	2016	2013	2010	
External Emergencies & Disasters				Earthquakes
				Weather, Floods, Hurricanes, Storms, Tornadoes
Internal Emergencies & Disasters				Highly Transmissible Infectious Diseases
				Sudden Influx/Surge of Patients
				Hospital Fire
				Presentation of Potential Communicable Patient in ED
				Collapse of Hospital Building
Patient & Disease Emergencies	**5**	**1**	**2**	Sudden Cardiopulmonary arrests during care
				Readmissions
				Medication & Rx Reconciliation Errors
				Avoided Patient Complaints
				Unnecessary Care/Needless Prescribing/Testing/Surgery
				Quality of Care Problems
				Cross Contaminations
				Fertility Related Issues
				Patient Information Exposed
				Patient Discrimination
				Wait Times
				Surgical or Procedure Fire
				Medical Accident
				Treated Wrong Patient
				Accidental Death
				Clinical Equipment Problems
				Nosocomial Infections
				Ebola
				Infection Control Issues
				Unpreparedness for High Surge in Patient Care
				Unpreparedness of Communicable Disease Care
Governmental				Audit Results
				Regulation Violations
				Scrutiny of Practices (IRS, Sarbanes Oxley)
				State, Regional & Local Infractions
Man Made Emergencies & Disasters			**4**	Arson
				Bombing
				Hostage Taking
				Terrorist Attack
				Shooting
				Patient v Patient Sexual Attack
				Patient v Patient Physical Attack
				Patient v Staff Sexual Attack
				Patient v Staff Physical Attack
				Patient v Visitor Sexual Attack
				Patient v Visitor Physical Attack
				Staff v Staff Sexual Attack
				Staff v Staff Physical Attack
				Staff v Patient Sexual Attack
				Staff v Patient Physical Attack
				Staff v Visitor Sexual Attack
				Staff v Visitor Physical Attack
				Visitor v Visitor Sexual Attack
				Visitor v Visitor Physical Attack
				Visitor v Staff Sexual Attack
				Visitor v Staff Physical Attack
				Visitor v Patient Sexual Attack
				Visitor v Patient Physical Attack
				Offensive or Inappropriate Behavior by Staff
				Air or Land Ambulance Accident
				Failure to Protect Elderly
				Failure to Protect Pediatrics
				Failure to Protect Staff
				Theft of Patient or Visitor Property
				Theft of Staff, Physician or Hospital Property

Staff errors: Data Security
Staff Errors: Patient Safety
Kidnapping/Danger to Patient, Visitor or Staff
Patient Abuse or Neglect

Physical Structure Emergencies			

Building Malfunction
Fire, Smoke
Loss of Water
Loss of Electricity, Power, Heat, Air Condition
Insect, Vermin Infestation

Medico-Legal Suits		5	6

Suspected Wrongful Death
HIPPA Violations on Patient Privacy
Failure/Malfunction of Biomedical Equipment
Criminal Liabilities
Civil Legal Liabilities
Inappropriate actions of Legal Team
Antitrust
Medical Malpractice
Whistle Blower Allegations/Suit

Environmental Emergencies			

Fumes
Chemical Spillage
Insecure Buildings
Insecure Parking Lots
Insecure Workplaces/Units
Energy Demand and Mandates
Environmental Clean Ups & Hazardous/Medical Waste
Radiation Accident

Visitor Emergencies (non patient care)			

Illness
Accident

Staff Emergencies (non patient care)			

Illness
Accident
Violence

Workforce Issues		6	

Strike
Executive use of Social Media inappropriately
Email Scandals
Lack of Top Down Values
Malfeasance
Embezzlement and Theft
Sudden Changes in Leadership
Outsourcing & Offshoring Impacts
Diverting and/or Distributing Prescription Medicine
Impact by Poor Contractors/Subcontractors
Impersonating Physician
Impersonating Clinician
Intoxicated Staff/Under the Influence
Employee Discrimation
Harassment

Technology & Information	1	4	

Stolen Electronic Patient Records
Stolen Electronic Employee Records
Disrupted Financial Information Flow
Loss of Personal Data
Compromised Medical Records
Patient Records Sold
Records/IT Hostage or Ransomed
Disabled Computer Records
New, Less Secure EHR
Fragmented health data storage is vulnerable
Failure of technology
Failure to protect confidentiality
Failure to secure devices
Large Data Breach

Category				Items
				Small Data Breach
				EHR Mishaps
				Lack of Analytics
				Lack of Trained or Qualified Technology Staff
				Medical Device Cybersecurity
				Lack of Real Time Profit and Loss/Managing Costs
				Need to Exchange Unstructured Data under HIPAA
				Lack of Telemedicine, Video Chat
				IT Outages and Downtime
				Poor Device Interoperability
				Unstable or Available Hospital Grade Wi-Fi
				Poor Asset and Supply Management
				Unauthorized Data Exfiltration
				Hacking of Clinical Systems: Pharmacy, Lab, Imaging
				System access or data hacked/Ransomed
				Technology Product Recalls
Competitors				Attacks, Allegations, Commentaries from Competitors
				Lack of Alliances or Communications with Competitors
				Poor interoperability
				Poor integration and collaboration
				Impact of Closures
Nurses	4			Compensation Issues
				Workplace Violence
				Short Staffing
				Long Working Hours
				Workplace Hazards/OSHA
				Layoffs and Staff Reductions
				Nursing Malpractice
				Nurse Addictions to Prescription Medications
Patient Satisfaction	3			Poor Staffing
				Poor Food Quality
				Poor Care
				Lack of Resources
				Lack of Access
				Bad mouthing facility or staff
				Failure of Administration to Address Complaint
				Failure of Administration to Fix Wrong
				Overcharged
				Billing Snafus
				Broken/Malfunctioning Home Patient Monitoring
				Inability to Receive or Send Records
				Scheduling Issues
				Poor Outcomes: Press Ganey
Physician Satisfaction		7		Bad mouthing facility or staff
				Physician Departures
				Lack of Equipment or Facilities
				Physician Organization or Leadership Changes
				IDN IPA Managed Care Disputes
				Strike, Layoffs, Staffing, Reduction in Force Related Issues
				Facility or Program Closure, Specialty Affected
Employee Satisfaction			7	Bad mouthing facility or staff
				Failure to address Staff Criticisms
				Heavy Criticism by Unions/Union Leaders
				Reductions in Force
				Work Stoppages and Labor Disputes
Contractual Per Diem Temp Staffing				Patient care errors
Medical Staff				Sexual or physical battery on patient
				Sexual or physical battery on Visitor
				Sexual or physical batter on staff
				Inappropriate behavior outside hospital

Dangerous medical practices
Physician Revolt, Boycotts
Excessive utilization
Employment, Practice Purchases

Hospital Outcomes & Safety	6	2	1

Lacks Transparency & Disclosure
Less than Median Performance
Lacks Privacy
Lacks Building Security
Lacks Data Security
Varying Quality Outcomes
Infection Rates
Readmission Rates
Hospital/Doctor-Associated Injuries
Patient Falls/Safety
Lip service to Quality and Safety
Failure to Apologize
Patient Safety from Medical Errors
Outcomes affected by Staffing Shortages
Poor Outcomes: Leapfrog
Poor Outcomes: JCAHO
Poor Outcomes: US New & World Report
Denied Care or Treatment
Poor Customer Service
Trust or Credibility Issues

Social Media	7		

Inappropriate Use by Executives
Inappropriate Use by Staff
Inappropriate Use by Physicians
Too much Self Promotion
Destroyed/Destroying Image of Competitors
Unreplied Comments & Inquiries
Failure to Address Social Media
Brand Identity Issues

Marketing/PR			

Inappropriate Actions of Marketing Staff
Lack of Action
Intellectual Denial anything could go wrong
Ignoring Social Media
Cover-up Exposed
Executive Level Scandals
Google Search Brand Inaccuracies
Investigations

Financial Issues	2	3	5

Bankruptcy
Rising Bad Debt
Bogus Insurance Billings
Bogus Patient Billings
Capital Losses
Inadequate Funding
Financial Improprieties/Fraud by Management
Revenue Losses
Program, Unit, Service Closures
Inability to Forecast or Assume Risk
Collections Issues with Insurers
Collections Issues with Patients
Impact of Value Based Payments
Impact of Coding/ICD10
Hospital Acquisition or Sale
Payer/Insurer Communications Breakdown
Loss of Reimbursement or Managed Care Contract

Community			3

Failure to Communicate/Report Information
Failure to Address Community Voice Issues/Editorials
Lack of post acute care
Lack of behavioral care
Acquisition or Merger of Hospital

Crime

Drug Costs
Lack of Hospital Pricing Transparency
Activists Protests and attacks
Program or Facility Closure
Adverse Community Event
Misinformed Public

Infant Abductions
Patient Wanderings
Theft of Drugs
Theft of Hospital Assets
Violence
White Collar Crime
Criminal Indictments

Other

Other