

2026 FAMILY HEALTH TEAM GUIDANCE

BEYOND COMPLIANCE. REAL RISK GOVERNANCE.

STRATEGIC RISK GOVERNANCE FOR ONTARIO FAMILY HEALTH TEAMS

Every FHT has to attest to having a risk management plan. I have seen over 50 of these from various FHTs. Very few are actually valuable at reasonably protecting your Board and Team.

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. **Your Board's Risk Oversight Dashboard** — one workbook, four tabs. The Board Scorecard tells the story in three bands: strengths to protect, active risks sorted by severity, and grey zones still to verify. The Risk Register behind it scores every risk on likelihood × impact and level of control, with trend, owner, Board committee and the relevant statute. A Statutory Compliance Calendar lists your dated legal duties with director-liability flags, and a one-page How to Read sits beside it. Ministry-ready, built for semi-annual Board review, with a progress column for each update.
2. **Comprehensive Risk Findings Report** — the “here’s what we found” document your ED reads before presenting the scorecard to the Board. It integrates your anonymous survey, the interviews and the document review across all seven domains, names your organization’s strengths alongside its risks, and flags any finding that rests on a single source. Every finding is verified with your ED before the Board sees it.
3. **Your Monday Morning Action Plan** — a practical workplan drawn straight from the scorecard: specific tasks, assigned owners and target dates, grouped into three priority bands — start now, next 3–6 months, and 6–12 months and ongoing. 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** — your staff, physician and Board survey results, domain by domain, with anonymous comments in your people’s own words and a comparison of where each role sees risk differently. The findings report tells you what was found; this one lets you hear it.
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.



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

Draft package reviewed with your ED over a Zoom call — every finding verified before the Board sees it

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

Alignment with the AFHTO Risk Management Toolkit and Ministry expectations.
Scope: the FHT corporation’s organizational, governance and strategic risk. We do not assess clinical practice, the professional work of physicians or IHPs, or the physicians’ own practices and staff. Where the physician group and the FHT intersect — role clarity, the physician MOU, shared premises, funding-rule changes — we cover the FHT’s side of that risk.

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





OUR SEVEN ENTERPRISE RISK DOMAINS

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

1. Patient Access, Continuity & Experience

- Continuity of care when FHT staff change or patients move between FHT programs
- Access and equity barriers — patient portal, language, digital literacy, income
- Wait times for FHT programs (e.g., mental health, diabetes) when staff leave
- Patient and family feedback, and how your Patient and Family Advisory Committee shapes improvement

2. Internal Relationships, Team-Based Care & Leadership

- Role clarity between FHT-employed staff (IHPs, admin) and the physician group — who directs whom, and whether your physician MOU's conflict process is used
- Communication, trust and cohesion across offices and sites
- Leadership succession and key-person concentration — ED, Board Chair, physician leads
- Board-management relationship and clarity of roles

3. Staff Well-Being & Psychological Safety

- Compensation, recruitment and retention against the funding model
- Workload and burnout among FHT staff, and how it is measured
- Ability to speak up without fear of blame — including on equity and identity
- Workplace violence — whether alarms, lockdown and lone-worker protocols actually work
- Well-being supports and the retention levers within your control

4. Operations, Space & Continuity of Services

- Single points of failure (e.g., one person running payroll and finance) and documented backups
- EMR downtime, outage and disaster-recovery protocols
- Physical space — safety, lockable rooms, accessibility (AODA)

- Lease terms, expiry dates and who pays for what — FHT suites versus physician suites
- Administrative burden landing on FHT staff

5. Digital Systems, Cybersecurity & Privacy

- EMR, patient portal and communication tools — reliability, integration, workarounds
- Password and MFA hygiene, phishing readiness, cyber coverage
- PHIPA in practice — PHI by email, faxing, portal mis-sends, breach reporting to the IPC
- AI tools such as scribes — policy, patient consent, privacy impact assessment

6. Financial Sustainability & Resources

- Cash flow and liquidity inside a fixed Ontario Health budget — reserves, line of credit, repayable surpluses
- Funding-model pressure on pay and retention
- Premises cost exposure at lease renewal
- Insurance gaps (D&O, employment practices, cyber, professional liability) flagged for your broker
- Charitable status and other revenue options

7. System Integration, Reputation & Compliance

- Statutory compliance calendar — CRA remittances, T4/EHT, PHIPA breach report, AODA, annual return — mapped to the AFHTO 2025 Statutory Compliance Toolkit, with director-liability flags
- ONCA bylaws, charitable registration, committee terms of reference, meeting cadence, Chair succession
- Employment and human-rights claims, and whether your insurance responds
- Ontario Health and OHT expectations, and funding-rule changes that affect team-based care
- Reputation with patients, partners and community

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. Tiers are based on your FHT's total staff FTEs.

SURVEY ONLY	FOUNDATIONS	STANDARD	COMPREHENSIVE
<i>The Diagnostic</i>	<i>Under 15 staff FTE</i>	<i>15–50 staff FTE</i>	<i>50+ staff FTE</i>
✓ Anonymous Risk Survey	✓ Anonymous Risk Survey	✓ Anonymous Risk Survey	✓ Anonymous Risk Survey
✓ Summary Report	✓ Full Documentation Package	✓ Full Documentation Package	✓ Full Documentation Package
—	Up to 6 interviews	Up to 12 interviews	Up to 18 interviews
—	✓ Policy & document review	✓ Policy & document review	✓ Policy & document review
—	45-min Board session	60-min Board session	75-min Board session
\$1,500	\$4,500	\$6,800	\$9,500

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.

WHAT FHT LEADERS SAY SEPTEMBER 2026

"David's work on our risk management plan was very thorough and detailed, drawing on a wide range of information sources to capture a comprehensive risk picture for our organization and present a clear path forward for actions to manage and mitigate risks."

CHERYL DOBINSON, E.D., TADDLE CREEK FAMILY HEALTH TEAM (TORONTO)

"David's work in reviewing and developing our risk management plan was exceptionally thorough and comprehensive. His review identified several areas of risk that we likely would not have recognized on our own. The final product not only exceeds our organization's needs, but also provides us with a strong, practical framework to proactively identify, assess, and manage risk going forward."

STEVE SHELDRIK, C.E.O., QUEEN SQUARE FAMILY HEALTH TEAM (BRAMPTON)

Find over 200 total testimonials on our website.

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)



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.