



# ASIAN ATTRACTIONS EXPO 2015

Hong Kong Convention and Exhibition Centre

## Reduce Your Risk: Tips for Developing A Risk Management Program

Franceen Gonzales

Executive Vice President, WhiteWater West  
Industries

**DISCOVER**

**ENGAGE**

**CREATE**



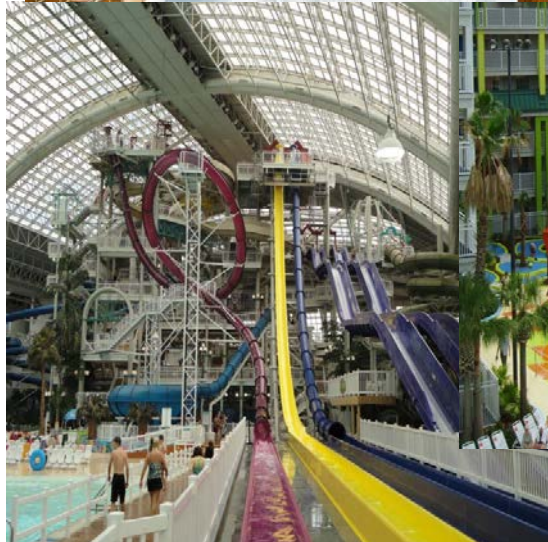
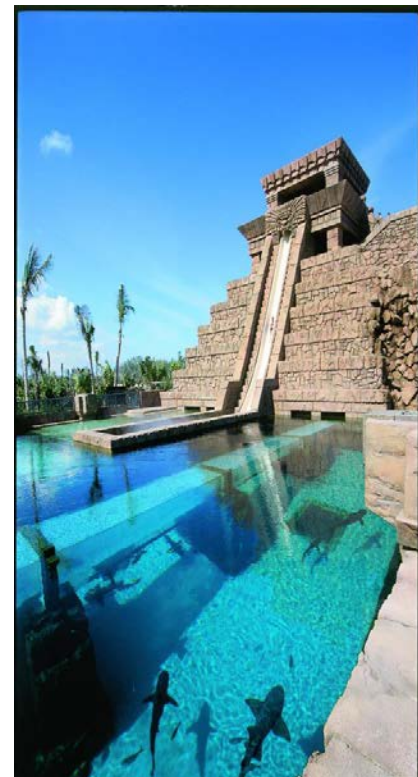


# Franceen Gonzales

- 28 Years Experience
- Waterparks
- Hotels/Resorts
- Theme Parks
- FECs
- Security
- Operations
- Maintenance
- Risk Management
- Safety standards







 **WHITE WATER**  
The **ORIGINAL** Waterpark & Attractions Company



Perfection is not attainable, but if we  
chase perfection we can catch  
excellence.

Vince Lombardi



# 3 Objectives

- Creating a team and establishing a philosophy
- Identify and prioritize risk
- Create a program and implement it in the facility



**OBJECTIVE 1:**  
**CREATE THE TEAM AND**  
**ESTABLISH THE PHILOSOPHY**





# Build a Risk Management Team





# Know Your Mission

- Set a goal
- Define a path
- Measure results





# Create a Safety Mission Statement

We seek to

---

*(your goals)*

For

---

*(who the goals affect)*

By

---

*(what you are going to do)*



# Create a Safety Mission Statement

We seek to

\_\_\_provide a fun environment free of safety concerns\_\_\_

*(your goals)*

For

\_\_\_our guests, employees, and partners\_\_\_

*(who the goals affect)*

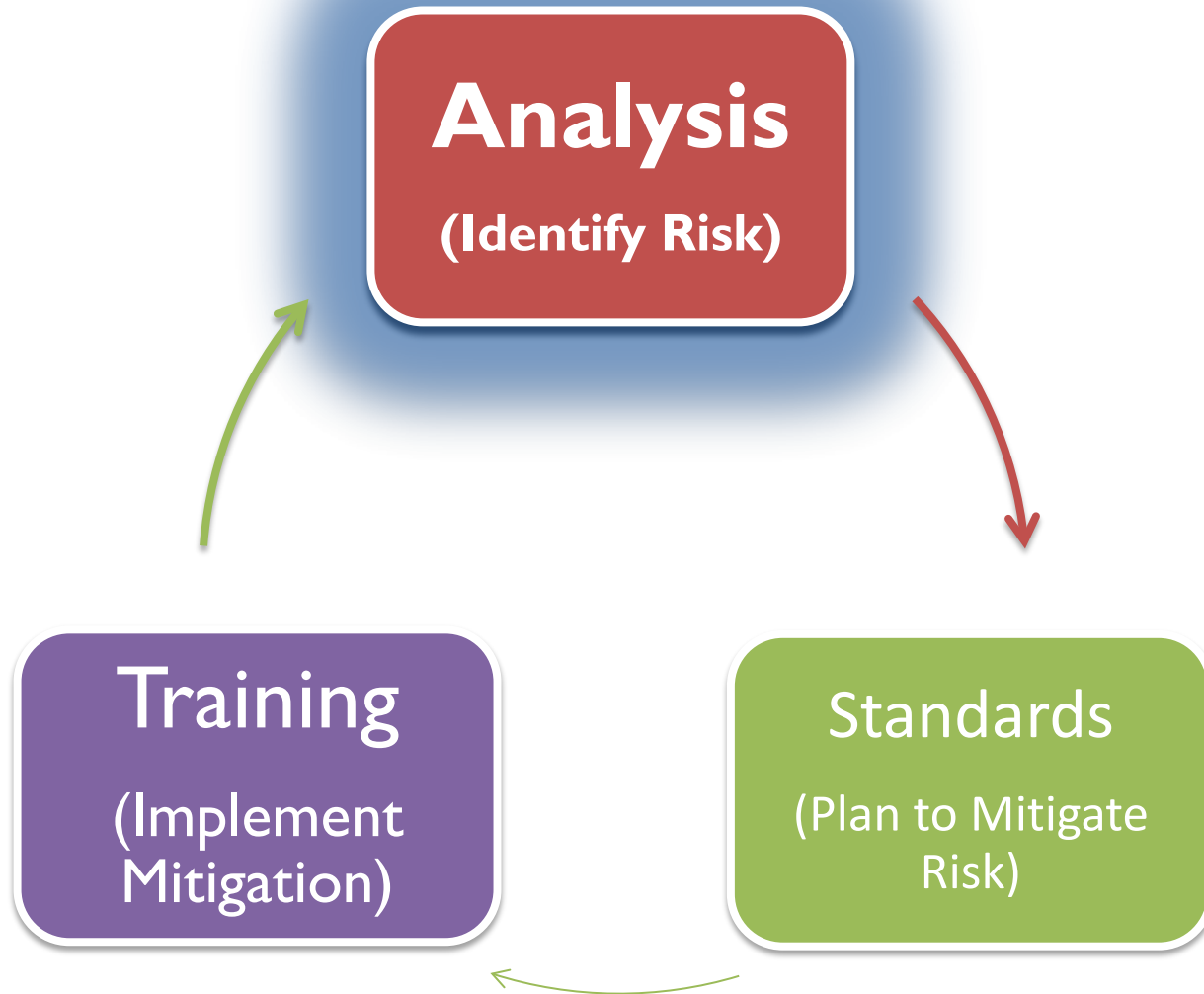
By

\_\_\_creating awareness and accountability at all levels\_\_\_

*(what you are going to do)*



# Risk Management Process





## **OBJECTIVE 2: IDENTIFYING & PRIORITIZING RISK**





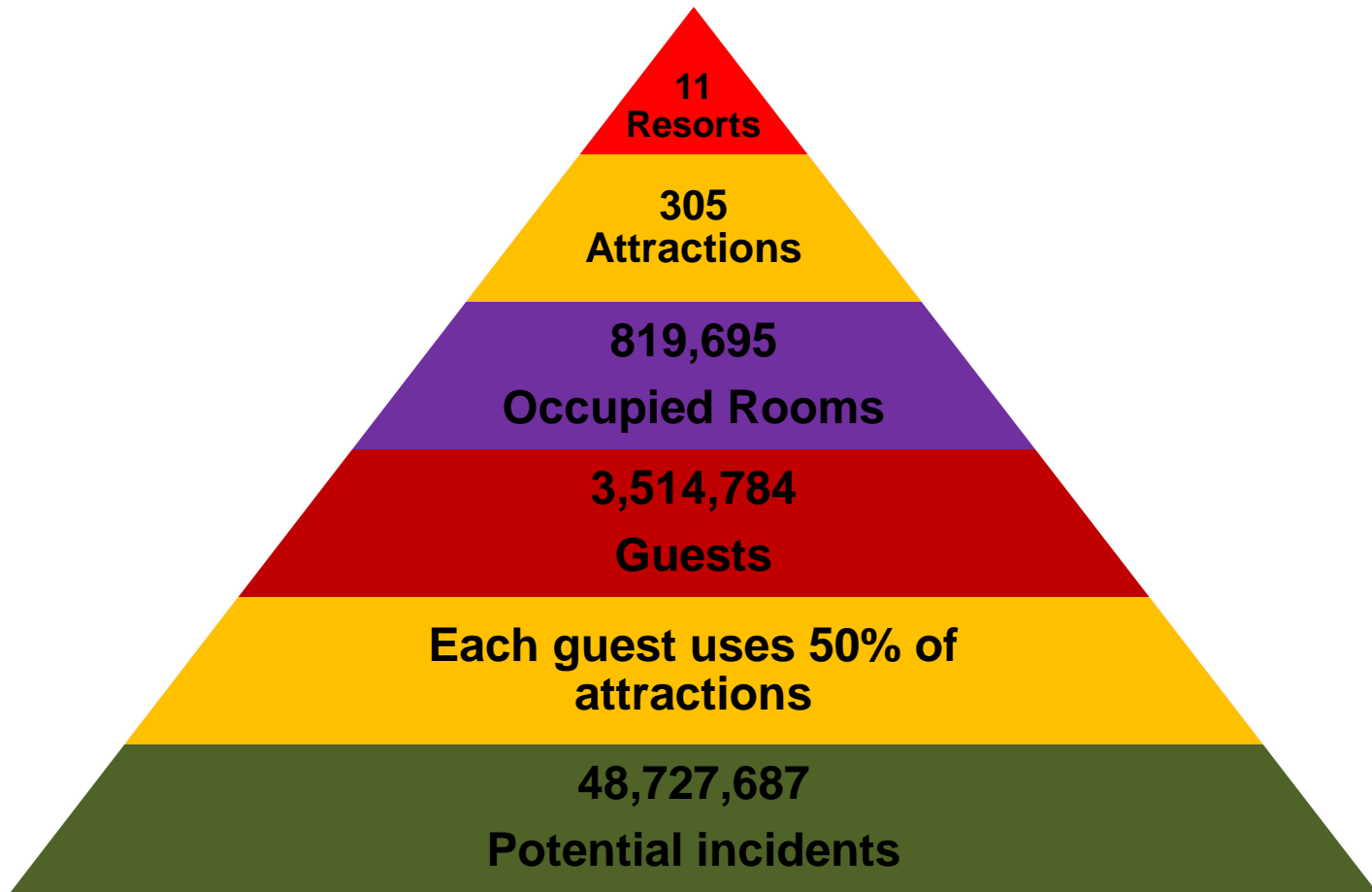
# Process In Action: Analysis

Indicators are in many places:

- Financial Evaluation
- News Clipping
- Incident Data
- Guest survey
- Employee survey
- Government Regulation
- Industry Standards
- Operations & Maintenance Manuals
- Observation
- Industry conferences and trade shows
- Insurance applications

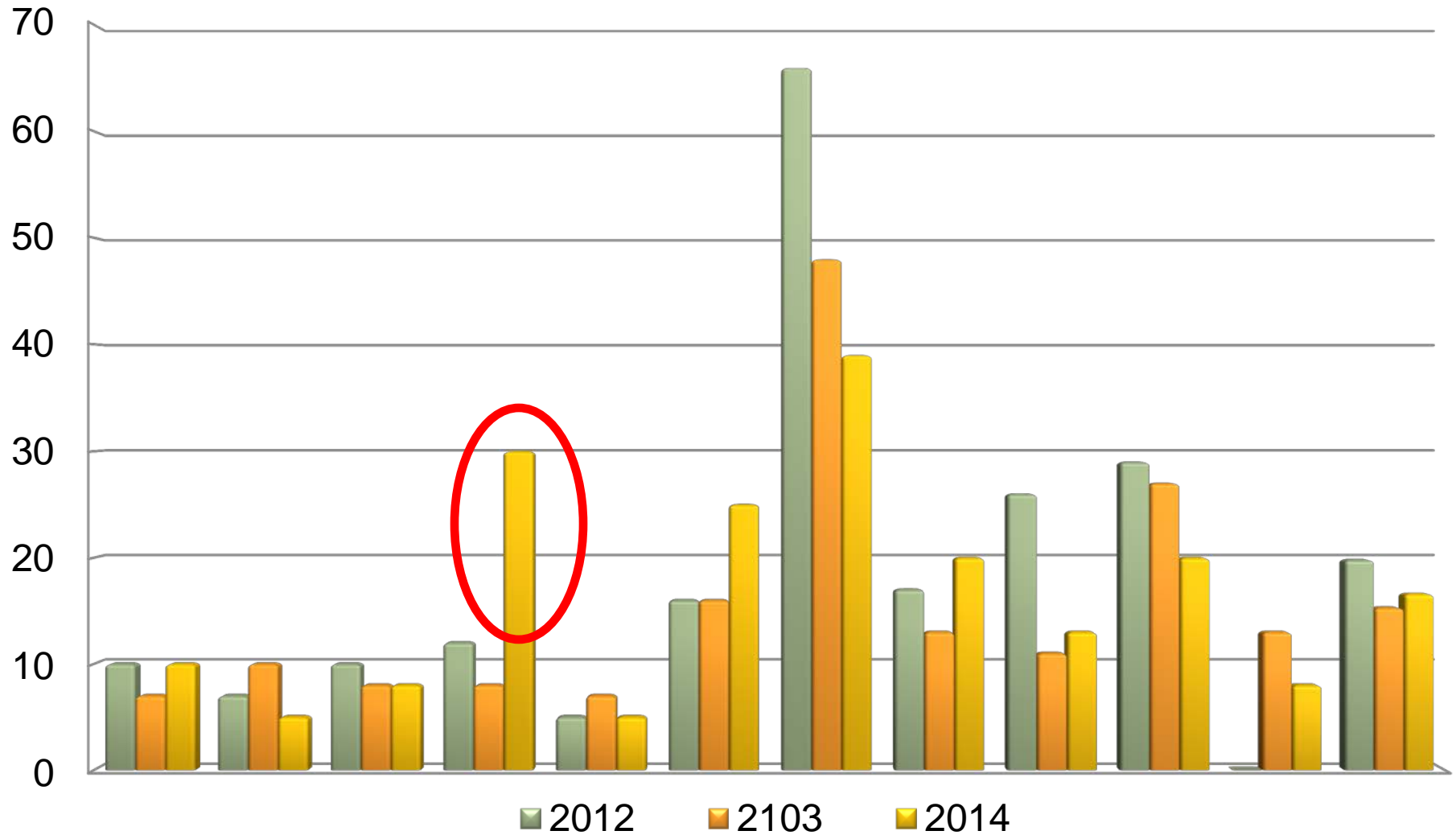


# Calculate Potential for Incidents



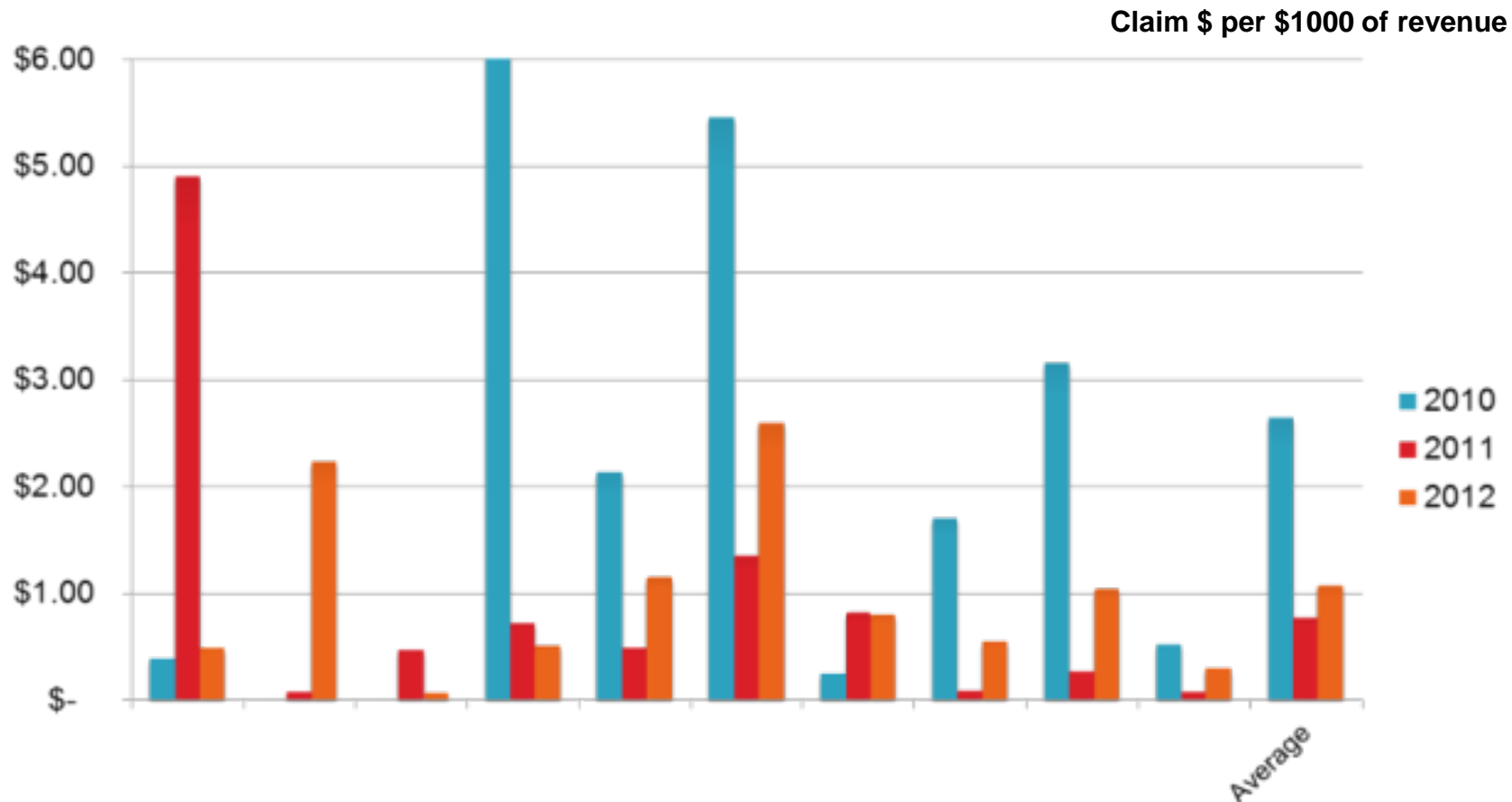
# Look for Trends in Historical Data

## Number of Claims





# Look at Normalized Performance

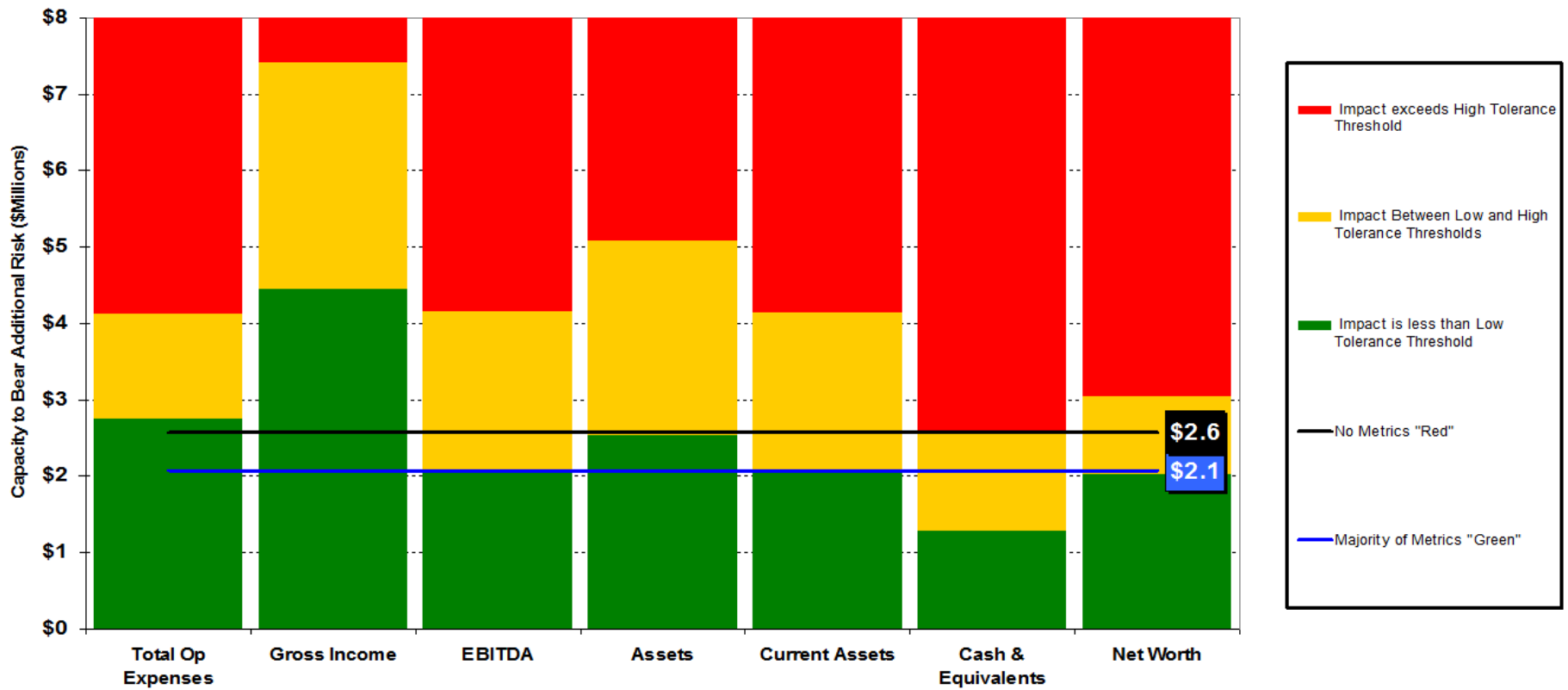






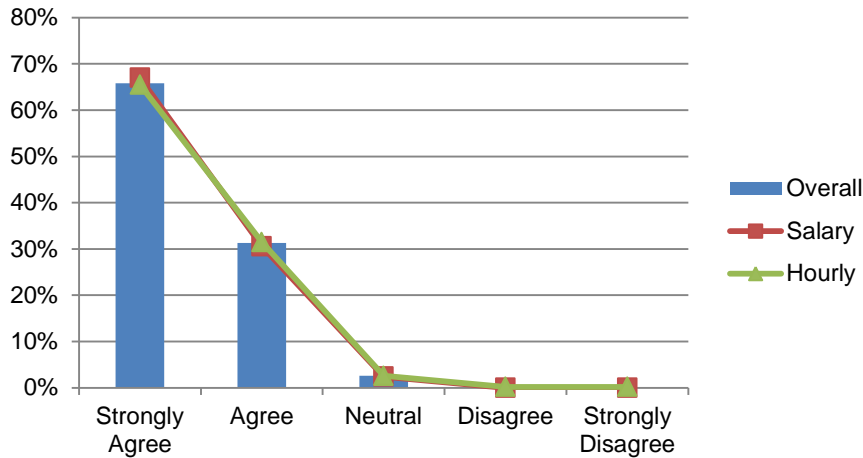
# Evaluate Capacity to Bear Risk

## Risk-Bearing Capacity Using Various Financial Metrics

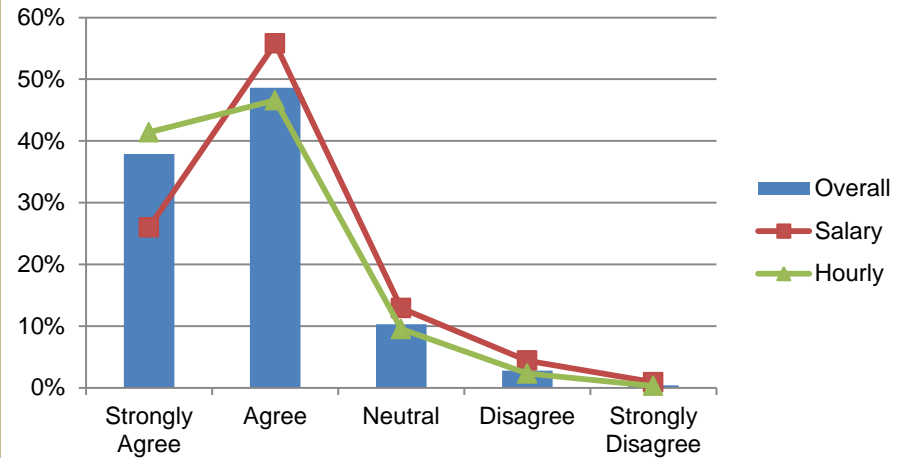


# Internal Survey Attitudes toward Safety

**I believe that working safely is as important as getting the job done**



**Employees follow safety procedures even when the facility is busy**





# Research Risks in Similar Venues

Translations and Archive:



## IAAPA News Flash

Powered by SmartBrief



Attractions Industry News Exclusively for IAAPA members

### Association News

#### Small fire at Isla Mágica in Spain caused by fireworks

A small fire broke out Saturday after the daily fireworks show at Isla Mágica. There were no injuries and no damage to any attractions or to the park's infrastructure has been reported. The park was able to open on time the next day.

[SevillaActualidad.com](http://SevillaActualidad.com) (Spain) (Spanish-language content) (4/26)



# Identify Risk at Your Facility

## Compliance

- Risks found in all public places
- Generally addressed in local laws

## Environment

- Park Design
- Attraction mix
- Unique features

## People

- Family dynamics, local culture
- Employee behaviors
- Social media





Resources  
Readily  
Available

Fire

Severe Weather

Violence

Infectious disease

Information  
Security

Common

Drowning

Ride injuries

Slip & Fall

Water-borne  
illness

Chemical  
exposure

Sexual  
Predator

Unique

Specialized  
Resources  
OR  
May need  
to create



Your environment is so unique...

Your list of risks can be quite long...

It is difficult to know where to start....



# Frequency vs Severity

- Frequency is how likely an incident will occur
- Severity is the level of injury
  - Severity of a single injury
  - Number of people affected



$$\begin{array}{c} \text{FREQUENCY} \\ \times \\ \text{SEVERITY} \end{array} = \text{IMPACT}$$





# Prioritizing Risk

Risk	Frequency	Severity	Impact



# Prioritizing Risk

Risk	Frequency	Severity	Impact
Fire	1	10	10



# Prioritizing Risk

Risk	Frequency	Severity	Impact
Fire	1	10	10
Slip Fall	8	5	40

# Prioritizing Risk

Risk	Frequency	Severity	Impact
Fire	1	10	10
Slip Fall	8	5	40
Violent Acts	5	5	25

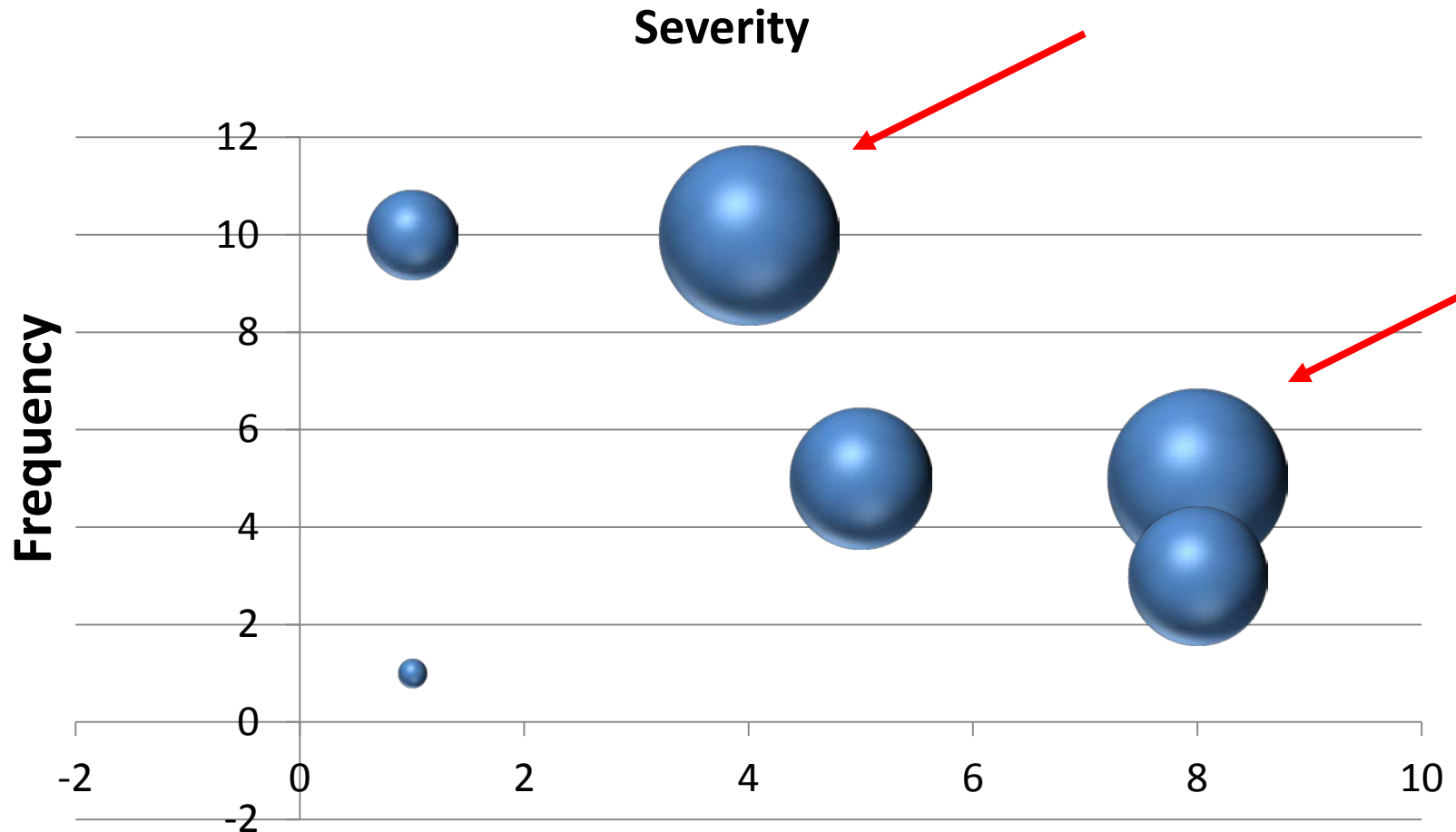


# Prioritizing Risk

Risk	Frequency	Severity	Impact
Fire	1	10	10
Slip Fall	8	5	40
Violent Acts	5	5	25
Drowning	4	10	40
Skin Irritation	8	3	24
Hurricane	1	4	4



# Prioritizing Risk







**OBJECTIVE 3:**  
**CREATING THE PROGRAM &**  
**IMPLEMENT IN THE FACILITY**



# Prioritizing Risk

Risk	Frequency	Severity	Impact
Fire	1	10	10
<b>Slip Fall</b>	<b>8</b>	<b>5</b>	<b>40</b>
Violent Acts	5	5	25
<b>Drowning</b>	<b>4</b>	<b>10</b>	<b>40</b>
Skin Irritation	8	3	24
Hurricane	1	4	4

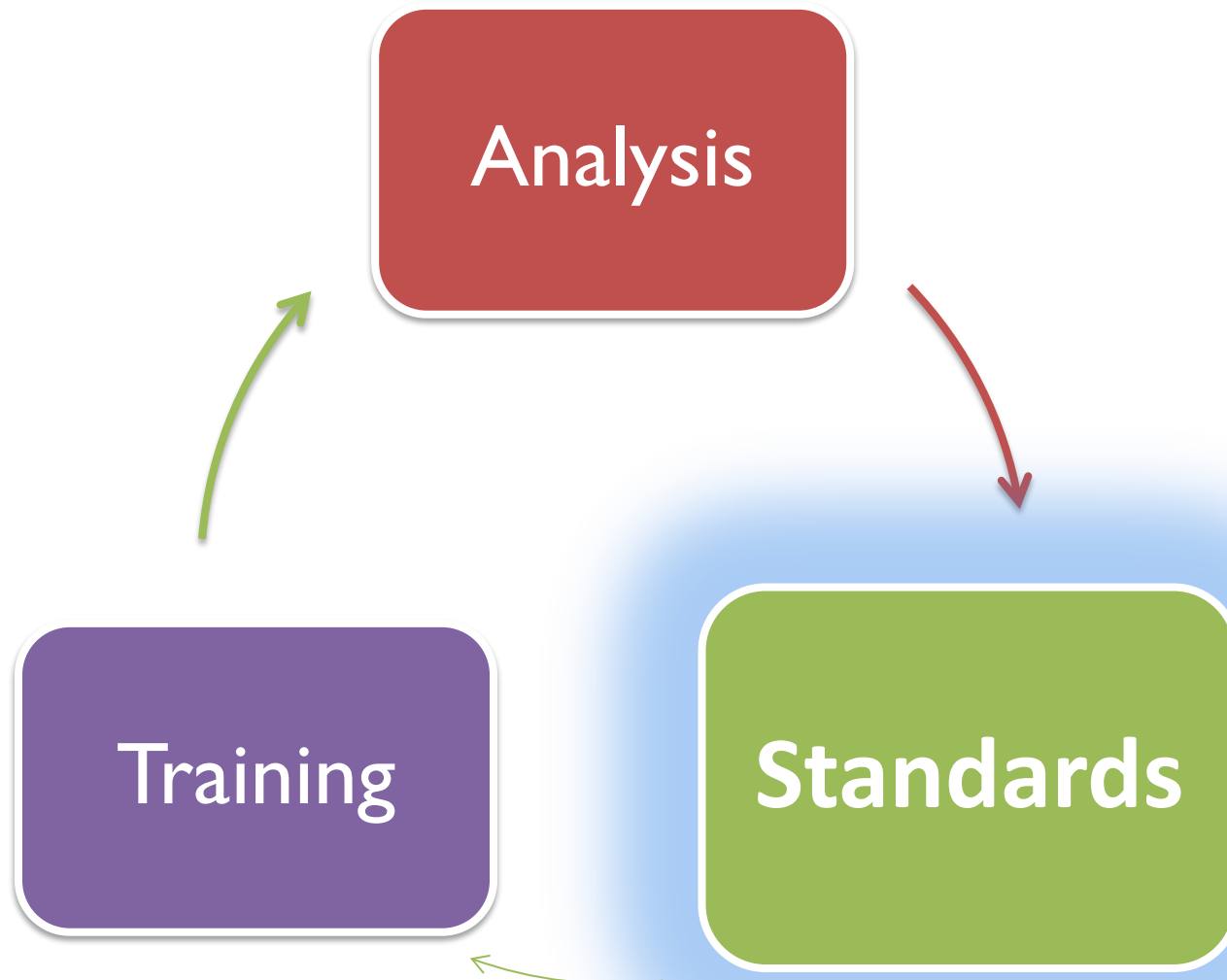


# Strategic Plan

	Description	Assigned to	Timeline	Starting Metric	Ending Metric	Better/ (worse)
Objective #1	90% score on lifeguard audits (reduce chance of drowning)					
Objective #2	Reduce slip & fall claims by 5%					
Objective #3	5% improvement in Safety Culture Survey					



# Risk Management Process





Resources  
Readily  
Available

Fire

Severe Weather

Violence

Infectious disease

Information  
Security

Common

Drowning

Ride injuries

Slip & Fall

Water-borne  
illness

Chemical  
exposure

Sexual  
Predator

Unique

Specialized  
Resources  
OR  
May need  
to create



Proactive  
Standards



Reactive  
Standards



# Creating Safety Standards

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## **Proactive – Preventing Incidents**

Safety Culture

Risk Assessments /Inspections

Operations & Maintenance  
Training

Design & Development  
Guidance

Guest Awareness & Education

## **Reactive – After an Incident Occurs**

Reporting and Trending  
Programs

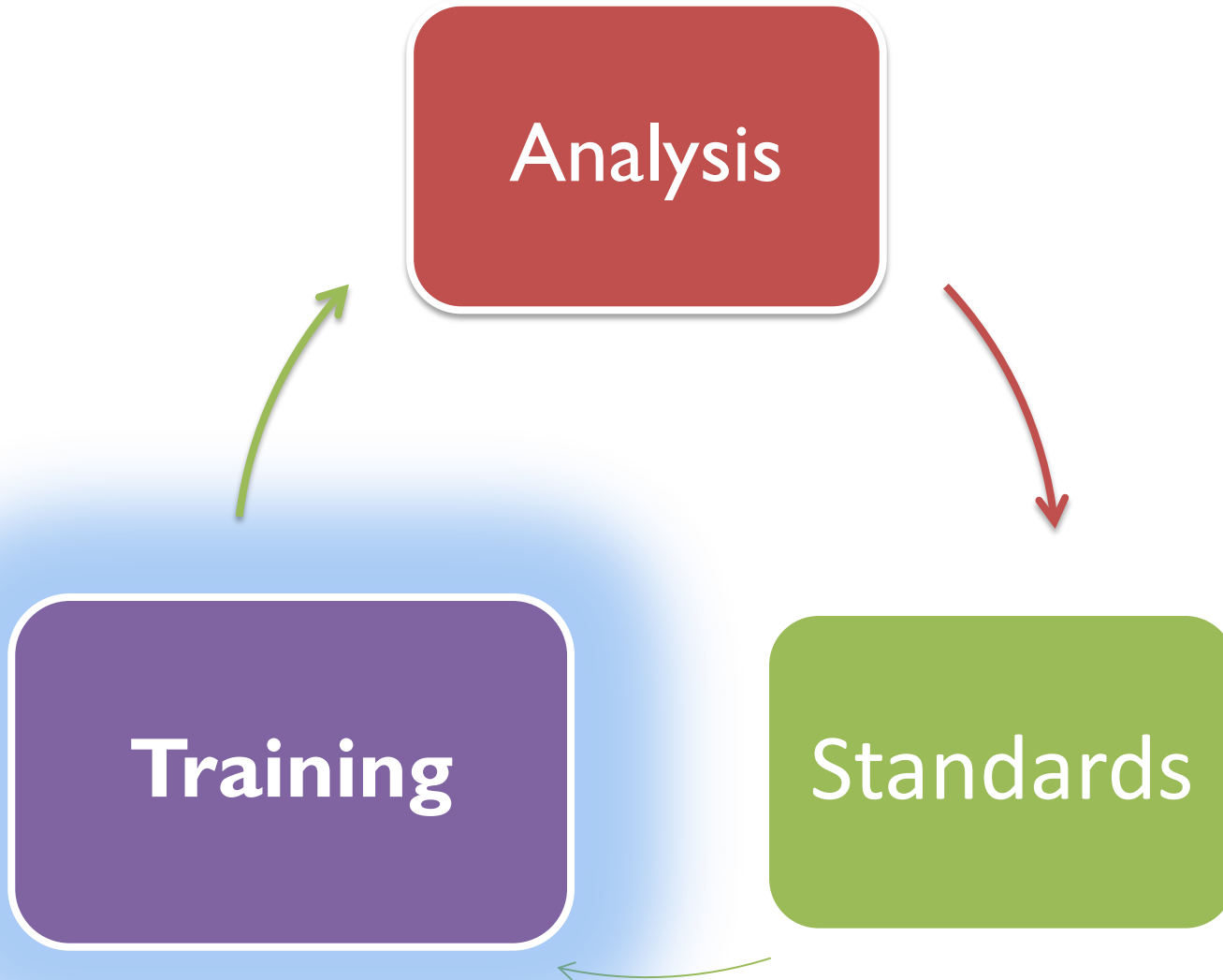
Incident Investigation

Crisis Communication Plan

Post Incident Safety Alerts



# Risk Management Process





*Education is not the filling of a pail, but the lighting of a fire.*

- William Butler Yeats



# Make it Stick

- Create the Message
- Deliver the Message
- Measure Success
- Motivate
- Sustain the Program



# Clear Messaging

- Management is aligned with the objective
  - Higher purpose for the good of the organization
  - How it benefits them
  - Tell them why
  - Metric-driven
- Message to the team should be positive and reinforce BEHAVIORS



## Strong Message

EVERYONE  
DESERVES  
TO BE  
**SAFE**

**I AM  
EMPOWERED**

**S.A.F.E.**

SAFETY ALWAYS. FOR EVERYONE.



**I AM  
ACCOUNTABLE**

**I MAKE  
SAFETY  
#1**





## Communication Board



# Training with a Passion!







# Audits - “Trust but Verify”

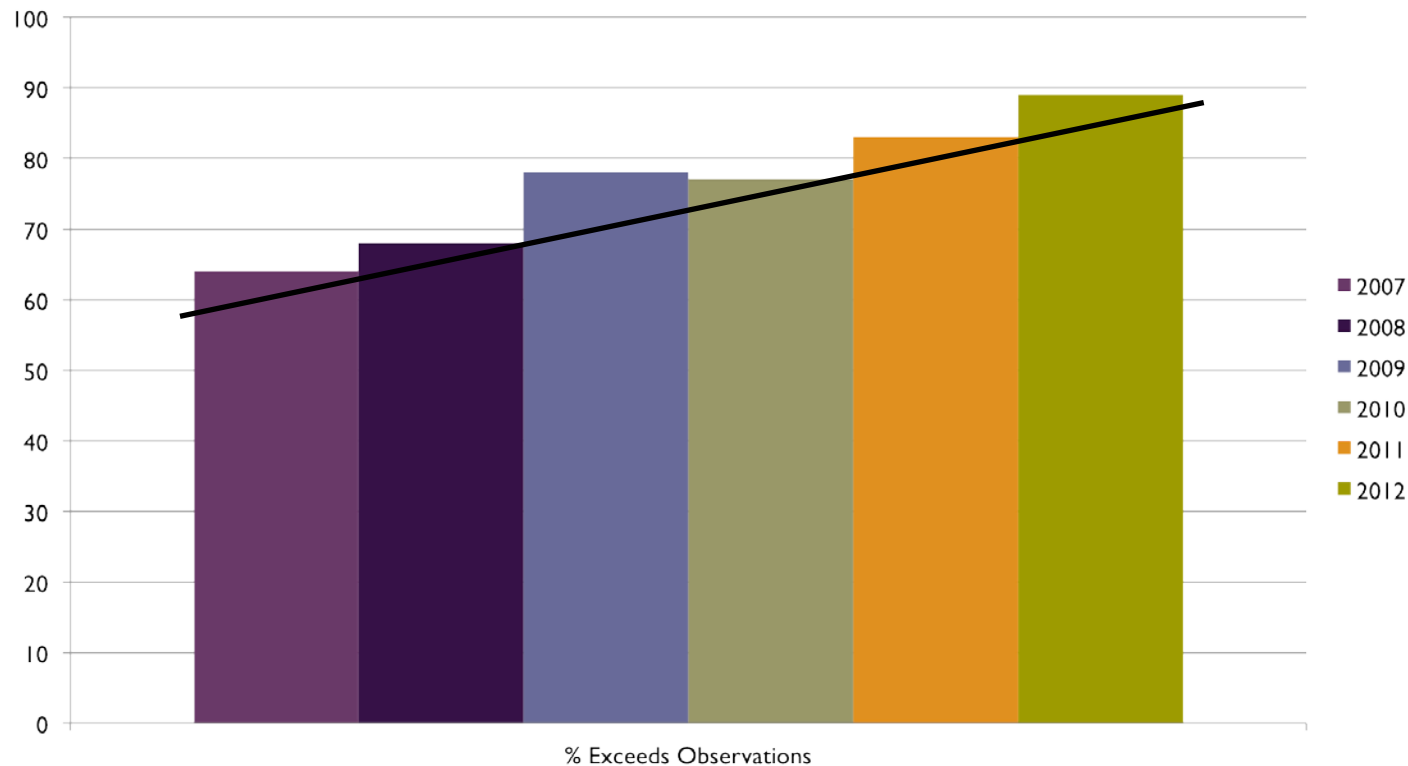
- Check that training has been implemented
- Check that management is reinforcing
- See that the program is alive in the organization
- Measure EXCELLENCE and celebrate ACHIEVEMENT
- Publish metrics on performance
- Evaluate progress and adjust





# Measure Performance

## % of Excellent Audits





# Celebrate Achievement!



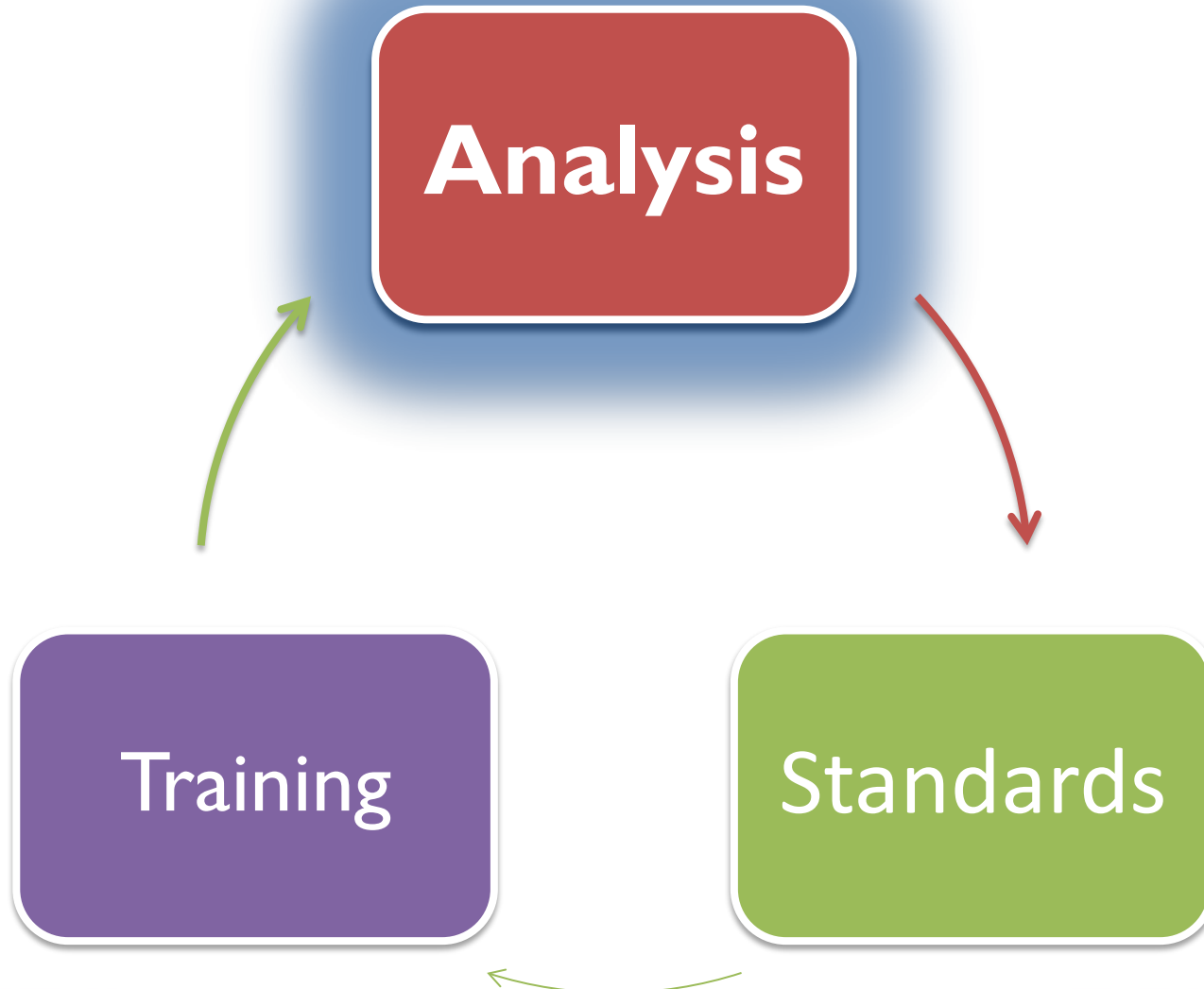


# Sustain the Program





# Risk Management Process







# Strategic Plan

	Description	Assigned to	Timeline	Starting Metric	Ending Metric	Better/ (worse)
Objective #1	90% score on lifeguard audits			65%	89%	24 points
Objective #2	Reduce claims by 5%					
Objective #3	5% improvement in Safety Culture Survey			35% strongly agree	50% strongly agree	15%



# 3 Objectives

- Creating a team and establishing a philosophy
- Identify and prioritize risk
- Create a program and implement it in the facility



# Questions?

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