National Institutes of Health
ERM is in our DNA

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Office of Management Assessment, NIH
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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

NIH Director

NIH Deputy Director

NIH Chief Financial Officer

- Human Resources
- Financial Business System
- Finance
- Budget
- Management Assessment
- Research Services (Security, Fire Safety)
- Facilities
- Acquisitions
- Risk Management Program
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
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.
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

Identify Potential Risk

“What might possibly go wrong?”

Assess Potential Impact

“How bad could it be if it goes wrong?”

“What is the chance of it going wrong?”

Accept Risk?

Reduce Risk?

Monitor

Manage: Implement Risk Response
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.

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

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

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

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

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<th>Risk Culture</th>
<th>Next 90 Days</th>
<th>Next 6 Months</th>
<th>+ 1 Year</th>
<th>+ 3 Years</th>
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<th>Comprehensive View of Risks</th>
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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