General Practice
Business Risk Management System

This template is intended as a guide only. Add or delete information to reflect your practice's policies, procedures, location and circumstances.

<Your practice name – date>

The Royal Australian College of General Practitioners (RACGP) *Standards for general practices*, 5th edition, indicator states:

- C3.1C - Our practice has a business risk management system that identifies, monitors, and mitigates risks in the practice.

To meet the requirements of the above indicator, our practice has developed the following business risk management system that provides a guide for identifying, assessing, handling, monitoring, mitigating and documenting risks.

Our practice's business risk management system is the responsibility of <role of person responsible>. This person will call on other staff members, particularly for issues that require specialised knowledge or experience, to contribute to business risk management assessments and strategies.

Potential risks

Fire	Insufficient patients	Loss/unavailability of key staff
Flood	Insufficient profits	Workplace accidents
Power failure	Increased expenses	Human error
Theft	Negative publicity	Equipment disruption/failure
Vandalism	Negative cash flow	Disputes
Workplace violence	Interest rate fluctuations	Breach of legislation/regulations
IT failure	Workplace fraud	Inadequate skills of staff
Data loss	Confidentiality and privacy	Recruitment and employment
Pandemic responses	Recall and reminder failure	Low staff morale
IT security measures	Employer obligations negligence	Patient mismanagement

Identifying risks

Our practice takes measures to identify risks through appropriate means by utilising the following tools:
- Checklists.
- Flow charts.
- Subject matter expertise.
- Surveys.
- Incident analysis.
- Brainstorming.
- Systems analysis.

- Third-party reports.
- Audit processes.
- Data trends.
- Cost/schedule analysis.
- Functional/failure analysis.
- Patient feedback.
- Staff feedback.
- Staff performance reviews.
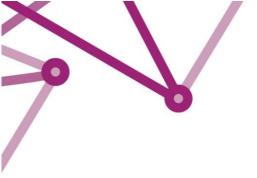
Risk identification checklist

Date:		Time:		
Inspected by:				
Signature:				
Core safety	**Yes**	**No**	**Details/observations**	**Action to be taken**
Fire safety				
All fire system inspections are current (6 monthly).	☐	☐		
Fire extinguisher/s.	☐	☐		
Hose reel/s.	☐	☐		
All fire equipment has location marker clearly displayed.	☐	☐		
Access to all fire equipment is clear.	☐	☐		
Core safety	**Yes**	**No**	**Details/observations**	**Action to be taken**
Emergency evacuation				
Evacuation maps/diagrams and instructions are current and clearly displayed in work area.	☐	☐		
Emergency exits and egress paths are clear of obstructions or stored items.	☐	☐		
Egress travel paths and stairways are safely designed and in good condition.	☐	☐		
Emergency exit lights are clearly visible.	☐	☐		
Assembly areas are allocated, sign posted and understood by staff.	☐	☐		

	Yes	No	Details/observations	Action to be taken
Building warden identity is clearly displayed.	☐	☐		
At least one evacuation drill has occurred in the previous year.	☐	☐		

Core safety	Yes	No	Details/observations	Action to be taken
First aid				
A first aid kit is available for each work area/group.	☐	☐		
First aid kits are checked regularly, restocked and cleaned. (Note date of last check).	☐	☐		
First aid kits have proper first aid signage or labels.	☐	☐		
First aid kits contain only appropriate first aid equipment (no medications).	☐	☐		
First aid officer/s identified, and contact numbers clearly displayed.	☐	☐		
If no first aid officer/s – a person is nominated to monitor the kits.	☐	☐		
Emergency phone numbers are displayed clearly.	☐	☐		
All first aid treatments and injuries are recorded.	☐	☐		
A sharps disposal container is provided.	☐	☐		

Core safety	Yes	No	Details/observations	Action to be taken
Communication				
A noticeboard or other display is provided for the work area.	☐	☐		
Basic emergency information is displayed including: • Fire wardens. • First aid officer/s. • Emergency evacuation plan and/or procedures. • Emergency evacuation maps.	☐	☐		

Core safety	Yes	No	Details/observations	Action to be taken
Electrical				
Random checks on specified electrical equipment shows testing and tagging on required basis (Electrical Safety Regulation).	☐	☐		
Unsafe electrical equipment is not used and removed or tagged 'Out of Service'.	☐	☐		
No piggyback plugs or double adaptors used.	☐	☐		
Clear access (1 metre) available to switchboards.	☐	☐		
Switchboards are locked, in good condition and clearly marked.	☐	☐		
Core safety	**Yes**	**No**	**Details/observations**	**Action to be taken**
Material handling and storage				
Materials are stacked correctly to prevent objects falling.	☐	☐		
Racks or bins used where possible.	☐	☐		
Easy access to stored items (floor clear of trip items).	☐	☐		
Shelving capacity meets needs of stored mass – sufficient amount, strength, adequate fixing to wall, freestanding.	☐	☐		
Commonly used or heavy items stored between mid-thigh and shoulder height.	☐	☐		
Mechanical lifting aids available and in good condition, for example, trolleys, levers, drum lifters.	☐	☐		
Waste bins are provided and emptied regularly. Work or storage floor areas are clear of clutter and waste.	☐	☐		

Assessing risks

Our practice assesses risks by determining the likelihood of events occurring/recurring and the consequences of events occurring/recurring.

Factors to consider in relation to determining likelihood:
- The anticipated frequency of occurrence of the event.
- The working environment.
- The procedures and skills currently in place.
- Staff commitment, morale and attitude.
- History of previous events.

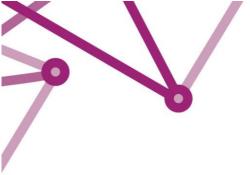Factors to consider in relation to determining consequences:
- Separating minor risks from major risks.
- The consequences of the risks occurring/recurring.
- The financial and non-financial impacts on the business.

The risks are then evaluated by comparing the analysis to criteria and significant considerations (e.g. patient safety, financial considerations) to determine priority.

Matrix for assessing risks

Our practice uses the following matrix to assess the level of risk.

Likelihood		Consequences			
		Extreme	Major	Moderate	Minor
		Threat to viability or survival of the business	Significant business impact and issues	Requires significant time and/or resources to manage	Inconvenient but no significant business impact
Very likely	High (80+) chance of occurring	1	2	3	4
Likely	Greater than 50:50 chance of occurring	2	3	4	5
Unlikely	Less than 50:50 chance of occurring	3	4	5	6
Very unlikely	Low chance of occurring	4	5	6	7

Risk action priority

Level of risk	Action
1, 2 or 3	Immediate action from senior management required to mitigate risk.
4 or 5	Action required as soon as practical, do not ignore.
6 or 7	Manage through lower level order risk control options.

Risk register

Our practice maintains the following risk register which is reviewed and updated regularly.

Risk area	Risk description	Risk level
Example: Patient mismanagement.	Example: Inadequate communication and inconsistent information.	Example: 3

Risk management strategies

Our practice's risk management strategies include:
- Eliminate or avoid the risk.
- Tolerate or accept the risk.
- Reduce the risk.
- Transfer the risk.

How our practice monitors and reviews the effectiveness of risk management strategies:
- Keep adequate records.
- Check the number of incident reports – have they decreased?
- Report any adverse events.
- Maintain an event/near miss register and complaints register.
- Maintain a risk register and associated risk management plan.

How our practice communicates the purpose, development and progress of risk management strategies:
- Discuss at practice meetings and invite feedback from staff members.
- Document the discussions for practice records.

How our practice evaluates the outcomes of risk management strategies:
- Did the action achieve the desired result/outcome?
- Is the improvement sustainable over time?
- Is there anything else that can be done for this activity/initiative/project? Is it complete?
- Is the best possible care/service being provided?
- Are staff aware of any resulting changes?
- Is there any relevant additional feedback from the practice team or patients?

Risk management action plan

Risk description	Corrective action	Follow-up action required	Follow-up date	Finalisation date
Example: No evacuation map displayed.	Example: Display evacuation map including assembly area.	☐ Yes ☐ No		
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