



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

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www.viristar.com



Viristar Risk Management Services

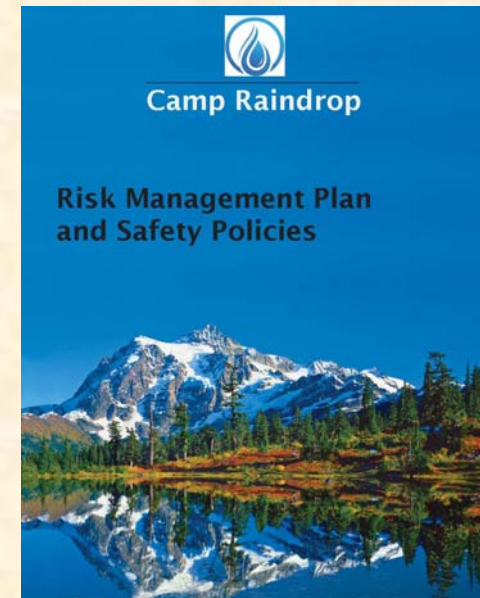
Getting Started

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 www.viristar.com/camp-risk



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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 acceptable level.

Why Risk Management?

1. Managing risks to standards protects customers, staff, the organization, and the greater community.
2. 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



Reduce



Transfer



Accept



Eliminate Reduce Transfer Accept



Eliminate

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



Eliminate **Reduce** Transfer Accept



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



Eliminate Reduce **Transfer** Accept



Transfer

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

Methods vary per region



Eliminate Reduce Transfer **Accept**



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 acceptable level.



Approaches to Risk Management

Risk Management

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

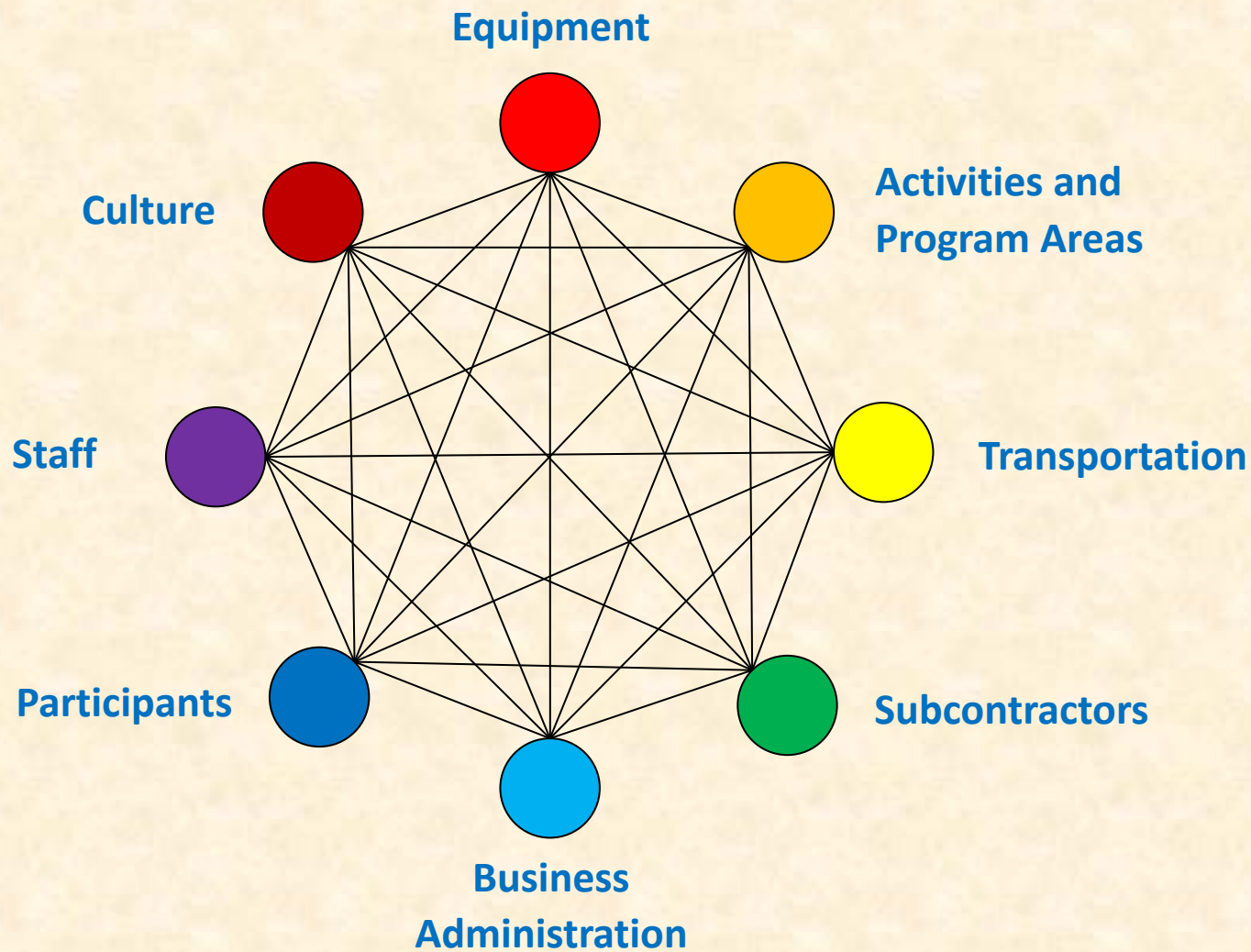
Where Does Risk Come From?



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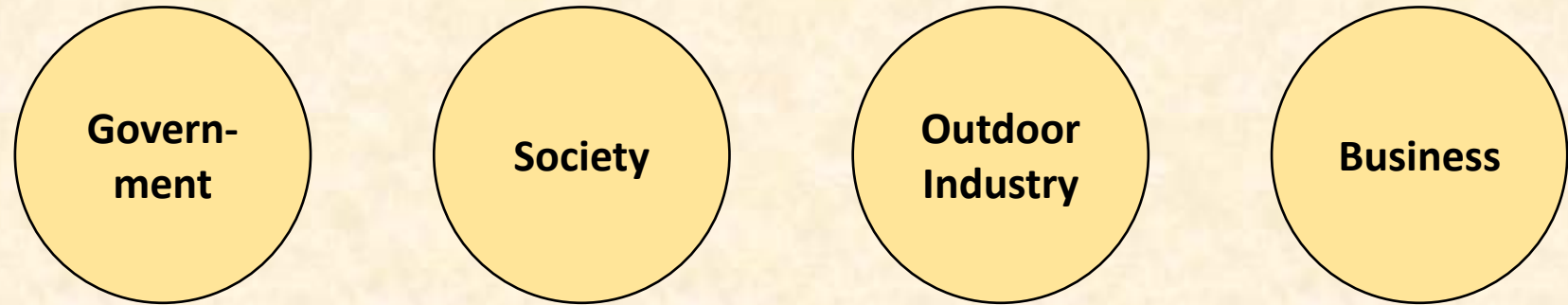
Risk Domains

or “Risk Reservoirs”

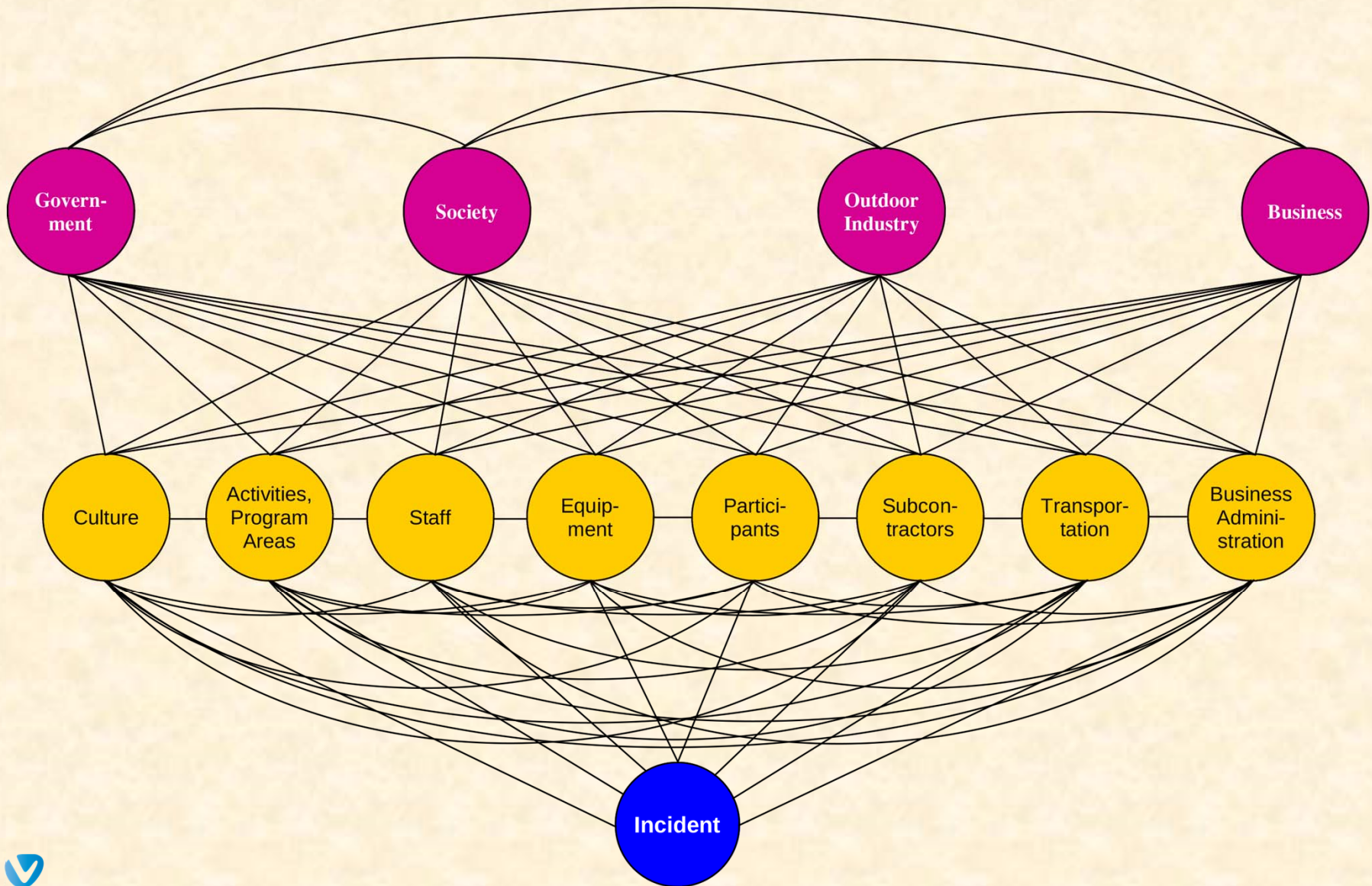


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Underlying Risk Domains



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
- **Systems:** Equipment management, staff training, medical screening, etc.



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 Management Instruments

- Risk Transfer
- Incident Management
- Incident Reporting
- Incident Reviews
- Risk Management Committee
- Medical Screening
- Risk Management Reviews
- Media Relations
- Documentation
- Accreditation
- Seeing Systems



Three entities to pass risk to:

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

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

- Indemnification, liability release, proof of insurance



ACORD - CERTIFICATE OF LIABILITY INSURANCE							POLICY NUMBER
INSURED		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND DOES NOT PROVIDE THE COMPLETE POLICY. THE POLICY IS AVAILABLE TO YOU. YOU MAY OBTAIN A COPY OF THE POLICY BY REQUESTING IT FROM THE ISSUING COMPANY. YOU MAY ALSO OBTAIN A COPY OF THE POLICY BY VISITING THE COMPANY'S WEBSITE.					DATE
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- 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

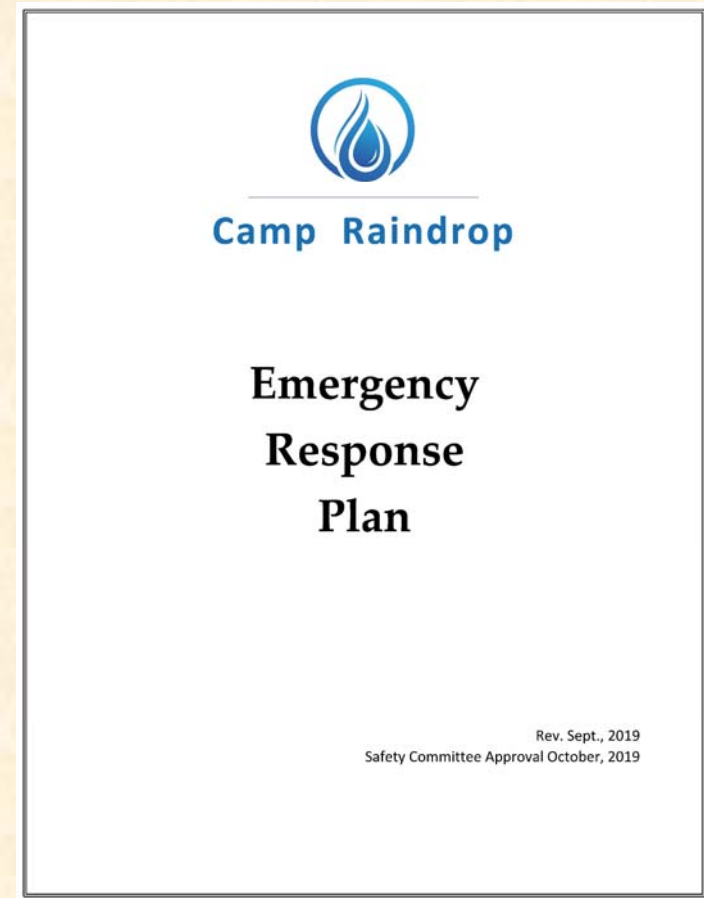
Contents

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

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



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Incident Reporting

Incident Report



Attach a complete sheet of the subject's Medical History Form to this report. Attach SOAP Note as applicable.
Use additional sheets for documentation if necessary. Fill this form out completely and neatly in blue or black ink.

Subject Name: _____ ☐ Staff ☐ Student Sex: ☐ M ☐ F ☐ Other Age: _____ Program Type: _____
 Primary Caregiver's Name: _____ Course Director's Name: _____
 Client Organization: _____ Day of Course Incident Occurred: _____
 Incident Date: _____ Time: _____ a.m. / p.m. Geographical Location of Incident: _____
 Course Location: _____ Course Dates: _____ # Staff _____ # Participants _____ # Program Days _____

Type of Incident: (check all that apply) ☐ Injury ☐ Illness ☐ Motivational/Behavioral ☐ Property Damage
☐ Near Miss ☐ Evacuation ☐ Missing Person ☐ Fatality

Course Format: ☐ Residential ☐ Basecamp ☐ Backpacking ☐ Canoeing ☐ Kayaking ☐ Challenge Course ☐ Other: _____

Type of Injury or Property Damage: (check all applicable)
☐ Muscle sprain ☐ Ligament sprain ☐ Dislocation ☐ Fracture ☐ Tendonitis ☐ Laceration ☐ Puncture ☐ Blister
☐ Avulsion ☐ Sunburn ☐ Burn ☐ Frostbite ☐ Skin ☐ Eye injury
☐ Dental ☐ Bruise, contusion or similar soft tissue trauma ☐ Head injury (without loss of consciousness)
☐ Head injury (with loss of consciousness) ☐ Near drowning ☐ Other: _____
☐ If property damage, describe: _____

Anatomical Location of Injury:
☐ Head ☐ Shoulder ☐ Wrist ☐ Upper Back ☐ Thigh ☐ Foot/toe ☐ Face ☐ Knee
☐ Upper Arm ☐ Neck ☐ Hand/finger ☐ Eye ☐ Chest ☐ Pelvis ☐ Lower Leg ☐ Forearm
☐ Abdomen ☐ Hip ☐ Ankle ☐ Lower Back ☐ Elbow ☐ Other: _____

Type of Illness: check all applicable
☐ Abdominal or other gastrointestinal problem (without diarrhea) ☐ Diarrhea
☐ Allergic reaction (to: _____) ☐ Apparent food-related illness
☐ Mild or localized ☐ Skin infection
☐ Severe, generalized or anaphylaxis ☐ Eye infection
☐ Upper respiratory illness (runny nose, congestion, "cold") ☐ Chest pain or cardiac condition
☐ Lower respiratory illness (asthma, bronchitis) ☐ Altitude illness
☐ Hypothermia (specify core temperature if known _____ °C) ☐ Nonspecific fever illness
☐ Heat illness (specify core temperature if known _____ °C) ☐ Urinary tract infection
☐ Heat cramps ☐ Heat exhaustion
☐ Heat stroke ☐ Other

Environmental Conditions at Time of Incident:
 Temperature: _____ °C Precipitation ☐ None ☐ Rain ☐ Snow ☐ Other: _____ Wind Speed: _____ kph
 Visibility: ☐ Clear ☐ Limited to _____ meters or ☐ km
 Surface & Conditions: check all that apply
☐ On trail ☐ Off trail ☐ Even ☐ Uneven ☐ Sloped ☐ Wet ☐ Dry
☐ Grass ☐ Sand ☐ Dirt ☐ Rock ☐ Mud ☐ Snow ☐ Ice

Immediate Cause: Prioritize major applicable categories 1, 2, 3 etc.

_____ Altitude	_____ Avalanche	_____ Carelessness	_____ Cold exposure
_____ Dark/poor visibility	_____ Dehydration	_____ Exceeded ability	_____ Exhaustion
_____ Fall/slip on trail	_____ Fall on rock	_____ Fall on snow	_____ Falling rock
_____ Failure to follow instructions	_____ Falling tree/branch	_____ Hazardous animal/insect (specify _____)	
_____ Hostile bystander	_____ Immersion/submersion	_____ Improper screening	_____ Inadequate equipment
_____ Inadequate instruction	_____ Inadequate supervision	_____ Inexperience/poor judgment	_____ Intoxication (alcohol/drugs)
_____ Lightning	_____ Misbehavior	_____ Missing/lost	_____ Overuse injury
_____ Plant poisoning/toxicity	_____ Poor hygiene	_____ Poor technique	_____ Preexist. medical condition
_____ Psychological	_____ Sunburn	_____ Tech. system failure	_____ Unfit
_____ Unknown	_____ Weather	_____ Other (explain) _____	

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

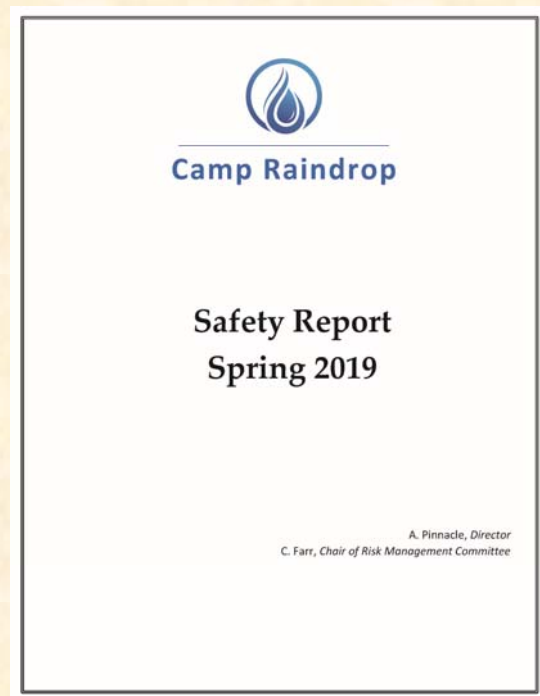
REPORT TO TRUSTEES OF
THE SIR EDMUND HILLARY
OUTDOOR PURSUIT CENTRE OF NEW ZEALAND
MANGATEPOPO GORGE INCIDENT, 15 APRIL 2008

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



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



Medical Information and Release for Treatment

I - General Information
 Information requested in this form is vital to an effective response if a medical emergency occurs while you participating in the program. All parts of this document must be filled out completely.
 Current Location and Date(s):
 Name (print clearly) _____ Address _____
 City _____ State _____ Zip _____ Email _____
 Phone () _____ Fax () _____ Birth date / / Age _____ Sex _____
 Person to be notified in case of emergency
 Address _____ City _____ State _____
 Zip _____ Relationship _____
 Home Phone () _____ Work Phone () _____ Other Phone () _____
 Fax () _____
 Physician _____ Office Phone () _____
 Restrictions for medical treatment? _____
 Medical Insurance Company _____
 Medical Insurance Company Tel. No. _____ Policy Number _____
 Name of Policy Holder _____

II - Medical Information
 A. Allergies (including medicines, foods, bites and stings):
☒ No allergies ☐ list below:

Allergy	Reactions	Medications Required

 B. Medications
☒ No medications ☐ list all, including prescription and over-the-counter:

Medication	Condition	Dosage (size and freq.)	Current side effects

 C. Current Exercise Activity

Activity	Frequency	Time / Distance	Pace (slow / moderate / strenuous)

III - Health Profile
 Height _____ Weight _____ Blood Pressure _____ / _____ Pulse Rate _____ Date Taken _____ (within past 6 months)
 Have you been in counseling with a psychiatrist, psychologist or other therapist within the past two years?
 Yes _____ No _____ Detailed description, including symptoms and restrictions (use add'l pages if required)

Variation

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

HEART DISEASE			
Related information to look for on Participant Medical Record pertaining to this condition			
Participant Medical Record - 6 Page; 4 Page; 2 Page Youth and Adult			Physician's Section Only
IDENTIFICATION History/current status: heart attack, angina. Related symptom(s): chest pain, abnormal cardiac rhythm	HISTORY Surgery/procedures: angioplasty, stent placement, CABG Current medication(s) Hx, hospitalization/ER Tx	LIFESTYLE Smoker Height/Weight Activity Level	PHYSICIAN FEEDBACK Assessment— Referral— Restriction(s)—
ACCEPTANCE CRITERIA:			
MANDATORY ACTION:			
RED FLAGS:			
<ul style="list-style-type: none"> • History of or continued chest pain/pressure, shortness of breath, heart palpitations, sweat or exertional dizziness or faint spells • History of procedure (CABG, angioplasty, stent) • History of a myocardial infarction (MI) • Recent medication change • History of risk factors • Use of anti-coagulants (e.g. warfarin) 			



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Risk Management Reviews

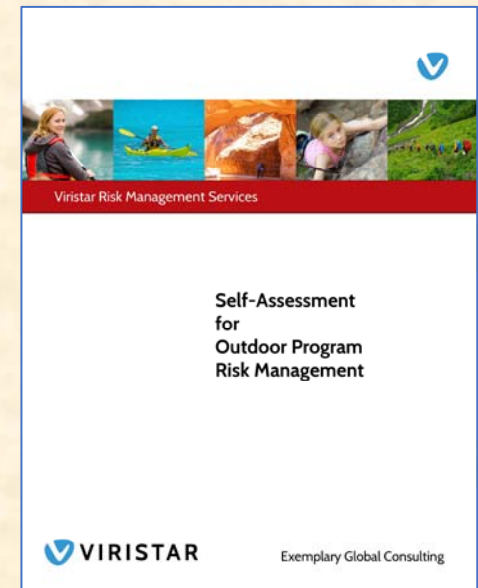
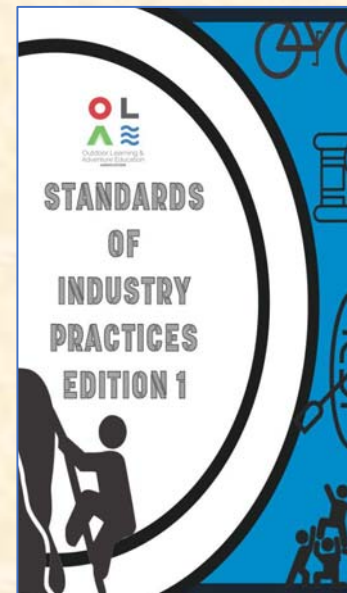
Provides objective third-party assessment of safety practices

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.



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Documentation

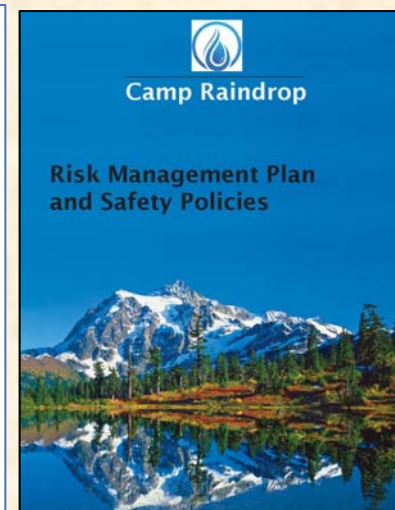
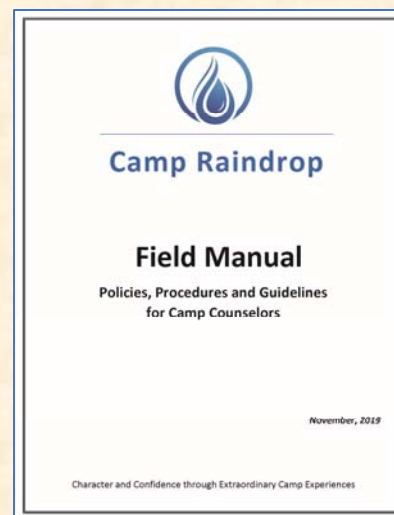
Records what *should be* done, what *was* done

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

[illegible]

Proof of reading

[illegible]

Test results



Vehicle Operator Written Test

Name: _____

Date: _____

1.) No one will be driving a company vehicle unless they have drugs or alcohol in their system _____ hours prior to driving.

2.) What is the organization's policy regarding seatbelts?

3.) Vehicles shall be operated _____ or _____ the posted speed limit at all times.

4.) What is the organization's policy regarding use of headlights (day or night)?

5.) Drivers shall not operate a motor vehicle for more than _____ hours consecutively, or _____ hours in a day.

6.) The _____ is completely in charge and responsible for the operation of the vehicle and trailer and the safety of the passengers.

7.) When shall a "pre-drive checklist" be filled out?

8.) Most accidents are caused by: a) _____ b) _____ c) _____

9.) When are employees allowed to transport participants in their personal vehicles?

10.) Where should you pull over if having mechanical trouble or a breakdown? Why?

11.) What should you do if a vehicle accident?


12.) Should you plead guilty or assert or admit fault?

13.) What should you do if the wheels of the vehicle travel off the paved roadway (and into the shoulder)?

14.) What should you NOT do if the wheels of the vehicle travel off the paved roadway?

15.) What will minimize understeer problems and will reduce the risk of run off/over?

Check-offs

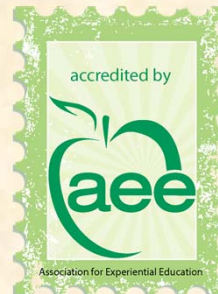
		
<h1>Activity Checkoff:</h1>		
<h2>Rappel Station Operation</h2>		
Employee Name _____	Date _____	Supervisor Initials _____
<input type="checkbox"/> Has read and understood the Risk Climbing Manual, the Technical & Vertical Activities section of the Outdoor Education section of the First Aid Manual, and the First Risk Rigger Manual.	____/____/____	_____
<input type="checkbox"/> Understands outcomes of rock climbing program and rappelling component.	____/____/____	_____
<input type="checkbox"/> Understands policies, procedures and guidelines for rock climbing program and rappelling, and general technical & vertical activities.	____/____/____	_____
<input type="checkbox"/> Understands rappel station format & progression.	____/____/____	_____
<input type="checkbox"/> Can inspect rappel station for appropriateness of setup, including inspection of rappel and belay anchors and lead-releasing hook.	____/____/____	_____
<input type="checkbox"/> Can set, unhook, raise and evaluate a lead-releasing hook such as the number multi overhand.	____/____/____	_____
<input type="checkbox"/> Understands and can use and check appropriate knots and anchor options in techniques.	____/____/____	_____
<input type="checkbox"/> Can clip in participant to rappel and belay ropes.	____/____/____	_____
<input type="checkbox"/> Can belay and manage others in standard belay system.	____/____/____	_____
<input type="checkbox"/> Including clock in position, commands, and belay technique	____/____/____	_____
<input type="checkbox"/> Can explain rappel body position and how to avoid hearing items caught in belay device.	____/____/____	_____
<input type="checkbox"/> Has previously sent someone off the rappel set up in standard instructional format four times.	____/____/____	_____
Comments: _____ _____		_____
Program Director signature _____		Date _____
I have read and understood the Risk Climbing Manual and the Technical & Vertical Activities section of the Outdoor Education section of the First Aid Manual and the First Risk Rigger Manual. I certify that I have the competencies and capabilities described above.		
First lead person signature _____	Date _____	



Applications: learning and improvement; legal defense

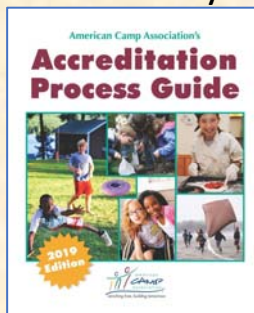
Accreditation

- 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



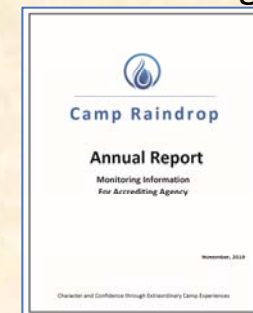
2. Site Visit



3. Decision



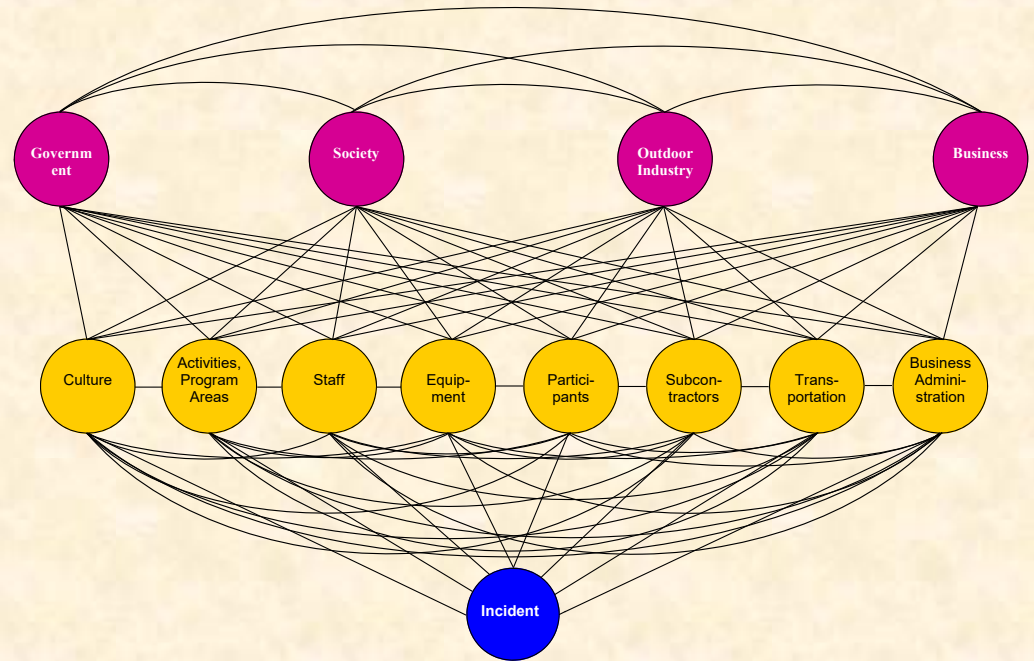
4. Monitoring



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 Instruments

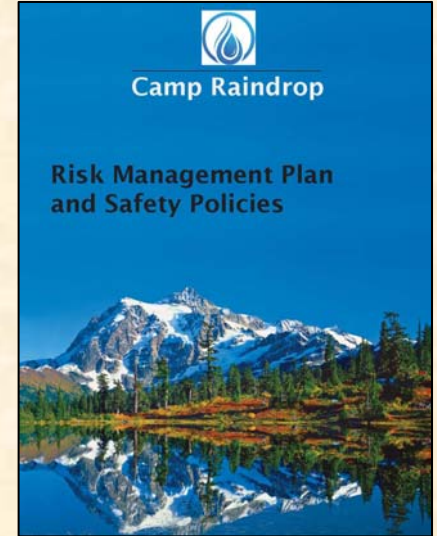
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- Incident Management
- Incident Reporting
- Incident Reviews
- Risk Management Committee
- Medical Screening
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- Media Relations
- Documentation
- Accreditation
- Seeing Systems



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



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Camp Raindrop

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



Camp Raindrop

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- Medical Screening
- Risk Management Reviews
 - Internal
 - External
- Working with the Media
- Accreditation

Risk Management Plan:

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



VIRISTAR



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

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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?

