GREAT AMERICAN.
INSURANCE GROUP

Specialty Human Services

Operational Change Management Checklist

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Resiliency and adaptability are necessities in today's quickly evolving world. Organizations must, at times, quickly execute operational changes in order to respond to various types of changes or threats. For example, a nonprofit may need to temporarily shut down due to a security break, HVAC failure or by civil authority. Prolonged school closures could shift the need for an organization to increase daycare operations. An infectious disease outbreak could lead a school that normally provides hot meals or a food pantry to switch to online ordering and curbside pickup.

Change also brings with it a certain level of risk. This is because, with change, there is oftentimes disruption to established processes and procedures. Changes in staff levels, technical skill demands, facility characteristics and lack of clear communication are just some of the risk factors that need to be managed. It is important that your organization identify, assess, and adequately address risk factors associated with operational changes on a proactive basis before losses can occur.

When considering a shift in your operations, three steps can help you assess your facility's preparedness to handle the new operations, identify your susceptibility to frequent or severe losses, and plan your hierarchy of controls

Risk Assessment

Beginning with a risk assessment presents a structured approach to addressing the risks associated with the changes. It is important that you include members of your internal team in your risk assessment in order to benefit from other perspectives and experience/knowledge. This also helps to create "buy-in" from all staff and volunteer members.

Risk assessments should include both table-top discussions of potential risks and physical walkthroughs of the facility in order to identify physical risks. Examples of risks for consideration include:

Physical Risks	Tabletop Discussion
✓ Slip/Trip/Fall Hazards	✓ Compliance with local/state health codes.
✓ Securement of Furniture and other heavy items that could fall over	✓ Prioritization of children of healthcare workers
✓ Securement of areas of the building not in use.	✓ Adherence to state and federal mandates
✓ Isolated Areas not Visible to Staff	✓ Adequate Training of all New Staff/ Volunteers and Training of Staff/Volunteers in New Roles
✓ Increased sanitation of Play Areas and Surfaces in accordance with CDC standards.	✓ Parent pick-up/drop-off procedures
✓ Electrical Safety	✓ Physical Security Vulnerability Assessment
✓ Crisis Response Plan in Place	✓ Proper Screening of New Staff and Volunteers – Careful consideration of staff/ volunteers in identified "At-Risk" people.
✓ Bathroom Procedures	✓ Appropriate Age Grouping
✓ Safe Food Handling Measures, Food Allergies	✓ Third Party Risk Transfer Measures, if needed.
✓ Maintaining Building Emergency Egress Routes	✓ Sick Child Response Protocols and Isolation Procedures. Infectious Disease Safe Practices in Place. Child Screening
✓ Medication Procedures	
✓ Maintaining Proper Child-to-Staff Ratios and supervision of children at all times.	

Prioritize Risks through a Risk Assessment Matrix

Once you have identified the risk exposures that are present with the change in operations, it is a good idea to grade the risks and prioritize them so that you can develop controls for the highest priority to the lowest.
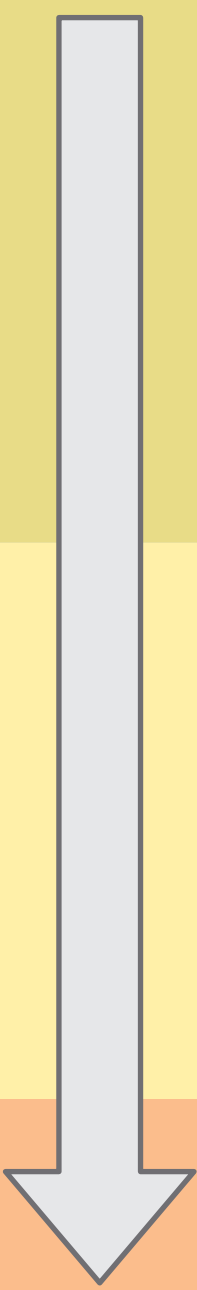
Risk Assesment Matrix				
	Severity of Consequence			
Likelihood of OCCURRENCE or EXPOSURE For selected Unit of Time or Activity	**NEGLIGIBLE**	**MARGINAL**	**CRITICAL**	**CRITICAL**
Frequent	MEDIUM	SERIOUS	HIGH	HIGH
Probable	MEDIUM	SERIOUS	HIGH	HIGH
Occasional	LOW	MEDIUM	SERIOUS	HIGH
Remote	LOW	MEDIUM	MEDIUM	SERIOUS
Improbable	LOW	LOW	LOW	MEDIUM

Likelihood		Severity/Consequence	
Frequent:	Likely to Occur Repeatedly	**NEGLIGIBLE:**	First Aid or Minor Medical Treatment
Probable:	Likely to occur several times	**MARGINAL:**	Minor injury, lost workday accident
Occasional:	Likely to occur sometime	**CRITICAL:**	Disability in excess of 3 months
Remote:	Not likely to occur	**CATASTROPHIC:**	Death, disability,
Improbable:	Very unlikely - may assume exposure will not happen		

Risk Level	
LOW:	Risk Acceptable, Remedial Action Discretionary
MEDIUM:	Take Remedial action at appropriate time
SERIOUS:	High priority remedial action
HIGH:	Operation not permissible

Hierarchy of Controls

This hierarchy is intended to provide a systematic approach to eliminate, reduce, or control the risks of different hazards Each step is considered less effective than the one before it. It is not unusual to combine several steps to achieve an acceptable risk. The types of hazards employees are exposed to, the severity of the hazards, and the risk the hazards pose to employees should all be considered in determining methods of hazard elimination or control.

Hierarchy of Health and Safety Controls		
Most Effective	CONTROLS	EXAMPLES
	1) Elimination	• Design to eliminate hazards, such as falls, hazardous materials, noise, confined spaces, and manual material handling.
	2) Substitution	• Substitute for less hazardous material. • Reduce energy. For example, lower speed, force, amperage, pressure, temperature, and noise.
	3) Engineering Controls	• Ventilation systems • Machine Guarding • Sound enclosures • Circuit breakers • Platforms and guardrailing • Interlocks • Lift tables, conveyors, and balancers
	4) Warnings	• Signs • Backup alarms • Beepers • Horns • Labels"
	5) Administrative Controls	**Procedures** • Safe job procedures • Rotation of workers • Safety equipment inspections • Changing work schedule **Training** • Hazard Communication Training • Confined Space Entry"
	6) Personal Protective Equipment	• Safety glasses • Hearing Protection • Face shields • Safety harness and lanyards • Gloves • Respirators"
Least Effective		

Not all controls are the same. While elimination of the risk altogether is preferred, it is not always the most feasible. Select the most effective control type that is feasible for your organization.

1.	Risk Assessment. Record identified risks here:

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2. Prioritize your risk using the matrix in risk order:

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3. Hierarchy of Controls. Match the control to the risk:

Risk	Control	Assigned To	Need by Date

4.   Hierarchy of Controls. Match the control to the risk:

Notes

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