Managing Risks in a Major Makeover Project

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Background

Renovation in any healthcare facility is a risky event. Inadequate control and management of these projects could impact medical care, service to our patients and cause great inconveniences to caregivers and staff.

Replacing the existing building façade aluminum cladding of SNEC's podium block in year 2013 was one such project, but to renovate the Centre's main lobby and demolish the existing driveway and construct a new one all at the same time will require a robust risk mitigation plan and a great team that can execute it well.

With the introduction of Enterprise Risk Management (ERM) in year 2012, SNEC has been using the structured mitigating strategy and process to conduct risk assessment before executing any major renovation project. The project team faced many challenges to coordinate these 3 projects with 3 different main contractors. With a very tight timeline and limited resources, these projects was slated to be completed by July 2013 for a major international conference in SNEC.

Aim

The main objective of this proactive risk management plan for this project is to identify potential negative events that may occur during the project period and employ counter measures to adequately address them.

Methodology

Using the risk management process, a cross-functional team comprising representatives from SNEC Operations Department, SNEC Procurement Department, SingHealth Facilities Development and Campus Development was formed to proactively discuss, identify and assess risks from all objectives from Strategic, financial, operational, compliance, reputational, reporting prior to the start of the project.

The risks were then assessed and evaluated based on their existing controls. For risks that were deemed to be under-controlled, additional controls were identified and incorporated in the risk treatment plan. For example, any damage on the window panels to the operating theatre will compromise infection control. Additional measures taken to address this included protections to the window panels. Actions in the risk treatment plans were then implemented before the project. Parameters for assessing the effectiveness of these treatment plans were also determined for monitoring purpose.

	Risks	Current Management and Mitigation	Risk Rating with Current Controls	Additional Controls	Change to Control Effectiveness	Risk Rating after Changes to Controls
1	Project delay due to wet weather conditions & disputes	Factor possible interruptions / Contingency to project schedule.	Potentially under-controlled	Provide a 1 month contingency	Moderate improvement	Adequately controlled
2	Accident resulting in injury to workers	Develop Workplace Safety Management Plan. Appoint WSH Cordinator.	Under-controlled	Daily inspection of worksite for safety by SNEC appointed WSH cordinator.	Significant improvement	Adequately controlled
3	Accident resulting in injury to public	Hoard up public away from construction area	Under-controlled	Provide additional shelter to public to prevent objects falling from height along the passage way to Clinic 5.	Substantial improvement	Adequately controlled
4	Vibration and noise affecting consultation	Identify detailed noisy work to be carried out non-clinical hours.	Potentially under-controlled	Install of noise monitoring.	Moderate improvement	Adequately controlled
5	Broken window panel that affects level 2 Operating theatre infection control	Windows are locked.	Under-controlled	Install protection on window panel to prevent breakage.	Substantial improvement	Adequately controlled
6	Fire occurrence at store	Installed fire fighting equipment at site. Kept high risk equipment eg. Generator diesel from other materials.	Under-controlled	Install protection to the generator to avoid any accidentally damage to generator causing fire occurrence	Substantial improvement	Adequately controlled
7	Violations of law & regulations	Engage PE for certification of various setup scaffolding and cladding, electricity supply from generator.	Potentially under-controlled	Schedule at least once a week inspection of project site to ensure compliance at all times	Substantial improvement	Adequately controlled

Inspection of Scaffolding


Patient seated below glass roof


Noise Monitoring


Protection of window to Operating theatre


Barricade from Public

Results

Risk	No of occurrence														
	2012					2013									
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Injury to Public	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Injury to Patient	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Violation of law & regulations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Compromise infection control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Noise affecting consultation	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0

Risk	2012					2013									
Meet project schedule	Yes	Yes	No	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Conclusion

The Enterprise Risk Management's systematic approach in addressing and mitigating risks has enabled SNEC to manage potentially negative events in this project effectively. The 3 projects were completed on schedule and patient care was not compromised during the project period. We received many positive feedback from patients, caregivers and staff after the completion of these projects.

Despite the closure of the main entrance for the cladding work and on-going construction at our driveway during our JCI audit in December 2012, we successfully attained our JCI reaccreditation.