**Background**

The Enterprise Risk Management (ERM) concept embodies the notion that has risk management cut across the entire organisation; its framework has internal process of coordinated risk management that places a greater emphasis on cooperation among institutions, divisions and departments to manage a wider range of risks as a whole. ERM facilitates key risks and mitigation reviews, plus develop ERM work plans that further bring alignment to Quality and Patient Safety Standards. Unavoidably delivery of safe, effective, patient-centered, efficient care in a prevailing health care setting requires successful strategic integration of the various departments, programs, procedures of the particular aspect of our system.

**Aim**

To break compartmental silos, increase staff ownership and cross-departmental collaboration in ensuring ERM to accomplish hospital vision, mission and core values.

**Methodology**

KKH adapted COSO integrated framework to respond to risk management. The two main drivers to effect the implementation are leadership direction in setting clear objectives for the delivery of expected outcomes; and alignment with organisation strategic goals. The establishment of ERM policy and procedures and the alignment of risk mitigation strategy with hospital’s Strategic Score Card (BSC) indicators was mapped. As healthcare system and function are complex, therefore having an integrated platform to work in a collaboratively manner would help in fostering multidisciplinary solutions to maximise the efficiency especially in multifaceted risk issues. In addition, the hospital has mandated the need for all divisions and departments to have indicators that promote cross-department participation in quality and risk mitigation projects (see figure 1).

**Figure 1 – KKH Balance Scorecard**

### 1. Key Performance Measure

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Key Performance Measure</th>
<th>Alignment of Department to Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse Hours</td>
<td>7,500</td>
<td>90%</td>
</tr>
<tr>
<td>Patient Safety</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Patient Satisfaction</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Clinical Effectiveness</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Financial Performance</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Strategic Alignment</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

The ERM implementation involves all of the functional departments hence it demands the effort and cooperation of technical and business unit partners, process owners as well as the frontline or backroom staff to materialise this effort. The designation of owners in each risk domain to support risk mitigation activities (see figure 2) and reporting framework was formulated. Every discipline would require specific risk domain owner with performance capability to take responsibility for its completion and follow-up from the work team. Domain owners are assigned to action items related to risk responses as well as milestones and timelines for completion.

**Figure 2 – KKH Enterprise Risk Management Risk Domain Owner and Reporting Framework**

- **EXCO**
- **Risk Management Office (RMO)**
- **OSS**
- **EXCO**
- **Risk Management Office (RMO)**

**Figure 3**

- **Percentage and No. of Staff ERM Trained**
  - 90% involved in ERM training
  - 90% involved in ERM training

**Conclusion**

ERM in KKH is evolving as it continues to adapt to the changes in healthcare. Medical care in the present day is very dependent on the interactions between many different individuals and parts of the healthcare system, which made cohesion and collaboration critical to enhance the quality and safety of care. The success in establishing risk management framework and the overall role of risk mitigation initiatives, risk awareness and safety culture is evidently shown by the commitment of the different levels of staff in KKH. Besides, there is translation of the written work plans into functional risk management processes and close collaboration of multidisciplinary team in managing risks as a whole. As KKH aspires to be "The Healthcare Leader for Women and Children", the adoption of a risk management model with multi-level staff involvement and aligned with the strategy, processes, people, technology, and knowledge is very essential to delivering the best patient care possible.