and acceptable, in every human activity.

- Participants accept: participants give informed consent regarding inherent risks, such as simple negligence of staff, and the low probability of significant illness, injury or death. (This can be part of a strategy to transfer risk to participants.)
- Organization accepts: making decisions about balancing risk and benefit regarding staff, equipment, procedures, activities, etc.



# Summary

**Risk:** the possibility of undesirable loss.

**Risk Management:** the process of maintaining risk at a socially acceptably level.

### Four ways to manage risk:

- Eliminate
- Reduce
- Transfer
- Accept



# Approaches to Risk Management

### **Risk Management**

A systematic, intentional, and ongoing process of maintaining risk at a socially acceptably level.





# Approaches to Risk Management

### **Risk Management**

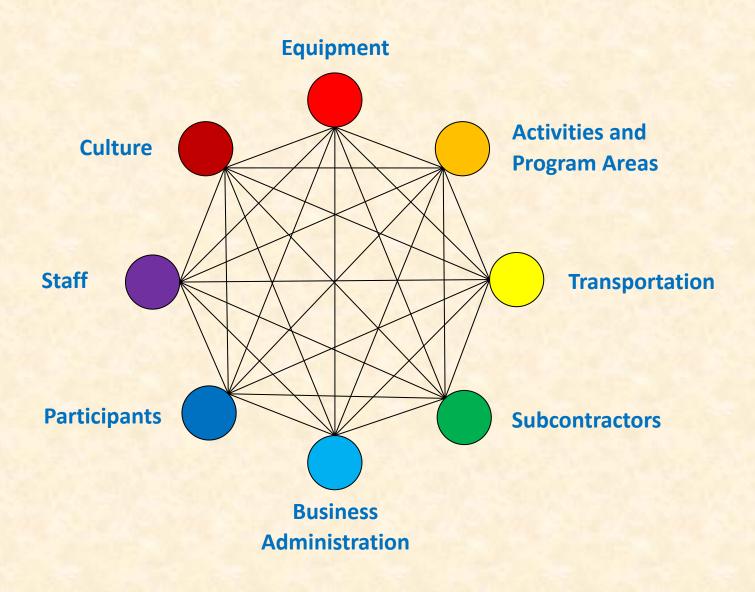
A systematic, intentional, and ongoing process of maintaining risk at a socially acceptably level.

Where Does Risk Come From?



### Risk Domains

or "Risk Reservoirs"



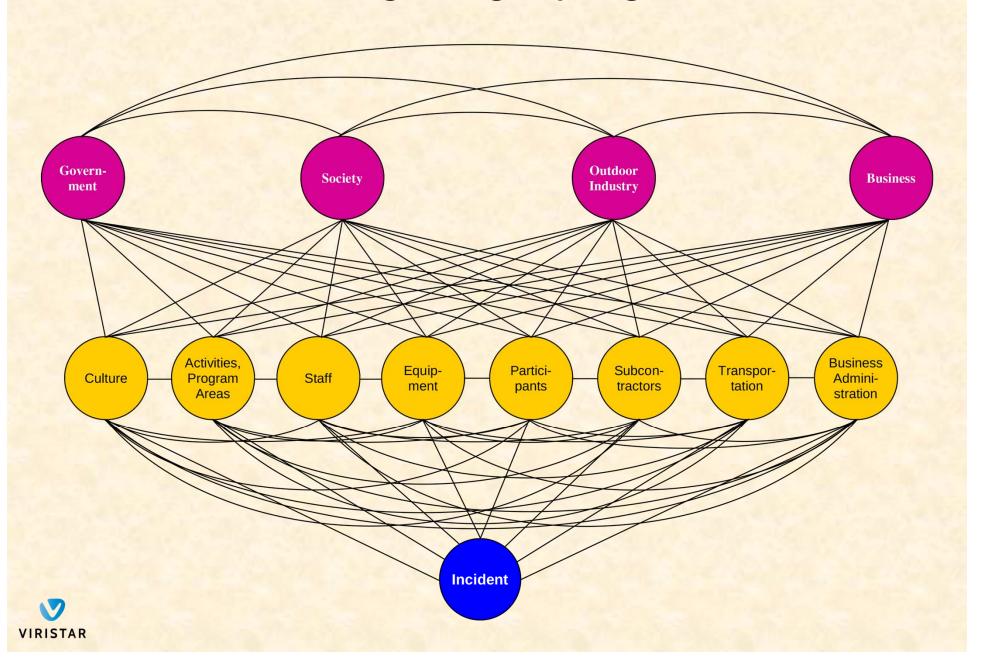


# **Underlying Risk Domains**





## **Risk Domains**



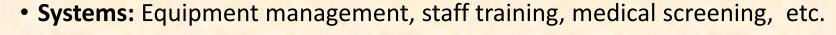
### Risk Treatment

Establish, document, and put into place policies, procedures, values and systems to reduce risks to socially acceptable levels

Single-pitch rock climbing example:

- Policy: Safety briefings before each activity, including climbing
- Procedure: Staff person checks helmet, harness before climber begins
- Value: Safety is a top priority







## Summary: Risk Domains & Treatment

Risk comes from direct Risk Domains:

- Culture
- Activities and Program Areas
- Staff
- Equipment

- Participants
- Subcontractors
- Transportation
- Business Administration

These are influenced by underlying Risk Domains:

- Government
- Society

- Outdoor Industry
- Business

Treatment: employ policies, procedures, values and systems to reduce risks to socially acceptable levels







### Risk Transfer

### Three entities to pass risk to:

#### Insurance company

- Liability, auto, property, other
- Special considerations for international trips



### **Participant**

- Indemnification, liability release, assumption of risk, other
- Give ample time for consideration, refusal without inconvenience

Partici	pant Acknowledgement and Agreement
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Acknowledgement and Assump	ption of Risks;
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# Subcontractor (provider)

 Indemnification, liability release, proof of insurance



- Details differ by jurisdiction, circumstances
- Requirements change over time
- Consult legal, insurance specialists



# Incident Management

Emergency Response Plan

Describes who does what in an emergency

#### Elements

- Initial field response
- Administrative response
- Legal, cultural considerations
- Testing and training

#### Contents

- Cover emergency care, scene management, evacuation, communication, documentation
- Address both immediate emergency response and long-term follow-up



Emergency Response Plan

Safety Committee Approval October, 2019

Often in two parts, field and admin

May be part of or referenced by Risk Management Plan

Regular review, update and approval (e.g. annually) by organization leadership



# **Incident Reporting**

Attach a complete she Use additional sheets										
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Primary Caregiver's Na										
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Documents losses, to help prevent future loss

- Components
  - What, when, where, who
  - Causes
  - Ideas on future prevention
- For incidents and near misses
- Data analyzed and findings disseminated throughout organization
- Just safety culture should support reporting



### **Incident Reviews**

- Purpose to help prevent future serious incidents
- Held after significant incidents
- Internal reviews for medium-impact and serious incidents
- External reviews also held for serious incidents (2 reviews)

#### Steps

- Gather and analyze information
- Synthesize information and develop conclusions
- Make recommendations
- Organization responds

REPORT TO TRUSTEES OF
THE SIR EDMUND HILLARY
OUTDOOR PURSUIT CENTRE OF NEW ZEALAND

MANGATEPOPO GORGE INCIDENT, 15 APRIL 2008

Review Team: Associate Professor Andrew Brookes Mark Smith Bruce Corkill QC 15 October 2009



# Risk Management Committee

- Purpose: external resource, accountability
- Member composition: internal (employees, Board) and external (physician, lawyer, etc.)
- Standard activities: review incidents, approve safety plans, participate in reviews, make recommendations
- Typical committee structure
  - Officers
  - Regular meetings
  - Standard reports and other outputs
- Member professional development (trainings, etc.) valuable





Safety Report Spring 2019

A. Pinnacle, Director
C. Farr, Chair of Risk Management Committee



# Medical Screening

To ensure participants and staff medically well-matched for program

#### **Process**

- 1. Obtain medical form
- 2. Conduct screening
- 3. Make accept/reject decision
- 4. Apply in field as needed

#### Variation

- Minimal: few to no questions
- Basic: allergies, meds, health history
- Comprehensive: psychological profile, fitness, BP, etc.





Information requested in this the program. All parts of the Course Location and Dates:	his document must	be filled ou	completely.			u participatin
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HEART DISEASE			
Related information to look f	or on Participant Medical Reco	rd pertaining to this	condition
Participant Medical Record -	- 6 Page; 4 Page; 2 Page Youth a	and Adult	Physician's Section Only
IDENTIFICATION	HISTORY	LIFESTYLE	PHYSICIAN FEEDBACK
History/current status: heart	Surgery/procedures:	Smoker	Assessment—
attack, angina. Related	angioplasty, stent placement,	Height/Weight	Referral—
symptom(s): chest pain,	CABG Current medication(s)	Activity Level	Restriction(s)—
abnormal cardiac rhythm	Hx, hospitalization/ER Tx		
ACCEPTANCE CRITERIA:			
MANDATORY ACTION:			
RED FLAGS:			
History of or continued chess spells	t pain/pressure, shortness of breat	h, heart palpitations, s	sweat or exertional dizziness or faint
History of procedure (CABG)	, angioplasty, stent)		
History of a myocardial infar	rction (MI) • History o	f risk factors	
Recent medication change	Use of and	ti-coagulants (e.g. war	farin)



## Risk Management Reviews

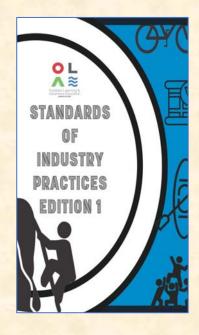
Provides objective third-party assessment of safety practices

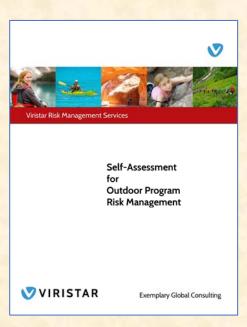
#### Characteristics

- Also known as safety audit
- Generally not legally required in US
- Differs from incident review, accreditation review, facilities/installation inspection
- Typically assesses all risk domains, risk management instruments
- Assesses conformity with industry standards
- Generally every 18 mo. 5 years
- Internal & external reviews, often alternating

### Review process

- Self-evaluation to standards
- On-site evaluation
- Written report
- Follow-up







### Media Relations

- News media's goals differ from yours; managing story important
- Provide the what, where, when, who of incident,
   & organization background
- Strategies
  - Restrict, select & train spokespeople
  - Tell your story: your messaging points, caring
     & concern
  - Avoid pitfalls: no speculation, emotional response, victim names, repeating inaccurate information even to dispute it
  - Prepare message points, background info in advance
  - Use external specialists as appropriate
  - Aim for a short story
- When media is state-controlled, rules are different







### Sample Pre-Established Message Points

- 1. Our primary concern is for our participants.
- 2. Our Situation Response Plan worked as designed, and participants received medical care.
- 3. We are working with the authorities to determine the facts and cause.



### Documentation

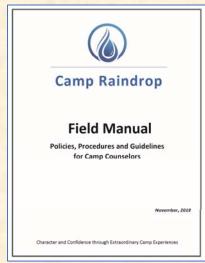
Records what should be done, what was done

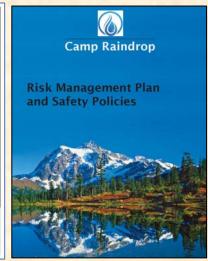
Documentation about what should be done

- Important information durably recorded
- Accessible, secured, centrally located

Documentation about what has been done

Shows if and that responsibilities were met





Training sign-in sheets



Proof of reading

Required Readings							
Safety	Report		Emerge	ncy Response	e Plan		
Name	Signature	Date	Name	Signature	Date		
			_		_		
_			=		=		
					_		
			_				
			_		=		
_					_		

Test results

	Vehicle Operator
	Written Test
Na	me: Date:
1.)	No one who will be driving a company vehicle shall have any drugs or alcohol in their system
2.)	hours prior to driving.  What is the organization's policy regarding seatbelts?
L)	Vehicles shall be operatedor the posted speed limit at all times.
i)	What is the organization's policy regarding use of headlights (day or night)?
4	Drivers shall not operate a motor vehicle for more than hours consecutively, or hours in
a	day.  The is completely in charge and responsible for the operation of the vehicle and trail
	and the safety of the passengers.
3	When shall a "pre-drive checklist" be filled out?
)	Most accidents are caused by: a)
)	c)
0.)	Where should you pull over if having mechanical trouble or a breakdown? Why?
1.)	What should you do if in a vehicle accident?
	Should you plead guilty or assess or admit fault?
3.)	What should you do if the wheels of the vehicle travel off the paved roadway (and onto the
	shoulder)3
4.)	What should you NOT do if the wheels of the vehicle travel off the paved roadway?
	What will minimize understeer problems and will reduce the risk of van rollover?

Check-offs

Activity C		
Rappel Statio	n O	peration
Employee Name	Date	Supervisor Initials
(3) Has read and understood the Rock Climbing Manual, the Technical & Vertical Activities section of the Outdoor Education section of the Field Manual, and the Field Risk Mgs. Manual		
<ul> <li>Understands outcomes of rock climbing program and reppelling component</li> </ul>		
☐ Understands policies, procedures and guidelines for rock climbing program and rappelling, and general technical & vertical activities		
☐ Understands rappel startion formet & progression	_/_/_	
Can inspect reppel station for appropriateness of setup, including inspection of rappel and belay anchors and load-releasing hitch		
☼ Can tie, untile, retile and evaluate a load-releasing hitch such as the munter-mule-overhand		
Understands and can tile and check appropriate knots and carabiner clipping in techniques		
Can clip in participant to rappel and belay ropes		
☐ Can belay and manage others in standard belay system, including roles & positions, commands, and belay technique		
Can explain rappel body position and how to avoid having items caught in belay device	_/_/_	
☐ Has previously sent someone off the rappel set up in standard institutional format four times		
Comments:		
Program Director signature		Date
I have read and understood the Rock Climbing Manual and the Techni of the Field Manual and the Field Rosk Management Manual. I certify: above.		



Applications: learning and improvement; legal defense

### Accreditation

- Accreditation: recognition that entity conforms to accepted standards
- Helps ensure program quality; boosts credibility
- Useful only when high quality and taken seriously



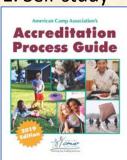






### **Process:**

1. Self-study



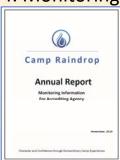
2. Site Visit



3. Decision



4. Monitoring

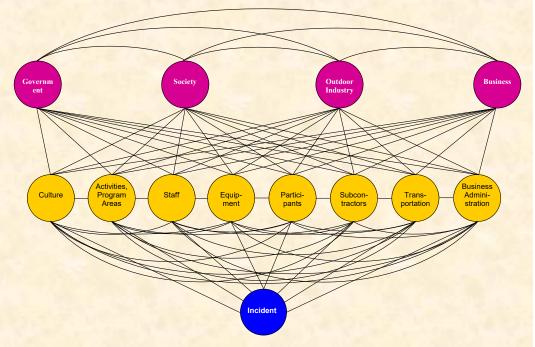




# Seeing Systems

# Systemic nature of accident causation

- Incidents usually have multiple direct causes
- Those causes are brought about by other, underlying causes
- Managing risk requires understanding the complex systems that from which incidents arise



### Implications for Practice

- Consider direct and underlying risks
- Consider cumulative nature of risks
- Employ systems thinking in risk domains, instruments
- Consider unintended consequences
- Build institutional resiliency





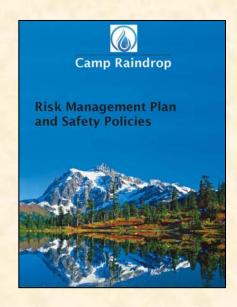




## Risk Management Plan

#### A Risk Management Plan:

- Describes the organization's commitment to RM, and RM goals
- Locates the policies and procedures used to manage risks in risk domains
- Describes the organization's risk management instruments



- Specific organization unimportant, as long as key elements present
- Document outlines all aspects of organization's approach to RM
- References other documents such as the field handbook and important administrative documentation

Every employee and volunteer should be provided with the risk management plan, review it thoroughly, and be given the opportunity to ask questions about it.



## Risk Management Plan

### **Example format**

- 1. The purpose of the plan. For instance, to document why and how risk is to be managed.
- 2. The goals of the organization's risk management program. What does success look like? May include a Risk Management Mission Statement.
- **3. The organization's philosophy of risk management.** For instance, that organization does not seek to take risks for their own sake.
- 4. A demonstration of top leadership commitment to risk management.
- 5. Roles and responsibilities. For all staff and stakeholders.
- **6. Risk management methodology**. Policies and procedures for managing risks in risk domains; risk management instruments employed.



# Sample documents referenced in Risk Management Plan

- Field Manual
- Emergency Response Plan—Field
- Emergency Response Plan— Administration
- Vehicle Operations Manual
- Staff Training Plan
- Staff Check-offs
- Program Coordinator Handbook
- Program Areas/Activities Guides
- Employee Handbook
- Medical Screening Manual





#### Risk Management Plan Table of Contents

#### Introduction

Message from CEO and Board of Directors

Purpose of this Plan

Risk Management Mission Statement

Our Philosophy of Risk Management

#### Roles and Responsibilities: Staff and Program Partners

#### **Risk Management Policies, Procedures and Guidelines**

Safety Culture

**New Element Readiness Assessments** 

Program Area Guides

Staff Recruiting, Hiring, Training, Supervision, Retention

**Equipment Management** 

Fleet Management

**Medical Screening** 

Subcontractor Assessment and Management

**Administrative Practices** 

#### Risk Management Instruments

Risk Transfer

Insurance

Indemnity, Release of Liability, Acknowledgement of Risk

Incident Management

Emergency Response Plan—Administration

Emergency Response Plan—Field Staff

**Incident Reporting** 

**Incident Reviews** 

Risk Management Committee

**Medical Screening** 

Risk Management Reviews

Internal

External

Working with the Media

Accreditation

#### **Risk Management Plan:**

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- Locates the policies and procedures used to manage risks in risk domains
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Working with the Media

Accreditation





### How to Develop a Comprehensive, Effective Risk Management Plan for your Camp

Jeff Baierlein, Director, Viristar

www.viristar.com



Viristar Risk Management Services

# Case Study

After an camp session ends, a 14 year old female participant complains that she was sexually harassed by a camp counselor, a 19-year old male. The student complained that the counselor made inappropriate comments and touched her legs in a way that made her uncomfortable.

The counselor acknowledges making a crude joke at one point. He denies inappropriate touching. He says he may have brushed her thigh accidentally when reaching for his water bottle.

#### **Questions**

- 1. Which risk domains might have been involved?
- 2. Which risk management instruments could help manage this incident and prevent similar future incidents?
- 3. With the Risk Management Plan you currently have:
- 1. At your camp, would this incident have been prevented?
- 2. How well would you be prepared to respond if this occurred?

