

Huther-Doyle Memorial Institute, Inc.: Risk Management Plan

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Risk Management Program for Huther-Doyle Memorial Institute, Inc.

Risk Management Philosophy

Huther-Doyle Memorial Institute, Inc. aspires to operate in a way that protects the health, safety and security of clients, staff members and volunteers while upholding the organization's mission and safeguarding assets needed for mission-critical programs and activities.

Risk Management Goals

Huther-Doyle Memorial Institute, Inc. seeks to involve appropriate personnel at all levels of the organization in the identification of risks and creation of practical strategies in order to make certain that the organization's approach to risk management considers diverse perspectives and staff understand their roles and responsibilities in protecting the mission and assets of the organization.

General Safety Principles

- Huther-Doyle Memorial Institute, Inc. strives at all times to operate in compliance with local, state, and federal laws and regulations.
- Huther-Doyle Memorial Institute, Inc. adheres to the policies and standards of the New York State Office of Alcoholism and Substance Abuse Services in matters related to the health safety, and well being of service recipients.
- All adults involved in Huther-Doyle Memorial Institute, Inc. bear responsibility for the health, safety, and security of service recipients. This is a primary responsibility of the board of directors, CEO and program staff.
- Safety and risk management activities are multi-faceted and include:
 - Thoughtful screening, selection and training of staff and interns.
 - Creating and enforcing policies, standards, guidelines, and procedures as guides for planning.
 - Maintaining safe and secure facilities.
 - Establishing procedures to be followed in the event of an emergency.
 - Maintaining clear communications channels.
- Huther-Doyle Memorial Institute, Inc. purchases insurance coverage as a financing mechanism for certain risks, but recognizes that insurance is not a substitute for vigilance in planning and implementing programs.

Responsibility for Risk Management

Board of Directors

- Sets risk management goals, adopts annual operating objectives and budget with risk management included.
- Adopts any capital budget with risk management in mind.
- Reviews operational reports to determine compliance and future priorities.
- Ensures compliance with policies and standards imposed by regulatory and licensing agencies.
- Adopts and establishes policies and standards.
- Reviews the organization's insurance program periodically.
- Reviews the organization's risk management plan annually.

Legal Counsel for the Organization

- Serves as advisor to the board of directors in legal matters, making referrals to specialists on an as needed basis.
- Advises senior staff on the contracts, agreements, forms, etc.; reviews contracts on an as needed basis.

Executive Director or CEO

- Assigns staff to design and carry out safety and risk management activities.
- Assigns staff to perform annual review of the safety and risk management activities.

- Executes contracts for the organization.
- Keeps the board apprised of emerging threats and opportunities facing the organization.

Governance Structure

Articles of Incorporation

Huther-Doyle Memorial Institute is incorporated in the State of New York as a 501[c] (3) not-for-profit corporation. Principal offices are in Monroe County, New York.

Bylaws

Huther-Doyle operates under by-laws adopted by the Board of Directors and on file in the corporate offices.

Indemnification of Board Members

Huther-Doyle indemnifies Directors who operate within the requirements of due diligence and maintains Directors and Officers liability insurance on behalf of volunteer Board members.

Conflict of Interest Policy

The board adopted the conflict of interest policy in 2002. Every year each board member completes and signs a disclosure statement declaring any known conflicts and agreeing to comply with the policy. These annual statements are gathered in January of each year.

Board Operations

Huther-Doyle has created a Board Manual that contains key policies and expectations of the Board.

Board Development

The Board of Huther-Doyle Memorial Institute, Inc. strives to enhance the ability of its members to govern the organization by providing training for Board members. Periodically the Board will assess the educational needs of the members and offer training, support or assistance as needed.

Board Assessment

To become a more effective Board, the Board members of Huther-Doyle Memorial Institute, Inc. will conduct a self-assessment at least once every three years. The Board will use the self-assessment as a tool to improve its performance and energize the organization to achieve its mission.

Board Recruitment and Nomination

Huther-Doyle Memorial Institute, Inc. strives to have a diverse and qualified Board with people who bring the skills, qualities, and expertise needed to lead and govern the organization in accomplishing its mission.

Board Minutes

The Board is committed to having the minutes accurately reflect the actions of the Board. The minutes are stored with other corporate documents to protect them from harm or loss.

Risk Financing Strategy

To safeguard the assets and resources of Huther-Doyle Memorial Institute, Inc., the organization will purchase insurance for those insurable risks of major importance to mission-critical operations and the financial health of the organization. It is the executive director's responsibility to oversee the organization's insurance program and provide an annual insurance report to the Board.

Human Resources

Written Employment Policies

Huther-Doyle Memorial Institute, Inc. has adopted a number of critical employment policies, which are contained in the Employee Handbook. The Handbook is distributed to all incoming staff on their first day of employment and employees are required to acknowledge receipt of the Handbook and an agreement to abide by the policies therein. It is the organization's policy to review the Handbook carefully prior to taking any disciplinary action against an employee to ensure that the organization's policies have been followed. Employees who have questions or concerns about any of the policies contained in the Handbook are encouraged to speak with their direct supervisor or the Director of Administrative Services. Management of Huther-Doyle reviews and updates its Employee Handbook every two years to ensure policies comply with state and federal regulations.

Communicating Policy Changes

All new policies are communicated in writing to staff through the use of memos and other appropriate policy documents. In addition, new policies are incorporated in the policy manual when that manual is updated periodically.

Use of Position/Job Descriptions

Huther-Doyle Memorial Institute, Inc. has developed job descriptions for all paid positions in the organization. These documents are finalized before the recruitment process begins.

Employee Orientation

Each supervisor at Huther-Doyle Memorial Institute, Inc. is responsible for designing and conducting an appropriate orientation session for their new hires. The orientation must take place within the first week of employment. A typical orientation includes review of key policies, introduction to software programs and hardware programs that will be used by the employee, introduction to other staff and key volunteers, and a review of the supervisor's expectations and reporting requirements.

Staff Supervision

Supervisors are required to provide a minimum of bi-weekly supervision and to maintain written documentation of all supervisory sessions.

Performance Appraisal Process

Huther-Doyle requires written annual performance appraisals for all employees. At the time of the appraisal, performance goals for the coming year are established.

Interpersonal Relationships

To protect our clients, Huther-Doyle Memorial Institute, Inc. has established guidelines for activities, programs and services it will pursue (e.g. staff may not transport clients of the opposite gender unless in a group setting; observed drug tests must be conducted by a staff member of the same gender as the client). Deviation from these guidelines may create unacceptable risks and endanger our purpose and mission. All personnel should be committed to following these guidelines and work to meet the needs of our clients.

Position Descriptions

Huther-Doyle has developed job descriptions for all positions. These establish minimum qualifications and outline duties and responsibilities.

Applications

Huther-Doyle Memorial Institute, Inc. uses an application form for paid and intern positions.

Interview Guide

Huther-Doyle Memorial Institute, Inc. uses an interview guide as a strategy for managing the risks associated with interviewing prospective staff and volunteers. All personnel involved in interviewing have been trained on the principles contained in the guide.

Reference Checks

Huther-Doyle Memorial Institute, Inc.'s screening process includes checking references for finalists for paid and non-paid positions.

Criminal History Background Checks

Huther-Doyle will consider conducting criminal background checks on employees for positions identified as requiring them.

Programs and Services

A detailed description of agency programs and services is contained in the Agency Operating Manual.

Client Safety

The agency is committed to providing clients with a safe and healthy environment. Weapons are banned from the premises, and routine inspections of facilities are made to identify any potential safety hazards.

Staff Code of Conduct

I understand that my active participation in Huther-Doyle Memorial Institute, Inc.'s program is important to the success of my involvement and the organization's efforts. Therefore I agree to abide by the following rules for my participation.

- I understand that my consistent participation is important and I will honor my time and service commitment.
- I will respect the rights, dignity and worth of all people involved within the program. I will be a positive role model for the clients with which I have contact.
- I understand that the relationship between the clients and me is important and I will not include other people in our activities, including members of the client's family, without written consent.
- I understand that my role as an employee is a matter of trust and will not pursue any activities with the client(s) outside the confines of the organization's program.
- I understand that I may learn personal information about others that I will keep confidential.
- I will not engage in activities that pose a serious risk of injury to myself and others, including but not limited to, use of alcohol or drugs (illegal or that impair my ability to perform my duties), or smoking in restricted areas.
- I will refrain from any form of personal abuse towards others, including verbal, physical and emotional abuse.
- I will not engage in any inappropriate contact or relationship with a client or other participant of the organization's programs.
- I will be alert to any form of abuse from other sources directed toward clients.
- I will not buy gifts nor give money to any client. Whenever in doubt of the appropriateness of a modest gift I will check with the organization.
- I will maintain regular contact with my supervisor by responding promptly to any calls, letters, or other means of communication. I also understand that the organization may request a meeting to discuss my participation and I will respond promptly.
- I understand that if a problem arises between the client and/or the client's family or caregiver, I will inform my supervisor immediately.
- I understand the importance of ending my involvement with the organization properly therefore I will participate in the organization's exit or termination procedures.
- I agree to follow all established rules and guidelines of the organization
- I have read and agree to abide by the Huther-Doyle Memorial Institute, Inc.'s Code of Conduct. I understand that if I violate this Code of Conduct I will be subject to a range of consequences, up to and including being prohibited from participating in any activities or programs of the organization.

Signature _____

Date _____

Client Code of Conduct

- I understand as a participant in the Huther-Doyle Memorial Institute, Inc.'s program that I am responsible for my behavior.
- I will act in ways that bring respect to me and other participants within the program.
- I will not use bad language, swear, insult or fight with other people. I will refrain from any form of personal abuse towards others, including verbal, physical and emotional abuse.
- I will not engage in any inappropriate contact or relationship with any other participant in the organization's programs.
- I will participate actively in the program.
- I will try new activities and learn new skills to the best of my ability.
- I will not ask to include my friends, brothers, sisters, or other family members in program activities unless they are so invited.
- I will inform my family or caregivers of my program activities.
- I will be on time and dressed appropriately for all program activities.
- I will let the organization know if my plans change and I am unable to keep an appointment or participate in an activity.
- I will not expect the staff to buy me gifts, give me money or take me on expensive outings.
- I will keep contact with the agency's staff by responding to phone calls, letters and other means of communicating promptly.
- If a problem develops, I will immediately talk to my family or caregiver and/or a representative from the agency about it.
- If a problem develops within my family or other circumstances occur that affects my participation in the program, I will contact the agency.
- I agree to follow all established rules and guidelines of the agency.

I have read and agree to abide by the Huther-Doyle Memorial Institute, Inc.'s Code of Conduct. I understand that if I violate this Code of Conduct I will subject to a range of consequences, up to and including being prohibited from participating in any activities or programs of the agency.

Signature _____ Date _____

Emergency Procedures

To ensure the safety of our clients, Huther-Doyle Memorial Institute, Inc. has established an emergency action plan. The emergency action plan is a way for Huther-Doyle Memorial Institute, Inc. to prepare and plan for various emergencies. All personnel are responsible for knowing and following the plan. Each facility must schedule and hold emergency drills to test the plan and ensure its readiness in the event of an emergency.

Facilities Access

Huther-Doyle Memorial Institute, Inc. has adopted a policy requiring central check-in for all unscreened personnel and visitors to the organization's facilities and premises. Once checked-in, all visitors must be escorted on the premises. Visitors must sign a confidentiality disclosure form, which is kept on file in administrative offices.

Huther-Doyle Memorial Institute, Inc. has adopted a standard of progressive discipline for clinical non-compliance. Individuals who threaten or commit violence against others or who bring/use chemicals on the premises are immediately discharged from the program.

Training and Supervision

Huther-Doyle Memorial Institute, Inc. provides mandatory staff training annually on: safety, infectious disease management, universal precautions and HIV as part of its emergency preparedness planning.

Financial Management

Financial Responsibilities and Objectives

It is the responsibility of the Board of Directors to formulate financial policies and review the operations and activities of Huther-Doyle Memorial Institute, Inc. on a periodic basis. The Board delegates this oversight responsibility to the Finance Committee, of which the Treasurer is the Chair. The CFO of the organization acts as the primary fiscal agent, with responsibility for implementing all financial management policies and procedures on a day-to-day basis. The CFO may delegate to qualified professional staff responsibility for managing various aspects of financial management.

The financial management objectives of Huther-Doyle Memorial Institute, Inc. are to:

- preserve and protect financial assets needed for mission critical activities;
- exercise appropriate care in the handling of incoming funds and disbursement of outgoing funds;
- strive for transparency and accountability in fiscal operations.

Budgeting Process

The CEO, CFO and Treasurer (Finance Committee Chair) shall be responsible for developing and presenting to the Finance Committee a proposed budget for the upcoming fiscal year no less than 45 days prior to the beginning of the new fiscal year. The Finance Committee shall review and approve the budget and present it to the board within 30 days prior to the beginning of the new fiscal year. The budget shall contain detailed projections for revenues and expenditures as well as cash flows.

Financial Statements

The CFO is to prepare monthly Financial Statements, on a modified accrual basis, that are in general accord with national accounting standards and practices. Financial statements, indicating profit/loss and including a balance sheet are to be submitted to the Board of Directors on a monthly basis.

Internal Controls

Huther-Doyle Memorial Institute, Inc. has adopted a number of internal control measures as part of an overall effort to safeguard financial assets. These controls include:

- A policy requiring that all incoming checks are immediately stamped with a restrictive endorsement indicating "for deposit only"
- A detailed log of all incoming checks and cash is maintained and reconciled with deposit slips and monthly bank statements
- All cash and checks are deposited the same business day if possible, and no later than the next business day

In addition, and to the extent possible given its size and circumstances, the organization strives to segregate the following duties so that a single staff member isn't required to perform two or more of the following incompatible functions:

- Authorizing the purchase of goods and services;
- Preparing a purchase order to purchase goods;
- Receiving goods or validating the performance of services;
- Approving the payment of accounts payable for goods and services received;
- Recording the liability for accounts payable;
- Preparing and signing checks to pay the respective accounts payable;
- Forwarding payments to the payee.

Audit

It is the policy of Huther-Doyle Memorial Institute, Inc. to engage the services of a reputable, independent CPA firm to conduct an annual audit of the organization's financial statements. The audit is required to be completed within six months of the end of each fiscal year. The audit firm is selected by and reports to the organization's Audit and Finance Committee. A representative of the audit firm is requested to make an annual presentation to the Board of Directors as part of the report by the Audit Committee.

Investment Policy

The Audit & Finance Committee is responsible for developing an investment policy for Board approval. The Policy is to be reviewed on a biannual basis.

Fundraising and Public Relations Risks

Gift Acceptance Policy

1. Huther-Doyle Memorial Institute, Inc. solicits and accepts gifts that are consistent with its mission.
2. Donations will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, within limitations outlined in the Board-approved Gift Acceptance Policy.
3. In the course of its regular fundraising activities, Huther-Doyle Memorial Institute, Inc. will accept donations of money, real property, personal property, stock, and in-kind services.
4. Certain types of gifts must be reviewed prior to acceptance due to the special liabilities they may pose for Huther-Doyle Memorial Institute, Inc.. Examples of gifts which will be subject to review include gifts of real property, gifts of personal property, and gifts of securities.

Monitoring Restricted Gifts Policy

Funds received by Huther-Doyle Memorial Institute, Inc. for restricted purposes will be tracked in accordance with generally accepted fund accounting principles specified by the Industry Audit Guide for the American Institute of Certified Public Accountants. External reports required by donors and grantors will be prepared according to the donor's or grantor's specifications. The CFO is responsible for tracking grant funds and the Director of Development is responsible for coordinating the preparation of periodic reports due to funders.

Policy Concerning Fundraising Campaigns and Activities

The development office at Huther-Doyle Memorial Institute, Inc. is responsible for overseeing and coordinating all fundraising conducted on the organization's behalf. Examples of fundraising activities include capital campaigns, grant-seeking, solicitation of corporate donations and sponsorships, special event sales and sponsorships, charitable auctions, and cultivation of individual donors. The development office must give its approval to any proposed fundraising activity or program prior to launch. The development office will establish and implement a protocol for recording, tracking and acknowledging contributions from all campaigns.

Facility Risks

Facility Needs

Huther-Doyle Memorial Institute, Inc. strives to maximize the value and use of our facilities to address the needs of our clients, the community, and the organization.

Facility Design

Huther-Doyle Memorial Institute, Inc. is committed to providing a safe environment for its clients and staff through the appropriate use of its premises whether owned, leased or borrowed. The organization strives to construct or modify each property to most efficiently and effectively provide services to our clients while meeting all required codes and regulations.

To ensure the safety of our operations the members of the Huther-Doyle Safety Committee inspect facilities on a regular basis to ensure compliance with regulations, accreditation standards, and our own principles.

Preventive Maintenance

Huther-Doyle reports any hazardous condition identified in one of its facilities to the facility landlord within twenty-four hours of first notice. Daily monitoring occurs to ensure action is taken to correct the problem.

Facility Rental/Lease Policy

Huther-Doyle Memorial Institute, Inc. does not rent/lease its facilities to outside groups.

Policy Concerning Invitees

Huther-Doyle Memorial Institute, Inc. is committed to providing a safe environment to all individuals attending meetings or non-program activities on our premises and reports all potential hazards to the facility owners immediately upon identification. In instances where Huther-Doyle rents, leases or uses facilities of another organization, there will be a formal, written lease or document establishing fees and laying out responsibilities for maintenance and security. Huther-Doyle does not hold events in private residences.

Emergency Planning Policy

It is the policy of Huther-Doyle Memorial Institute, Inc. to promote good health, well being and occupational safety for its employees, volunteers and service recipients. Emergency situations require the participation of all staff. Everyone must be familiar with emergency operations. Certain responsibilities are defined to ensure smooth operations. The emergency plan must be readily available, posted in a prominent location, and reviewed annually by the organization's senior management.

Technology and Information Management

Technology Policy

Huther-Doyle Memorial Institute, Inc.'s information and office technology systems (networks, software, computers, telephones, printers, copiers, etc.) are tools provided to employees and interns to enhance productivity and performance on the job. Limited non-business use is permitted when on personal time (e.g. during lunch hour or after work). Regardless of the type of use, employees must not have any expectation of privacy to data, information or files that are created, stored or used on Huther-Doyle Memorial Institute, Inc.'s systems. The executive director or his/her designee reserves the right to access the employee's computer or files at any time. Staff is expected to use good judgment in their use of Huther-Doyle Memorial Institute, Inc.'s information and office technology systems, especially electronic mail. Access to all systems, including electronic mail and the Internet, is a privilege, not a right.

Examples of inappropriate uses of technology include, but are not limited to:

- Any violation of law or government regulation
- Any unauthorized access to computer systems or networks
- Any use promoting disrespect for an individual, discrimination, or any use constituting a personal attack, including ethnic jokes or slurs
- Viewing, copying or transmitting material with sexual or profane content
- Transmitting harassing or soliciting messages
- Transmitting unsolicited advertising
- Using copyrighted material without permission or legal rights
- Any use for personal financial gain, or in a manner creating a potential conflict of interest for the employee or Huther-Doyle Memorial Institute, Inc.
- Defamatory, inflammatory or derogatory statements about individuals, companies or their products
- Any use that constitutes a waste of Huther-Doyle Memorial Institute, Inc.'s resources, including network resources
- Sending or forwarding chain letters
- Any use of network systems for recreational games or other recreational purposes
- Any use that involves corruption or destruction of data, including knowingly launching a virus, worm or other malicious software

The failure to use good judgment or the abuse of the organization's policies may result in suspension of privileges or disciplinary action. If any employee discovers he or she has unintentionally violated this policy, that employee should notify his or her supervisor immediately.

Policy Concerning the Use of Wireless Communications Devices

It is the policy of Huther-Doyle Memorial Institute, Inc. to emphasize its commitment to the safe operation of all motor vehicles used by its employees while on organization business. Accordingly, we discourage the use of wireless communications devices (hereinafter "WCDs) for business purposes while driving motor vehicles. The use of any WCD in violation of any federal, state or local laws or regulations is prohibited. Any employees who are found to be in violation of this policy will be subject to discipline, up to and including termination of employment.

Safeguarding Equipment and Systems

The agency Information Technology Coordinator maintains a set of policies and procedures designed to protect agency electronic information (including the use of back-up technology) and data restoration in case of a hardware failure.

The Information technology Coordinator has established policies designed to protect the physical security of agency equipment.

Access Security

Huther-Doyle Memorial Institute, Inc. maintains numerous files containing personal data, financial information, and other confidential or proprietary information. These files may be in paper or electronic form. The IT Coordinator will limit access to certain files based upon individuals' responsibilities and job tasks. Confidential documents will be secured in locked filing cabinets. Any employee whose work requires access to confidential documents should ensure that files are returned to their secure location. Persons who knowingly obtain unauthorized access to confidential information will be subject to discipline, up to and including termination. All incoming employees will be required to execute a Privacy Policy concerning access to and use of confidential information prior to being given access to any confidential information.

Huther-Doyle Memorial Institute's IT Coordinator is responsible for assigning and monitoring the use of passwords for the access of electronic information.

Systems Backup The IT Coordinator is responsible for ensuring daily back up of all agency systems. Back up tapes are to be secured in a safe environment, under the custodial care of the IT Coordinator.

Disaster Recovery Plan

Information technology is critical to Huther-Doyle Memorial Institute, Inc.'s ability to provide its programs and services. As a key component of our operations, the IT Coordinator is responsible for establishing a disaster recovery plan for our network and computer operations. All employees and volunteers will support this staff person in developing, maintaining and testing the plan. All personnel involved with the disaster response must be familiar with the plan and their assigned roles and responsibilities.

Managing Internet and World Wide Web Risks

Internet Security

Due to the critical nature of our information systems and network, we will implement the most stringent yet appropriate security measures to protect our information. The IT Coordinator is responsible for devising and implementing our security protocols. The failure of staff to follow these security protocols may result in suspension of privileges or disciplinary action, up to and including termination.

Huther-Doyle Memorial Institute's IT Coordinator is responsible for monitoring the functionality of the agency web site on a routine basis.

Web Site Content

To maintain the integrity of the organization's Web site, the Development Director will oversee the content and look and feel of the site. This position is responsible for ensuring that content meets the organization's quality standards and due diligence has been completed to ensure that the organization is within its rights to use any material it posts.

As part of its work to protect the reputation and legal interests of the organization, Huther-Doyle Memorial Institute, Inc. will post the following Web site disclaimer effective January 1, 2007:

Web Site Disclaimer

All materials posted on this site are subject to copyrights owned by Huther-Doyle Memorial Institute, Inc. or other individuals or entities. Any reproduction, retransmission, or republication of all or part of any document found on this site is expressly prohibited, unless Huther-Doyle Memorial Institute, Inc. or the copyright owner of the material has expressly granted its prior written consent to so reproduce, retransmit or republish the material. All other rights reserved.

The names, trademarks, service marks and logos of Huther-Doyle Memorial Institute, Inc. appearing on this site may not be used in any advertising or publicity, or otherwise to indicate the organization's sponsorship of or affiliation with any product or service, without the organization's prior express written permission.

Although this Web site features links to other sites, Huther-Doyle Memorial Institute, Inc. takes no responsibility for the content or information contained on those sites, as we do not exercise editorial or other control over these sites.

This Web site provides information and services in furtherance of our mission. We make no representations about the suitability or accuracy of the information on this site for any purpose.

If you see any objectionable, inaccurate or improperly functioning content or features on this site, please contact Jeffrey Barhite, Director of Development at 585-325-5100 as soon as possible.

Web Privacy

Huther-Doyle does not collect any data or information via its web site.

Transportation

Only authorized operators are allowed to drive agency vehicles. Individuals must be trained and certified prior to using a vehicle and must possess a valid New York State operator's license.

Huther-Doyle Memorial Institute, Inc. is committed to providing a safe environment for its staff and clients. To achieve this goal, anyone driving on behalf of the organization must be approved. All approved drivers must possess a valid driver's license, acceptable driving record, and adequate personal automobile insurance.

Driver Training

Huther-Doyle Memorial Institute, Inc. recognizes the importance of training its drivers. All approved drivers must attend a driver orientation course prior to being permitted to drive for the organization. In addition, all approved drivers must participate in ongoing driver training programs as scheduled by the organization from time to time.

Persons who drive on Huther-Doyle's behalf are subject to oversight by their direct supervisor. As part of the regular performance review process, driver performance will be assessed annually and continuing eligibility to drive will be verified. This verification will include review of a current Motor Vehicle Report (MVR) to ensure that the driver meets the organization's minimum eligibility requirements, and review of the complaint log to determine if any corrective action is required.

Vehicle Selection

It is the policy of Huther-Doyle Memorial Institute, Inc. to carefully select all vehicles used on the agency's behalf. The selection of new vehicles begins with an analysis of the intended use/purpose of the vehicle and continues with research on the safety of the proposed vehicle. Prior to purchasing a new vehicle the organization verifies information on crash test ratings and rollover risk published by the National Highway Transportation and Safety Administration (NHTSA) at www.safercar.gov. Any purchased or borrowed vehicle used on the organization's behalf must contain basic safety equipment such as air bags, seat belts for all occupants and anti-lock brakes.

For purchased vehicles the organization seeks:

- Are light in color
- Contain day time running lights—lights that turn on automatically when the vehicle is switched on

Vehicle Maintenance

Huther-Doyle Memorial Institute, Inc. has assigned responsibility to a regular staff member who ensures that all agency-owned vehicles are maintained and repaired. The vehicle supervisor oversees maintenance and repair procedures, such as:

- *Mileage and maintenance log.* Each vehicle contains a logbook for drivers to record each trip, including the driver, purpose, and miles driven. The book should also document any maintenance or repairs performed.
- *Pre-trip inspection.* The driver completes a short pre-trip inspection form before using the vehicle. Drivers are instructed to refer any problems to the vehicle supervisor. The supervisor also inspects vehicles periodically.
- *Routine maintenance.* The vehicle supervisor schedules and documents the routine maintenance of all vehicles (oil changes, tire rotation and replacement, fluids checked).
- *Maintenance or repair requests.* Drivers are instructed concerning the proper way to report maintenance and repair needs (flat tire, broken seat belt).

Accident Procedures

Persons authorized to drive for Huther-Doyle Memorial Institute, Inc. have been trained to follow the following procedure if they are involved in an accident while driving any vehicle for the organization:

- Tend to any medical needs. Call the police or ask a bystander to contact the police.
- Do not discuss the accident or admit fault to any other driver involved or bystander.

- Record the name, address and driver's license number of the other involved drivers, using the Vehicle Accident Form in the vehicle glove box.
- Record the license plate and make of the car on the Vehicle Accident Form.
- Record the police report number, police officer's badge number and time, date and place of accident on the Vehicle Accident Form.
- Record the names and addresses of any witnesses.
- Submit the completed Vehicle Accident Form to your supervisor prior to the close of business on the next business day.

Crisis Management

Emergency Response Policy

Huther-Doyle Memorial Institute, Inc. has adopted an Emergency Response policy whose purpose is to provide direction to the stakeholders of the organization in the wake of an emergency that may threaten the mission of the organization and the safety of its personnel and clients. The CEO is responsible for managing the organization's emergency response in accordance with the following priorities:

- to save lives;
- to protect health and to provide for the safety and health of all responders;
- to protect property and infrastructure;
- to protect the environment; and
- to restore the principle functions of the organization.

Business Continuity Planning Policy

The Huther-Doyle Memorial Institute, Inc. requires a business continuity plan to ensure that it is prepared to continue serving the community even if normal business operations are interrupted. Senior management will appoint the members of the team that will lead the development of a BCP and be responsible for developing strategies for crisis communication, financing a business interruption incident and for implementing mitigation strategies. The BCP will:

- contain a Business Impact Analysis
- address all essential functions within the organization
- be based on the identified, essential functions
- incorporate specific protocols, some of which will need to be created at the governance level
- be tested at regular intervals, at least annually.

Internal Distribution Policy for BCP Policies and Procedures

All pertinent policies and procedures needed to ensure that services are provided during a business interruption will be provided electronically to all senior managers on an annual basis. It is up to these managers to educate their respective staffs about their role in supporting the business continuity plan.

Vital Information Backup Policy

Huther-Doyle Memorial Institute, Inc. will develop backup procedures for protecting and preserving paper-only records and documents; electronic documents and data; and staff status availability and notification, including emergency contact information.

Crisis Communications Policy

The Huther-Doyle Memorial Institute, Inc. is committed to taking a preemptive approach to public relations crises, using disclosure whenever possible as the preferred strategy for preventing or minimizing a crisis. No one is

authorized to speak to the news media during a crisis without clearance from the executive director. The executive director or his or her designee will be responsible for developing crisis communication strategies.

When a crisis unfolds, the executive director's designee will gather and verify information about the crisis, and with the executive director will assess the severity of the matter and determine how information is to be released, who should speak for the organization (unless a spokesperson has been named and trained) and who is to be notified.

In case of an emergency requiring evacuation, posted evacuation routes and procedures are to be followed.

Special Accommodations

Evacuation of the building shall be by the nearest ramped exist (if accessible) or another exit by those persons working or receiving services on the ground level. Those persons located on an upper floor or a lower level accessible only by an elevator or stairway shall proceed to the designated evacuation area and wait until an assigned person can assist them.

Volunteer Risks and Risk Management Strategies

Priority Volunteer Risks

Huther-Doyle generally does not engage volunteers for clinical service delivery but may use volunteer services for fundraising and clerical duties..

Addressing Risks Through Recruitment, Screening and Selection

Volunteers and Interns are screened using the same process as prospective employees.

Volunteers and Interns are supervised using the same procedures as employed staff.

Intern Dismissal

Volunteers or Interns who violate agency policies or procedures are terminated.

Insurance Program for Huther-Doyle Memorial Institute, Inc.

The agency purchases professional liability, and general business insurance in consultation with insurance professionals, who analyze the risks and potential losses that need to be protected. The CEO and CFO review insurance needs on an annual basis.

Insurance Advisors

Huther-Doyle Memorial Institute, Inc. seeks an array of services from its insurance advisors. These services include, but are not limited to:

- advising and assisting the organization purchase adequate insurance coverage at an appropriate price;
- assisting the organization report claims and acting as the organization's advocate in negotiations with carriers;
- providing premium and loss reports on a periodic basis;
- providing contract review for insurance implications;
- delivering loss-control assistance and services;
- providing appropriate educational resources, for example, training sessions for employees, volunteers and the board of directors;
- keeping the organization abreast of critical developments in the insurance industry.

It is the policy of Huther-Doyle Memorial Institute, Inc. to evaluate the performance of any and all insurance advisors (agents or consultants) on an annual basis and seek competitive bids for these services no less than every five years. The incumbent advisor will be invited to participate in the bidding process as long as their current performance meets the minimum requirements of the organization.

Huther-Doyle Memorial Institute retained the services of First Niagara (aka Hatch Leonard) in 2004.