

## 2026 FAMILY HEALTH TEAM GUIDANCE

# BEYOND COMPLIANCE. REAL RISK GOVERNANCE.

### STRATEGIC RISK GOVERNANCE FOR ONTARIO FAMILY HEALTH TEAMS

Every FHT is required to submit a Risk Management Plan for the Annual Governance & Compliance Attestation. Yet very few have a system that actually manages risk.

Most Boards review a **Strategic Plan Dashboard** three to four times per year – the roadmap. We build your **Enterprise Risk Management Scorecard** – the guardrails – designed for focused Board review twice per year.

**You get proactive governance. Not more admin.**



#### WHAT IS ENTERPRISE RISK MANAGEMENT?

We don't just list risks – we build an enterprise risk framework. Your key risks are identified, grouped across seven domains, and scored on likelihood, impact, and level of control. Everything connects to one Board-ready scorecard.

#### 2 DASHBOARDS = PROACTIVE GOVERNANCE

**THE  
ROADMAP**

STRATEGIC PLAN DASHBOARD

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**DIRECTION**

#### DASHBOARD 1: THE ROADMAP

Strategic Plan Dashboard (we build this)  
 Reviewed 3–4 times per year  
 Shows priorities, goals, and progress  
*Where the FHT is going*

**THE  
GUARDRAILS**

ENTERPRISE RISK MGT. DASHBOARD

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**PROTECTION**

#### DASHBOARD 2: THE GUARDRAILS

ERM Scorecard (we build this now too!)  
 Reviewed ~2 times per year  
 Shows top risks, ratings, mitigation, and owners  
*What could derail the plan*

**Together: Direction + Protection = Proactive Governance**

## WHAT YOU RECEIVE — A COMPLETE ERM PACKAGE

No dusty binders. No generic templates. I do the heavy lifting; you get a living enterprise risk framework and a full set of professional documents.

1. **Your Board's Risk Oversight Dashboard** — your living risk framework in a simple-to-update template. Categorized risks across 7 domains, each scored on likelihood and impact, with mitigation strategies, risk owners, and progress colour coding. Ministry-ready and designed for semi-annual Board review.
2. **Comprehensive Risk Findings Report** — a detailed report synthesizing your anonymous survey results, interview themes, and document review findings, organized by all 7 enterprise risk domains. This is the “here's what we found” document your ED reads before presenting the scorecard to the Board.
3. **Your Monday Morning Action Plan** — a practical workplan with specific tasks, assigned owners, timelines, and priority levels. Something your ED can hand to managers on Monday morning.
4. **Board Risk Oversight Guide** — a short, plain-language guide for Board members explaining what ERM is, how to read the scorecard, what questions to ask, and their role in risk governance.
5. **What Your Team Is Really Thinking** — standalone analysis of your staff, physician, and Board member survey results with domain-by-domain breakdown and key themes.
6. **Board Introduction Session** — a virtual session introducing the ERM Scorecard to your Board, explaining how to use it, and covering risk management principles customized for FHT governance. (Session length varies by package.)

**OPTIONAL: Provincial Benchmarking** — once we have 10+ participating FHTs, you can opt in to quarterly benchmarking snapshots comparing your survey results to other FHTs overall and by similar staffing size. We never use FHT names or identifiers. Provided for one year.

Alignment with the AFHTO Risk Management Toolkit and Ministry expectations.  
Scope: Organizational and strategic risk  
— not individual clinical practice.

*“AFHTO shows you what a Risk Management Plan looks like. We build an enterprise risk framework your Board can actually manage.”*



## OUR STREAMLINED PROCESS

**WE DO THE HEAVY LIFTING — YOUR TEAM KEEPS DELIVERING CARE**

### ED kick-off call & document review

**Anonymous Risk Survey** of staff, physicians, and Board members — benchmarked across 7 enterprise risk domains

**In-depth 1-on-1 interviews** with staff and leaders (number varies by package)

**Policy & document review** (bylaws, procedures, committee TORs)

**Best-practice mitigation planning**, heat-map scoring, and assigning risk owners

**Complete documentation package** delivered to ED for review over a Zoom call

**Board introduction session** to present the ERM Scorecard and how to use it



## OUR SEVEN ENTERPRISE RISK DOMAINS

We scan risk across seven domains that matter most to FHT Boards and leadership:

### 1. Clinical Quality, Equity & Patient Experience

- Quality and safety of care
- Care coordination, handoffs and referrals
- Near misses and early warning signs
- Equity and access for diverse patients and families
- Patient and family complaints and experience

### 2. Internal Relationships, Team-Based Care & Leadership

- Day-to-day working relationships between physicians, IHPs and admin staff
- Communication, trust and conflict between roles
- Participation in team-based care and shared decision-making
- Leadership style, visibility and support
- Board-management relationship and clarity of roles

### 3. Staff Well-Being & Psychological Safety

- Staffing levels, workload and burnout
- Pay, recognition and retention concerns
- Ability to speak up about risks, mistakes or concerns without fear of blame
- Exposure to verbal abuse, threats or workplace violence
- Emotional strain, stress and overall sense of safety at work

### 4. Operations, Space & Continuity of Services

- Day-to-day processes, scheduling and clinic flow
- Administrative and reporting burden getting in the way of care
- Physical space, layout, accessibility and lease stability
- Backup plans for disruptions (e.g., staff shortages, building issues)
- Overall readiness to keep services running during major events

### 5. Digital Systems, Cybersecurity & Privacy

- EMR reliability and usability
- Scheduling, phone and communication systems
- How well digital tools work together (integration and workarounds)
- Cybersecurity risks (phishing, ransomware, unauthorized access)
- Handling and protection of confidential patient information (PHI/PHIPA)

### 6. Financial Sustainability & Resources

- Budget pressures and funding constraints
- Resource gaps that affect programs, staffing or equipment
- Ability to sustain key services over time
- Trade-offs between priorities due to limited resources
- Perceived value for money from current spending

### 7. System Integration, Reputation & Compliance

- Ontario Health Team and Ontario Health expectations and reporting
- Relationships with hospitals, specialists and other system partners
- Public, community and partner perception of the FHT
- Media and reputational risk if something goes wrong
- Compliance with laws and standards (PHIPA, OH&S, employment, College/accreditation)

Each domain is translated into clear, Board-ready risk statements, ratings, and mitigation actions on your ERM Scorecard.

## 2026 RISK ASSESSMENT PACKAGES

We've scaled our packages to match your FHT's size. Staff count drives assessment depth – larger teams need more interviews to capture the full picture.

SURVEY ONLY	FOUNDATIONS	STANDARD	COMPREHENSIVE
<i>The Diagnostic</i>	<i>Under 15 Staff</i>	<i>15–50 Staff</i>	<i>50+ Staff</i>
<ul style="list-style-type: none"> <li>✓ Anonymous Risk Survey</li> <li>✓ Summary Report</li> <li>–</li> <li>–</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>✓ Anonymous Risk Survey</li> <li>✓ Full Documentation Package</li> <li>Up to 6 interviews</li> <li>✓ Policy &amp; document review</li> <li>45-min Board session</li> </ul>	<ul style="list-style-type: none"> <li>✓ Anonymous Risk Survey</li> <li>✓ Full Documentation Package</li> <li>Up to 12 interviews</li> <li>✓ Policy &amp; document review</li> <li>60-min Board session</li> </ul>	<ul style="list-style-type: none"> <li>✓ Anonymous Risk Survey</li> <li>✓ Full Documentation Package</li> <li>Up to 18 interviews</li> <li>✓ Policy &amp; document review</li> <li>75-min Board session</li> </ul>
<b>\$1,500</b>	<b>\$4,500</b>	<b>\$6,800</b>	<b>\$9,500</b>

All packages virtual. In-person available – email for details.

Survey Only credit: Your full \$1,500 is applied as a credit if within 6 months you upgrade to any full package. FHTs with more than 150 staff may require custom scoping – contact David to discuss.

### WHY WORK WITH DAVID HARTLEY, C.R.M.

- Canadian Risk Management Designation (University of Toronto)
- 5 years Director, Insurance & Liability Resource Centre for Nonprofits, Imagine Canada (2007–2012)
- Contracted by 55+ Ontario Family Health Teams
- 28,000+ nonprofit leaders trained across Canada in governance and risk
- 19 years helping nonprofits and healthcare organizations manage risk (2007–2026)

### WHAT FHT LEADERS SAY

*“David brings deep experience working with Family Health Teams and provides highly practical guidance on governance and risk management.”*

DR. ANIL MAHESHWARI, LEAD PHYSICIAN, GRANDVIEW MEDICAL CENTRE

*“As Board Chair, the value of this session was tremendous. You gave us tangible ways to strengthen governance and focus on the big picture.”*

DR. ERIN GLASS, BOARD CHAIR, STAR FAMILY HEALTH TEAM

Find over 200 total testimonials on our website.



**Together, two dashboards give your Board direction and protection.**

Ask about our Dashboards – we can do either.



### READY TO BUILD YOUR RISK MANAGEMENT DASHBOARD?

Let's have a short Zoom call to look at real samples of our documents and discuss your FHT's needs.