

## 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



#### 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*



#### 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. **Colourful Board ERM Scorecard** — 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. **Risk Mitigation 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. **Anonymous Risk Survey Summary Report** — standalone analysis of your staff, physician, and Board member survey results with domain-by-domain breakdown and key themes.
6. **Quarterly Provincial Benchmarking Snapshots** — for the first year, comparing your survey results to other participating FHTs overall and by similar staffing size. Note: we will never use FHT names/identifiers.
7. **Board Rollout Session** — a 75-minute virtual session introducing the ERM Scorecard to your Board, explaining how to use it, and covering risk management principles customized for FHT governance.

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

**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 rollout session** to introduce the Board ERM Scorecard and how to use it



## 2026 RISK ASSESSMENT PACKAGES

### SURVEY ONLY

#### – The Diagnostic

- ✓ Anonymous Risk Survey deployed to your staff, physicians, and Board
- ✓ Professional Summary Report including:
  - Response overview (response rate, breakdown by role)
  - Domain-by-domain heat map – all 18 risk domains ranked and colour-coded
  - Comment theme analysis – anonymized patterns organized by domain
  - Cross-role comparison – where staff and physicians see risk differently
  - Provincial benchmarking snapshot – your FHT compared to other participating FHTs
- ✓ Quarterly benchmarking updates for Year 1

**\$1,500**

Your full \$1,500 is applied as a credit if within 6 months you upgrade to Option A or B.

### OPTION A – Enterprise Risk Review

- ✓ Anonymous, comprehensive Risk Survey (staff, physicians, Board)
- ✓ Policy & document review
- ✓ **Up to 12 interviews (1-on-1, up to 60 minutes)**
- ✓ Full documentation package
- ✓ Quarterly benchmarking (four times in Year 1)
- ✓ Board rollout session

**All virtual: \$6,800** (In-person: email for details)

### OPTION B – Enterprise Risk Deep Dive

- ✓ Anonymous, comprehensive Risk Survey (staff, physicians, Board)
- ✓ Policy & document review
- ✓ **Up to 18 interviews (1-on-1, up to 60 minutes)**
- ✓ Full documentation package
- ✓ Quarterly benchmarking (four times in Year 1)
- ✓ Board rollout session

**All virtual: \$7,900** (In-person: email for details)

Both full packages include the complete documentation package, anonymous risk survey, and quarterly provincial benchmarking for Year 1. Survey-only clients receive the summary report and benchmarking only.

## 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.

## 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)

*“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

**FIND OVER 200 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? Contact David today.**