ACN 637 232 752

OM3
Organisational Risk Management

Thrive Care Group Subsidiaries

This policy is part of Thrive Care Group's (Thrive) comprehensive policy suite, designed to guide and govern operations across all subsidiaries. It establishes a unified framework that ensures consistent standards, accountability, and alignment with Thrive core values and strategic objectives. The policy applies to all employees, contractors, and stakeholders within Thrive and its subsidiaries, supporting seamless governance and compliance throughout the organisation.

OM3 Organisational Risk Management

Policy Statement

1. Thrive is committed to maintaining a robust and transparent approach to Organisational Risk Management that supports the safety and wellbeing of the Board of Directors, Management team, team members, clients and stakeholders.

2. Thrive recognises that its operations carry inherent risks. To manage these risks effectively, Thrive will:

   a. Develop a comprehensive understanding of the risks associated with its service offering.

   b. Demonstrate that appropriate controls exist to mitigate identified risks.

   c. Consider the weighting of risks in organisational responses.

3. Thrive will maintain current plans, systems and tools including a risk plan, a risk register and risk database.

4. Thrive's Governance Model will be dynamic, transparent and responsive to risk. The purpose of this model is not to eliminate risk, but to provide a structured and effective framework for managing it.

Procedures

1. Board responsibilities

   The Board will:

   a. Endorse and ensure compliance with this policy.

   b. Be familiar with Thrive's legislative obligations relating to risk management.

   c. Support and enable the Chief Executive Officer (CEO) to identify and manage risks in accordance with the Risk Plan.

2. Chief Executive Officer Responsibilities

   The CEO will:

   a. Lead the development of a quality service culture that actively identifies and reduces operational risks.

b. Oversee the management and maintenance of the Risk Plan, Risk Register and Risk Database.

c. Review and respond to all incidents and identified risks.

d. Ensure appropriate insurance coverage is maintained and reviewed regularly, including professional indemnity, public liability and accident insurance.

e. Report any gaps or necessary updates in insurance coverage to the Board for endorsement and action.

f. Ensure team members are equipped to assess role-specific risks, reduce risks in their roles, and report incidents.

g. Lead efforts to educate team members and clients on risk management, prevent harm, and improve service quality.

3. Management Responsibilities

Management will:

a. Receive incident reports and risk assessments and ensure appropriate investigation and response.

b. Ensure team members are equipped to assess and respond to role-specific risks and report incidents.

c. Ensure team members receive appropriate training, supervision and debriefing to comply with this policy.

4. Team Members Responsibilities

Team Members will:

a. Complete risk assessments relevant to their roles and take appropriate action to report and mitigate risks.

b. Report all incidents and new risks using the Incident and Accident Form.

c. Respond to incidents in accordance with Thrive Policies

5. Change Management Process for Risk Plan and Risk Register

Thrive will:

a. Identify the risk.

b. Collect data on the risk.

c. Seek advice regarding the risk.

d. Decide on the appropriate response.

e. Implement actions based on the decision.

6. Adding a New Risk to the Risk Register

Thrive will:

a. Identify the risk.

b. Assess the likelihood of occurrence.

c. Assess the impact if it occurs.

d. Generate a risk rating.

e. Identify controls.

7. Risk Governance

a. The Risk Plan outlines the Governance Operating Model and Internal Controls and is endorsed by the Board and implemented by the CEO.

b. The Risk Register is a dynamic record of all identified risks and is reviewed continuously. It considers:

   i. New risks identified or submitted by team members
   ii. Reported incidents and investigation outcomes
   iii. Feedback and complaints
   iv. Recommendations from Advisory Boards
   v. Changes in legislation, operating environment or business strategy

8. Risk Culture

a. Thrive promotes a culture of risk awareness and management across all levels of the organisation.

b. The CEO will lead efforts to educate team members and clients on risk management, prevent harm, and improve service quality.

9. Client Risk Management

Thrive will:

a. Conduct detailed risk assessments for individual client care plans, evaluating physical, psychological and environmental risks.

b. Tailor assessments to each client’s needs and circumstances.

c. Document assessments in the client’s care plan and share with relevant team members.

d. Review client risk assessments at least every six months or sooner if circumstances change.

e. Reassess risks following incidents, near misses or concerns raised.

f. Update care plans and communicate changes to relevant team members.

g. Provide ongoing training to care staff on identifying and mitigating client care risks, including:

    i. Fall prevention
    ii. Medication management
    iii. Behavioural risk management
    iv. Emergency response
    v. Infection control

h. Provide annual refresher training for care staff.

i. Document all risk assessments and mitigation strategies in the client’s care plan and Risk Register.

j. Report incidents and hazards using the Incident and Accident Form.

k. Conduct structured debriefs following incidents to assess root causes and improve procedures.

l. Maintain records of incidents and corrective actions for compliance, audit and continuous improvement.

m. Involve clients in risk management decisions by:

    i. Discussing identified risks during care planning meetings and seeking client input on preferred mitigation strategies
    ii. Encouraging clients to raise concerns or suggestions about safety and wellbeing through regular check-ins and feedback channels
    iii. Including clients in post-incident reviews where appropriate, to understand their experience and co-design improvements
    iv. Providing accessible information about risk management processes in formats suited to the client’s communication needs.
    v. Supporting clients to participate in service planning forums or advisory groups that influence organisational risk responses.

Related Business Procedures

1. OM1 – Governing Body Policy
2. OM5 – Feedback & Complaints Policy
3. OM6 – Incident Management Policy
4. OM7 – Emergency & Disaster Management Policy
5. OM8 – Information Management Policy
6. SD7 – Medication Management & Monitoring Policy

Responsible Persons

1. The Chief Executive Officer must:
    a. Manage and monitor compliance with this policy.
    b. Support team member competence and compliance with this policy.
2. Management must:
    a. Manage and monitor compliance with this policy.
    b. Ensure team members receive appropriate training, supervision and debriefing to comply with this policy.
3. All Thrive team members must comply with this policy.

Definitions

1. **Board**: The legally responsible managing body of Thrive.
2. **Incident**: An event that has caused or has the potential to cause injury, illness or damage. Examples of Incidents include slips, trips, motor vehicle accidents, scalding from boiling water and physical assault.
3. **Management**: Thrive's executive and leadership team responsible for overseeing its operations, strategic planning, and decision-making processes.
4. **Near Miss**: An Incident that did not result in an Injury, but under similar circumstances could have done so.

5. **Policy**: Statement of Thrive’s position and actions on a specific issue.

6. **Risk Plan**: A plan that outlines an organisation's approach to managing risk, identified risks, impacts and likelihood of risks and response to those risks.

7. **Risk Register**: A comprehensive list of risks within Thrive’s operations, including descriptions, likelihood, consequences, controls and mitigation strategies.

8. **Team Member**: All Thrive employees, volunteers and subcontractors

9. **Thrive**: Thrive Care Group Pty Ltd ABN 68 637 232 752, together with each of its subsidiaries.

References

1. Aged Care Act 2024 (Cth) and its associated regulations

2. National Disability Insurance Scheme (NDIS) Practice Standards and their associated regulations

Version Control

Version 1	31 August 2025	New policy creation

Thrive Care Group

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