



National Institutes of Health

ERM is in our DNA

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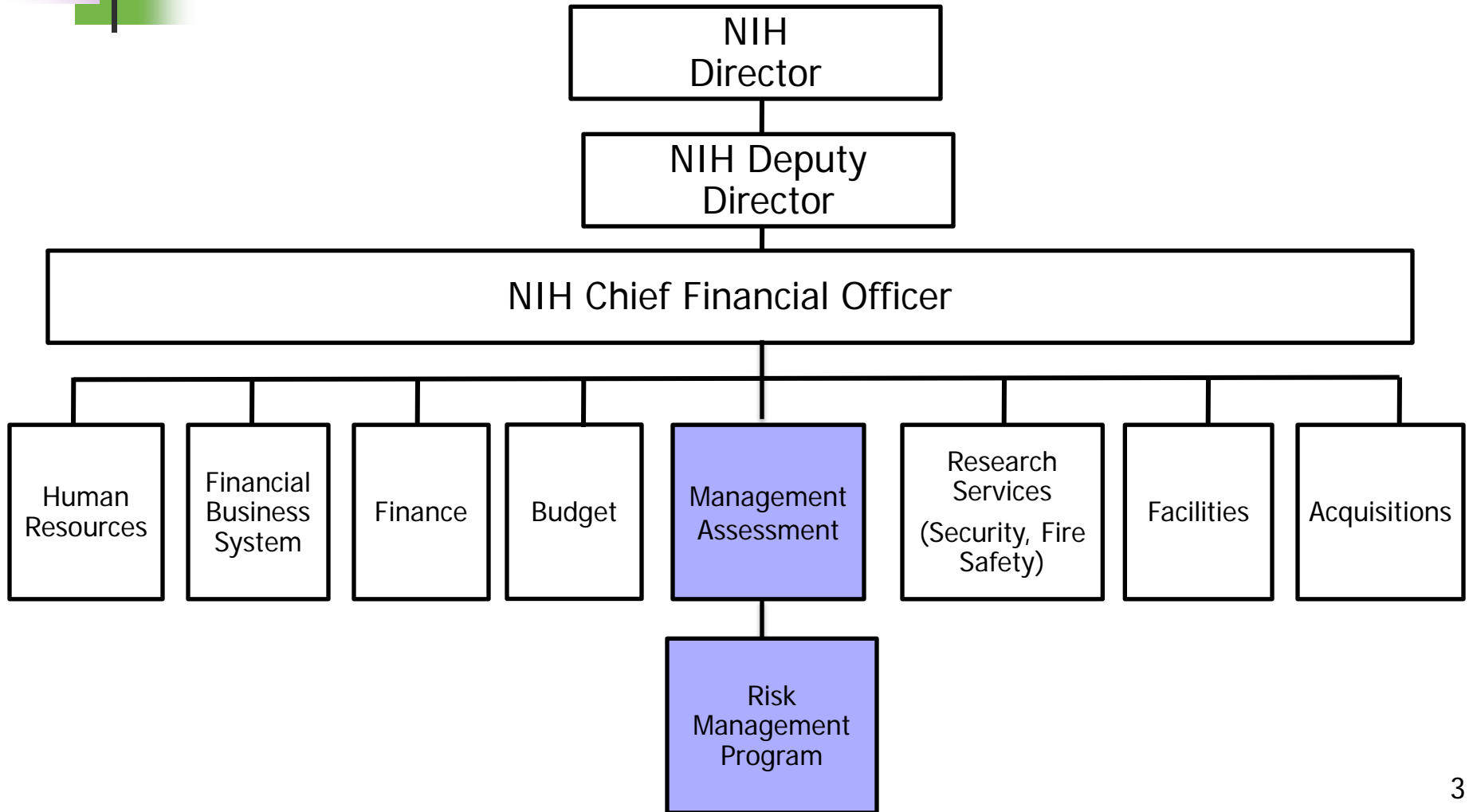
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National Institutes of Health

- Mission: To seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce illness and disability.
- Made up of 27 different components called Institutes and Centers as well as a centralized Office of the Director.
- Invests nearly \$30.3 billion annually in medical research with more than 80% going to to 300,000 plus researchers at more than 2,500 universities, medical schools, and other research institutions in every state and internationally.
- The largest clinical research hospital in the world.

Risk Management Office





Risk Management Program's Strategic Objectives

- Uses risk management data and information to support better decision-making
- Helps preserve public trust by fostering program integrity
- Supports the continual improvement of business processes
- Fosters a culture of risk awareness that supports leadership and staff efforts to management programmatic and operational risks

Risk Management at NIH

The NIH Risk Management Program focuses on those risks that have the greatest potential to impact NIH's ability to achieve its missions, goals and objectives.



Risk Management Program

Scope

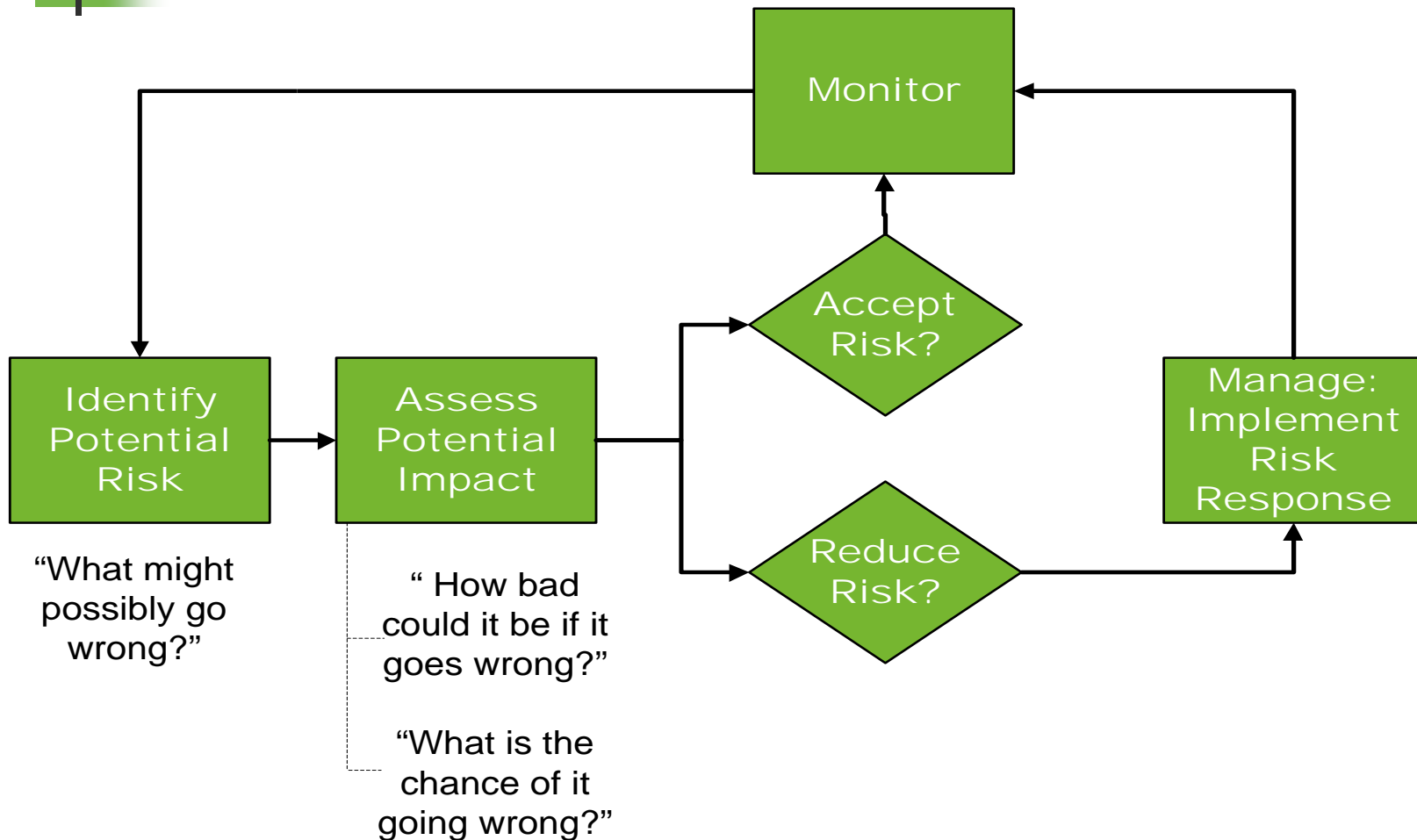


The NIH Risk Management Program considers three high-level types of risk:

- **Strategic Risk**
- **Reputational Risk**
- **Operational Risk**

Although the program does cover risks pertaining to the operational processes that support science research, the program specifically **excludes scientific judgment.**

Risk Management Today



Dialog – A Key Risk Management Outcome

The purpose of a risk management program is to identify and manage risks. Engaging in discussions about risks furthers that objective.

The outcome of the successful use of risk management tools is *discussions about risk*.

Risks are *barriers to meeting mission, goals, and objectives*. The use of risk management is a way to remove those barriers.

The outcome of a successful discussion about risk is an agreement to *reduce or explicitly accept* a risk.

The reduction of a risk *reduces or removes the barrier* to meeting mission, goals, and objectives.



Implementing ERM

- Bottom-up: Modifications to mature the NIH Risk Management Program by broadening program scope and leveraging leadership involvement at the Institute and Center level
- Top-down: Enhance strategic planning and annual appropriation processes to provide greater insight into NIH priority goals and objectives

HHS ERM Roadmap Template

	Next 90 Days	Next 6 Months	+ 1 Year	+ 3 Years
Risk Culture				
Comprehensive View of Risks				
Risk Appetite				
Governance & Process				10



Risk Management Tomorrow

- With the help of HHS, NIH's Risk Management Program is well positioned to implement ERM.
- ERM activities will help protect the ongoing viability of NIH's key role in the advancement of biomedical research.



Questions

