



Risk Management Plan

2022 – 2027

College of Nursing

Najran University

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Introduction

Risk Management has become a common trait between successful institutions, as it limits the damage of all identified risks, allowing for additional success and continuity to the institution. Najran University, College of Nursing understands the significance of Risk Management and overall emergency preparedness. Having a Risk Management plan is an important requirement to ensure the safety and wellbeing of everyone affiliated with College of Nursing, and for successful execution and delivery of College of Nursing Strategic Goals.

The purpose of this manual is to provide an overview of the Risk Management processes within the College of Nursing and give practical guidance for the risk management within the college. It includes a process of identifying and assessing risks and developing strategies to manage risks, if any. In addition, it connects the university governance structure and the management structure so that the two work together to provide a combined commitment, set of expectations, organizational and personal accountabilities and responsibilities.

Glossary

Term	Definition
Risk	Affect the uncertainty on objectives.
Risk Management	Coordinated activities to direct and control an organization with regard to risk.
Risk Management Framework	Set of components that provide the foundations and organizational arrangements for designing implementing, monitoring, reviewing, and continually improving risk management throughout an organization.
Risk Management Plan	Scheme within the risk management framework specifying the approach, the management components, and the resources to Be applied to the management of risk.
Risk Matrix Risk	Tool for ranking and displaying risks by defining ranges for consequence and likelihood.
Register Risk	Record of information about identified risks.
Stakeholder	Person or organization that can affect, be effected, or perceive themselves to be effected by a decision or activity.
Risk Description	Structured statement of risk usually containing four elements: sources, events, causes and consequences.
Risk Impact	The outcome of an event affecting objectives.
Risk Likelihood	Probability of something happening.
Risk Treatment	Process to modify or mitigate risks.
Risk Control	An action taken to manage risk.
Target Risk	Risk remaining after risk treatment.

What is the risk?

The risk can be defined as:

Affect the uncertainty on objectives.

A risk is evaluated using a combination of the likelihood (probability) of a perceived threat or opportunity and the magnitude of impact that this perceived threat or opportunity would have upon the objectives. The product value of (likelihood x Impact) give the gross risk, which allows for easy comparison between risks.

An opportunity can be defined as:

An uncertain event that could have a positive impact upon objectives

A threat can be defined as:

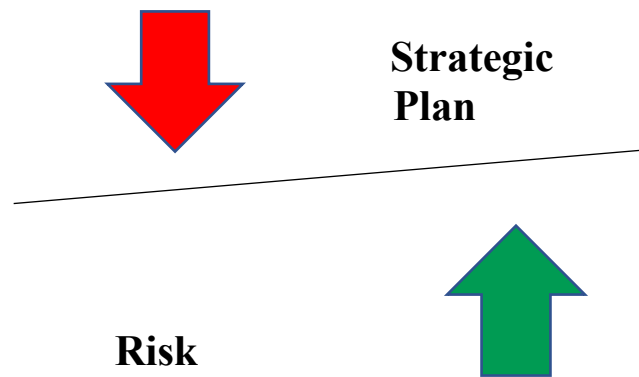
An uncertain event that could have a negative impact upon objectives

It is important to note that these definitions highlight the importance of linking risks with the objectives of a department or team, and these provide an essential starting point to understanding and defining the risk being faced.

College of Nursing Strategic Plan with Risk Management

*Our goal is to
Be Risk free environment through ensuring the effective
execution College of Nursing Strategic Plan*

The strategic planning cycles provide an opportunity for all areas and staff of College of Nursing to undertake analysis regarding emerging or known risks that may impact on their strategic goals.

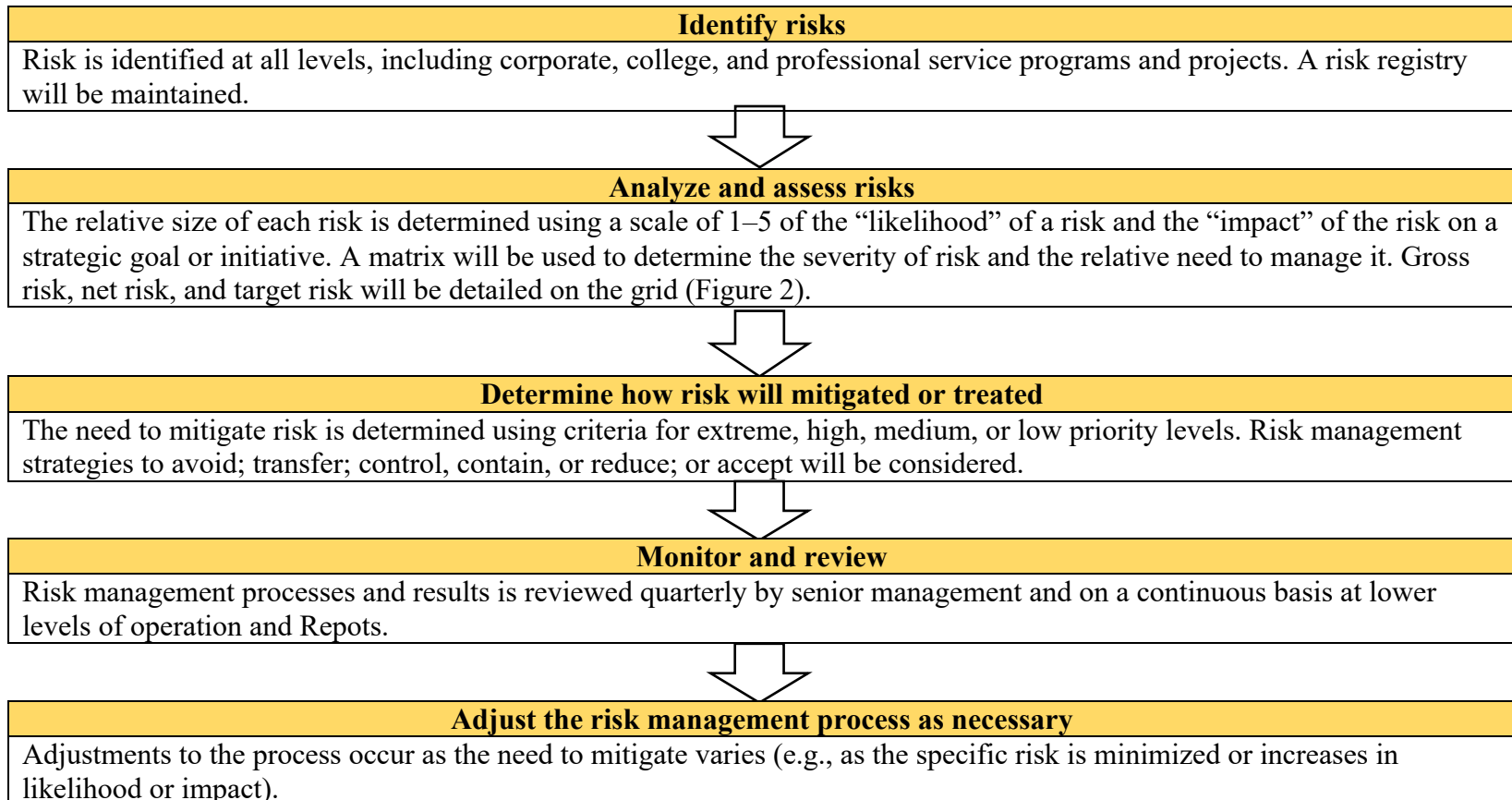


Risk Management Framework

The purpose of the Risk Management Framework is to:-

- Create and protect value by integrating risk management in the College of Nursing strategic planning.
- Set the risk management system within the College of Nursing is part of decision making process.
- Explicitly address uncertainty by taking into consideration the nature of uncertainty in the risk management. That this uncertainty is based on the best available information.
- Provide a systematic, structured and timely approach to the risk management by setting out a consistent way for controlling risks and describing the process for escalating and reporting risks.
- Ensure the College of Nursing meets its risk reporting obligations.
- Risk Management Framework will be detailed on the grid (Figure 1).

Risk Management cycle



Risk Management Framework

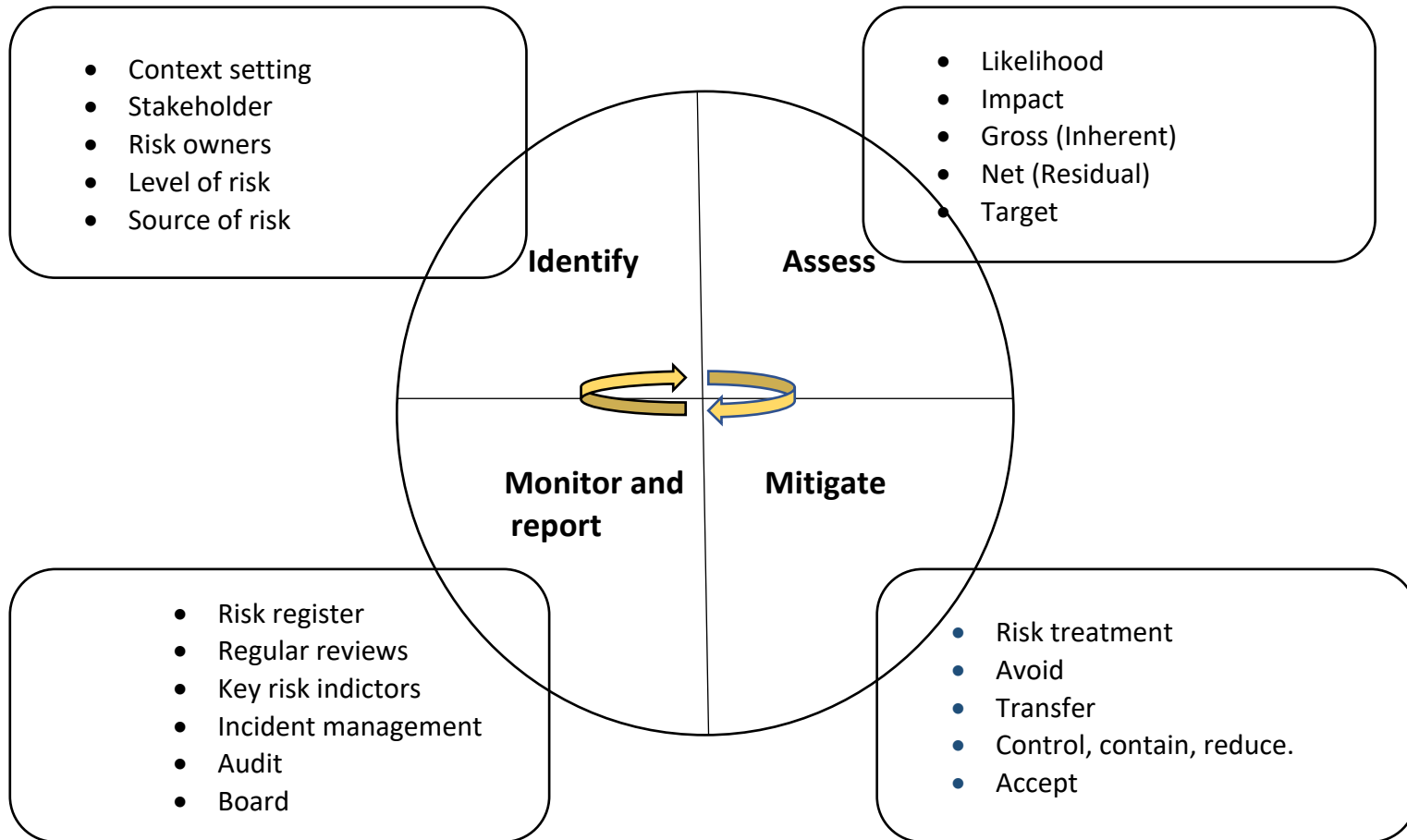


Figure 1: Risk Management Framework

Gross Risk Matrix

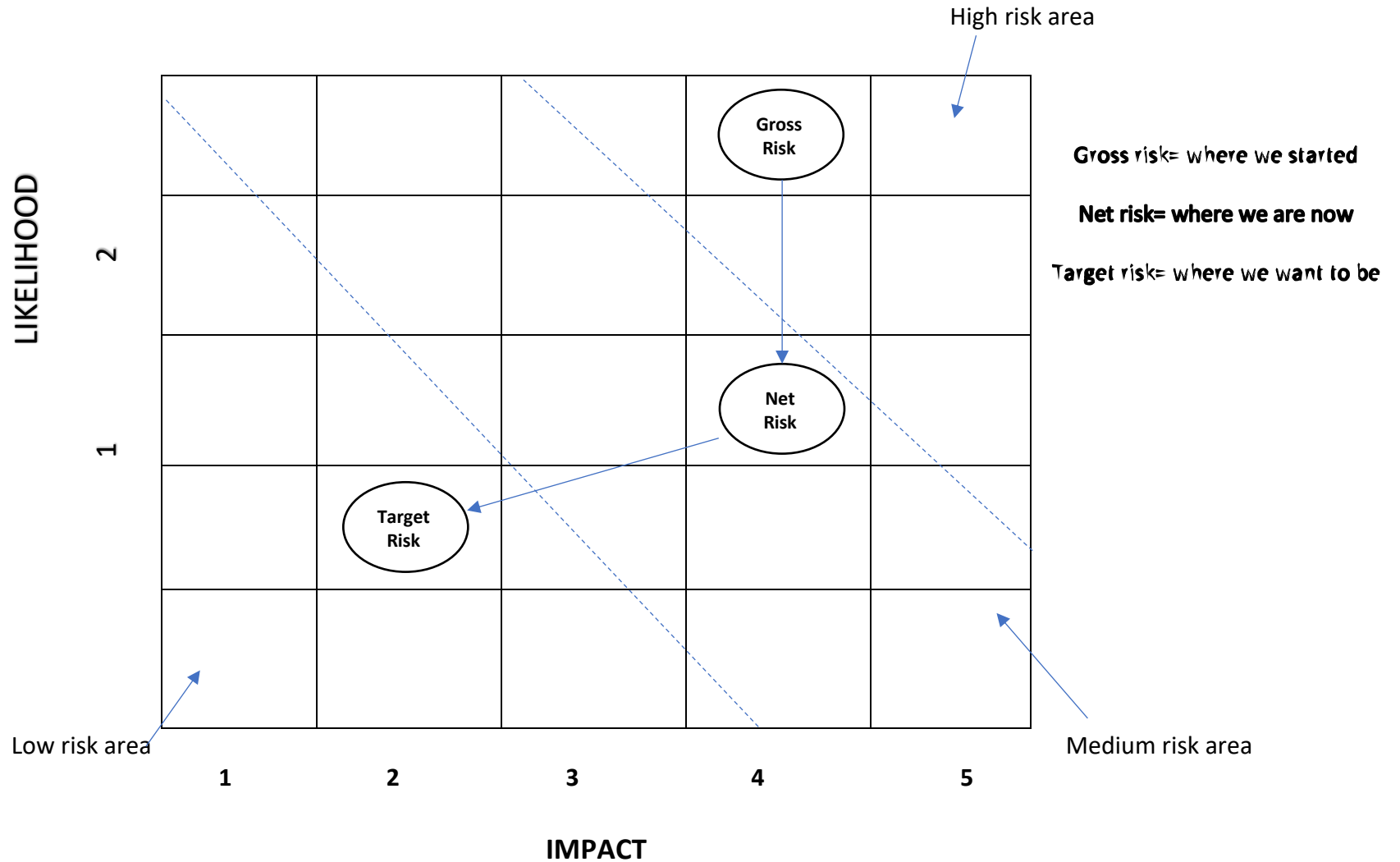


Figure 2: Risk assessment matrix

Risk Monitoring and Controlling

Continuous monitoring by the risk stakeholders is essential to ensure that the new and changing risks are detected and managed and then the risk response actions are implemented and effective. This continuous monitoring and control keeps track of the identified risks, residual risks, and new risks. It also monitors the execution of planned initiatives for the identified risks and evaluates their effectiveness. During project execution, risk meetings should be held regularly to update the status of risks in the risk register and adding new risks if needed. This is not necessary for minor level projects and may only be needed annually for moderate level projects. The benefits of periodic project risk reviews would be repeating the process of identification, analysis, and response planning. For an unanticipated risk emerges, or a risk's impact that is greater than expected, or the planned response is not adequate. The risk stakeholder should perform additional responses to control such risk.

Risk Categories

Risk can be classified into one of the categories below which can help ensure that any common, significant risks can be escalated and reported in an appropriate manner.

The following are the risk categories :

Academic Risk

Operational Risk

Financial Risk

Health & Safety Risk

**Technical &
Maintenance
Risk**

Human Risk

Natural Risk

**Laboratories
Risk**

Risk Treatments

The Level and type of treatment needed for each risk will vary depending on the level of gross risk that has been determined, and also depending on the department for bearing the specific risk.

There are four different types of treatment for any risks:

Action	Description
Avoid	Avoid the risk by deciding not to proceed or continue with the activity that gives rise to the risk.
Transfer	Transfer the risk by engaging other parties to bear or share partial or full consequence of the risk. This may be done through insurance, contracts, partnerships or joint ventures.
Control	Apply further treatment/s to reduce the likelihood or the impact to enhance beneficial outcomes and reduce negative outcomes.
Accept	Taking or increasing the risk in order to pursue an opportunity.

Risk Evaluation

Risk evaluation is used to make decisions about the significance of risks to the college of nursing and whether each specific risk should be accepted or treated.

Likelihood	Impact	Gross risk (Likelihood x Impact)
1. Extremely low – unlikely <i>Less than 5% chance of occurring</i>	1. Insignificant Consequences are very low, minor disruption.	1 – 5 Very low Manage within existing controls Monitor annually.
2. Low – unlikely <i>5% - 25% chance of occurring</i>	2. Minor Losses may disrupt the services for a short period. Disruption to a single area of the business.	6 – 10 Low Manage within existing controls. Monitor half yearly.
3. Medium – possible <i>25%-60% chance of occurring</i>	3. Moderate Service lost for period 1-5days. Internal event review required. Moderate injury equivalent to staff requiring time < 5 days away from work. Adverse media coverage for 1 day.	11 – 15 Medium Evaluate efficiency of existing controls. Develop and implement additional control mechanisms. Monitor quarterly.
4. High – likely <i>60% -80% chance of occurring</i>	4. Serious Service lost for exceeding 1 week.	16 – 20 High Implement mitigation plan.

Likelihood	Impact	Gross risk (Likelihood x Impact)
	<p>Adverse media coverage for 1 week. Internal investigation or by an external source/ regulator. Staff contractor or visitor suffers serious injury. Impact to multiple and diverse areas of the business. Significant senior management intervention required including external assistance.</p>	<p>Escalate/Report to senior management Monitor monthly.</p>
<p>5. Very high – almost certain</p> <p>80%-100% chance of occurring</p>	<p>5. Very serious</p> <p>Significant resources required to recover from impact. Legal consequences resulting in prosecution. Staff, contractor or visitor involved in a fatal event. Adverse media coverage for an extended period. Complete loss of service delivery affecting all institutional critical functions. Immediate University Council intervention required.</p>	<p>Over 20 - Very high</p> <p>Implement mitigation immediately Escalate to senior management Monitor weekly.</p>

College of Nursing Risk Registry:

Risk registers capture the process to establish the context, identify, analyze, evaluate, treat, monitor, and communicate risks to support attainment of the college of nursing strategic plan.

Risk Category: *Academic Risk which refers to risks related to the teaching and learning process.*

No .	Academic Risk Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR L x I			L	I	TR L x I
1	Vice Dean for Educational Affairs	Low completion rate of BSN program in specified time due to students' withdrawal and low performance.	-Effect on GPA -Impact on College of Nursing reputation and ranking of BSN program.	-Students -Faculty	5	5	25	Control	-Establish taskforce from College of Nursing and pre-professional phase governed by Deanship of Academic Affairs and Quality Assurance to investigate and work on the student low completion rate. -Request regular report from pre-professional phase about percentage of students withdraw/drop and the reasons behind it. -Have an access to students advising and counselling throughout the BSN program.	3	3	9

No .	Academic Risk Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR L x I			L	I	TR L x I
								-Monitoring system for students' academic progress from level 1. -Revisit the English course as the main factor of students withdraws. -Request for courses' report delivered in the first 2 years at the end of each semester. -Structure tutorial system for students with academic difficulties. -reconsidering to student admission criteria. -Conduct regular focus groups for faculty and students to identify the problem of withdrawal and low performance. -Encourage the students to involve in extracurricular activities. -Marketing and advertising about nursing profession.				

No .	Academic Risk Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
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					L	I	GR L x I			L	I	TR L x I
2	Vice Dean for Educational Affairs	Limited access to clinical training opportunity for College of Nursing student.	Effect on the quality of teaching/learning.	Students Faculty/s taff	4	4	16	Control/ accept	-Collaborate with other hospital/training centres for clinical training. -Access to the central simulation lab to conduct OSCE for all clinical nursing courses.	2	2	4
3	College of Nursing dean	Scarcity of nursing research.	-Impact on College of nursing performance. -Reputation and ranking locally and internationally.	-Students -Faculty	4	4	16	Control	-Recognition of funded research projects. -Facilitate student’s projects approval. -Provide faculty with protected time for research -Disseminate information regarding sources of funds to faculty and students during orientation. -Facilitate training on how to write a proposal to access funding.	2	2	4
4	Vice Dean for Educational Affairs	Incomplete PLOs Assessment.	PLOs Outcomes.	Students	3	3	9	Control/ transfer	-Establish task force from College of Nursing and pre-professional phase governed by Deanship of Academic Affairs	2	2	4

No .	Academic Risk Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR L x I			L	I	TR L x I
									and Quality Assurance to finalize assessment of BSN PLOs. - Request for courses' report for courses delivered in the first 2 years at the end of each semester.			
5	Vice Dean for Educational Affairs	High absenteeism rate among students (exceeding 25%).	Students' achievement	-Students -Faculty	3	3	9	Avoid/control	-Regular advising sessions to students upon receipt of notification. -Student orientation about absenteeism rules and regulations -Recognition for students who are committed to the rules of absenteeism.	2	2	4
6	Vice Dean for Educational Affairs	Low GPA	Impact on the achieving program learning outcomes.	-Students -Faculty	2	2	4	Control	-Independent review program and course learning outcome -Establish external verification of students' achievements of PLOs along with trend analysis over years	2	2	4

No .	Academic Risk Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR L x I			L	I	TR L x I
7	Vice Dean for Educational Affairs	Faculty with low performance	Impact on the program learning outcomes.	Students	2	2	4	Control	-Regular feedback on faculty performance. -Extend the peer review to all aspects of teaching and learning (student's assignment, clinical teaching). -Enhancing the mentoring process. -Consider the students' feedback. -Recognition for outstanding performance.	1	2	2

Risk Category: *Operational which refers to risks related to procedures, system or policies and overall daily operation of the College of Nursing.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	College of Nursing dean	Running out of space.	-Crowded offices -Unhealthy work environment -Privacy concern. -Safety concerns (e.g. in evacuation) -Insufficient Lab	-Faculty -Student	3	3	9	Control/ accept	Enhance the utilization of currently allocated space.	2	3	6
2	College of Nursing dean	Resistance to change	-Resistance of academic and/or administrative staff as well as students to the work implementation of the projects.	College of nursing performance.	2	2	4	Control/accept	-Conduct condensed workshops and visual media materials targeting the enhancement of positive culture, manage	1	1	1

									the negative forces that effect on the process.			
3	College of Nursing dean	-Lack of clear chain of command	Impact on the efficiency of achieving the work.	College of nursing performance.	2	2	4	Control/accept	- emphasize and orient all staff with their job description, line authority And responsibility.	1	1	1

Risk Category: *Financial risk which refers to risks associated with financial affairs at the College of Nursing.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	College of Nursing dean	Limited financial resources	-Hinders the execution of the Strategic Plan. -Limits all other projects due to the lack of money.	BSN program outcome.	4	4	16	Control	-Finding other sources of funds. -Prioritize the required essential resources in a	3	3	9

									time action plan.			
2	College of Nursing dean	-Under-utilization of some learning resources.	Increase waste	Impact on the effective and efficient of resources	2	2	4	Control	Periodically assess and monitoring the utilization rate.	1	1	1

Risk Category: *Health and safety risks which refer to risks that threaten the health and wellbeing of all College of Nursing members.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood		GR LxI			L: Likelihood		TR LxI
					L	I				L	I	
1	College of Nursing dean	Disease outbreak	University/Hospital shutdown. -Disruption to class schedules.	-Faculty -Staff -Student	3	5	15	Accept/ control	-Apply universal precautions (e.g. flu vaccine) -Avoid overcrowding.	2	2	4
2	College of Nursing dean	Hospital acquired infection such as needle stick.	Students clinical learning outcomes.	-Students	2	2	4	Avoid	-Structured students' orientation about safety and the risks could happen	1	1	1

									in the hospitals. -Orient the students and the field staff about the procedures in case it happened.			
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Risk Category: *Technical and maintenance risk which related to mechanical and technical tools and services available in the College of Nursing.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	Support Services/ ITS/ EduTech	IT Shutdown and Safety issues such as Cyber attacks.	-Disruption to the learning process. -Disruption to all university activities.	-Faculty -Staff -Student	3	3	9	Accept/control	-Periodical checks the equipment. -Staff to be available during critical periods. -Control access to websites, attachments, and emails. -Notify students,	2	2	4

									faculty, and staff about phishing scams.			
2	Support services	Electrical shutdown	-Safety of students/Staff. -Damage to machinery.	-Faculty -Staff -Student	2	4	8	Avoid/ control	Periodically check backup generators.	1	4	4

Risk Category: *Human risk which related to the workforce and human capital of the College of Nursing.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	- College of Nursing dean - Administrative affairs	Delays and difficulties in attract ,recruit and retain highly qualified faculty and staff.	Hinder the college of nursing operations.	-Faculty -Staff -Student	2	2	4	Control	-Create APPs to govern this process. -Find out strategies for staff retention such as exit interview.	1	1	1

Risk Category: *Natural Risk refers to naturally happening events that may be harmful to the health and safety of College of Nursing citizens.*

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	College of Nursing dean	Sandstorms and floods	-Safety of staff/students going to/From University. -Affects the communication network. -Health complications (e.g. Asthma).	-Faculty -Staff -Student	4	4	16	Accept/control	-Active presence social media announcements. (Also SMS/Email). -Have a first Aid in each building. -Guidance signboards.	2	2	4
2	College of Nursing dean	Fire	-Safety of Staff/ Students going to/From University. -Affects the communication network.	-Faculty -Staff -Student	2	1	2	Control	-Fire drill, Evacuation plan.	1	1	1

Risk Category: *Laboratories Risk* refers to events that may be harmful to the health and safety of College of Nursing citizens.

No.	Stakeholder	Risk Description	Risk Impact	Affected	Gross Risk GR, 1=lowest, 5=highest			Risk Treatment	Risk Control	Target Risk TR, 1=lowest, 5=highest		
					L: Likelihood I: Impact					L: Likelihood I: Impact		
					L	I	GR LxI			L	I	TR LxI
1	Laboratories keeper	Theft	-Jeopardize the educational process. - Students practical learning outcomes.	-Faculty -Student	2	4	8	Avoid/ control	- Laboratories will be open during practical and simulation time.	1	2	2
2	College of Nursing coordinator	Fainting	-Disruption to the learning process.	-Faculty -Student	3	3	9	Avoid/ control	-Structured students' orientation about safety and the risks could happen in the Laboratories. -Orient the students and the lab staff about the procedures in case it happened.	2	3	6

Contact Information:

Risks	General location	Location of the hazard	Information of the responsible	The party which the risk will be reported to
Fire/ Electricity Risk	College of Nursing	All Classes/ Labs/ Offices	College of Nursing coordinators Female side 1806 Male side 8231	Safety and Security services 8171 - 8535 College of Nursing Dean 7909
Health Risk	College of Nursing	All Classes/ Labs/ Offices	College of Nursing coordinators Female side 1806 Male side 8231	Ambulance services 997 - 3300 College of Nursing Dean 7909
Technical Risk	College of Nursing	All Classes/ Labs/ Offices	College of Nursing coordinators Female side 1806 Male side 8231	IT services 8933 College of Nursing Dean 7909

- You can contact Learning Resources, Facilities and Equipment Committee regarding any risks occurrence inside the college of nursing, further information or suggestions on the following:

Name	Email	Telephone Extension
Dr. Alsadig Altaher	Eeabdulrahman@nu.edu.sa	7639
Dr. Abeer Yahya	Ayshalby@nu.edu.sa	1809
Ms. Maram Alhemairy	Maalhemairy@nu.edu.sa	1804
Ms. Hend Almutairi	Htalmutairi@nu.edu.sa	1824

References:

- Najran University Risk Management Plan (1438H).
- King Saud bin Abdulaziz University for Health Science (KSAU-HS) Risk Management Plan (2017 – 2022).

Learning Resources, Facilities and Equipment Committee
Ms. Maram Alhemairy

Maram