



Everyone A Risk Manager

Promoting a Mindset Change



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INTRODUCTION

A three-pronged approach comprising **Data & Analytics**, **Roundtable Discussion**, and **Education & Training** has been adopted to sustain SingHealth Enterprise Risk Management Programme.

Enterprise Risk Management



Data & Analytics

Collection and analysis of key data to facilitate risk profiling, assess effectiveness of risk mitigation plans as well as provide input to the roundtables for discussion and development of improvement plans.



Roundtable Discussion

Gathering of domain specialists where sharing and learning of best practices happens. Based on data analysis and trending, the specialists would also develop solutions/ mitigation plans for better outcome, taking into consideration the availability of resources.



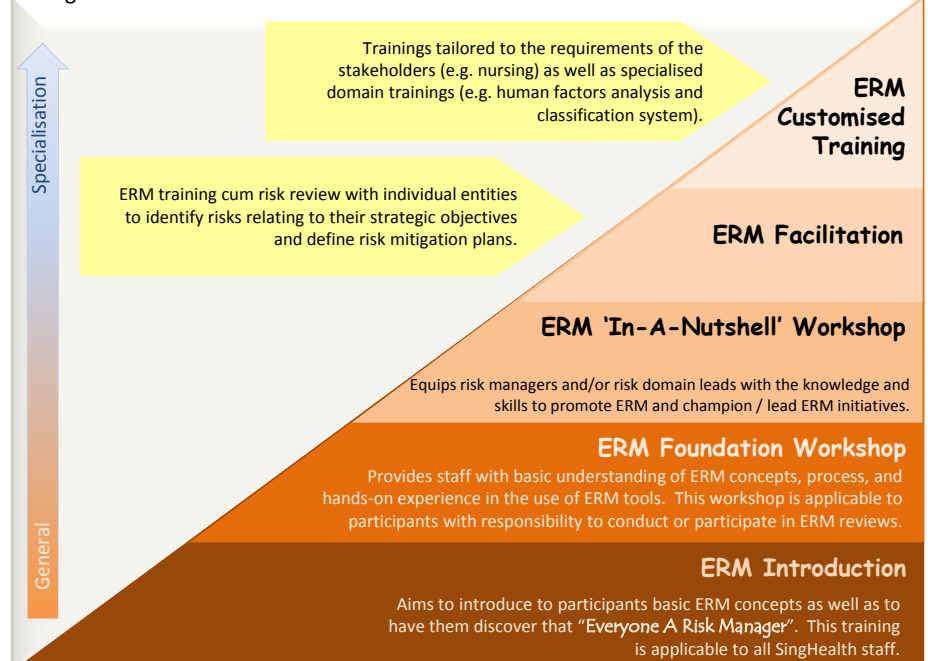
Education & Training

"Everyone A Risk Manager"

Education & Training is key to building ERM capability and capacity in SingHealth. It aims to promote awareness of the need for effective risk management and empower SingHealth staff with knowledge to apply the ERM concepts, principles and tools as an integral part of on-going strategic and operational decision making. Ultimately it is promoting of mindset change across all levels of staff in SingHealth that they play an important role in improving patients' life and that **"Everyone A Risk Manager"**.

METHODOLOGY

Since the launch of ERM in mid-2012, different tiers of Education & Training programmes have been planned to cater for different functional and ERM roles to ensure that participants can relate and apply the concepts to their daily work. Where required, specialised domain trainings by external parties were also conducted to address the knowledge gaps identified during risk reviews.



Mode of Delivery



E-Learning Platform to provide 'Anytime, Anywhere' learning of ERM Concepts



Lecture-based Training for mass communication of basic awareness programmes



Facilitated Discussions for application of ERM concepts and tools, and facilitate exchange of ideas

RESULTS (April 2012 to June 2014)

1,228 SingHealth Staff Trained Across the Cluster

20% ERM Introduction

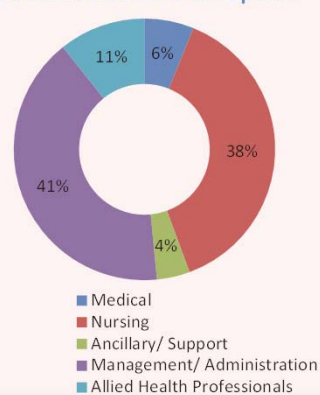
16% ERM Foundation Workshop

34% ERM In-A-Nutshell Workshop

30% ERM Customised Training

With 21 Facilitation sessions
23 Key Risk Mitigation Plans were generated

General Profile of Participants



90% of participants find the trainings were relevant to their work

Generally **"GOOD"** rating was given by participants



1 Medication Reconciliation Workshop

2 Specialised Domain Trainings



3 levels of Human Factors Analysis and Classification System (HFACS) trainings were conducted

- Townhall Communication
- Overview
- Master Class

A total of **18 HFACS Projects** were proposed and are in progress

CONCLUSION

The different education and training programmes had allowed us to reach out and promote ERM across all the functional areas as well as the Cluster. This created the opportunity for a direct reach to the ground, paving way for more customised trainings such as the upcoming KKH 'Specialty and Ambulatory Services In-service Morning Talk' and 'Customised ERM Workshop for Nursing' at KK Women's and Children's Hospital. In addition, we would also be developing the content for the ERM module of the 'SMU-SingHealth Graduate Diploma in Healthcare Management & Leadership' programme.

MOVING FORWARD

Education & Training will always be the foundation in our pursuit to operationalise ERM as we continue to move our ERM programme to the next maturity level. An ERM Education & Training Framework will be developed to provide the roadmap for ERM learning. The framework would cater for both basic to advance, and general to specialised topics to suit different functional roles. ORS is also exploring to develop a set of mandatory ERM training programme management staff to embed risk management thinking into their day to day decision making process.

In addition, ORS would also be initiating ERM Communication among all levels of staff to increase understanding and heighten awareness of **"Everyone A Risk Manager"**.

ACKNOWLEDGEMENTS

This project would not be possible without the encouragement and guidance from Prof Ng Han Seong, Mrs Tan May Yan and support from SingHealth ORS. Special thanks also goes to our institutions who continue to nominate their staff to attend our training programmes, in particular KK Women's and Children's Hospital whom we have collaborated to develop internal customised ERM training programmes for their staff.