



CGH ENTERPRISE RISK MANAGEMENT FRAMEWORK

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OBJECTIVE

To develop an Enterprise Risk Management (ERM) Framework based on the following objectives:

1. To integrate the systems and processes of Corporate Governance, Corporate Compliance, Risk Management and Training; and
2. To promote a Risk Management culture, where “Everyone is a Risk Manager”.

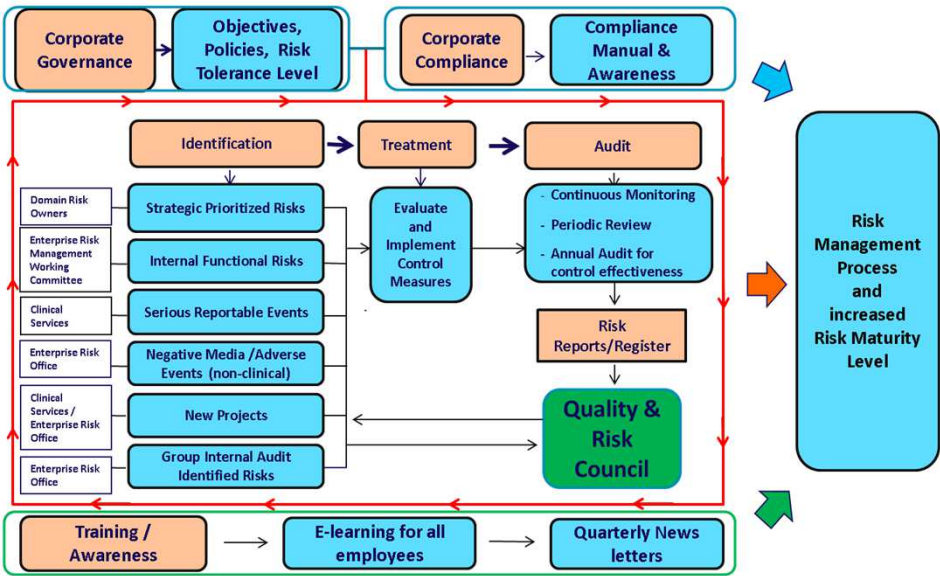
METHODOLOGY

The ERM framework provides a holistic perspective of the risk activities in CGH, and a good understanding on the risk categories being managed, which enables departments to focus their efforts and maximise their limited resources.

The risk management process includes:

- Risk Identification
- Risk Treatment
- Audit
- Risks Reports / Register

ENTERPRISE RISK MANAGEMENT FRAMEWORK

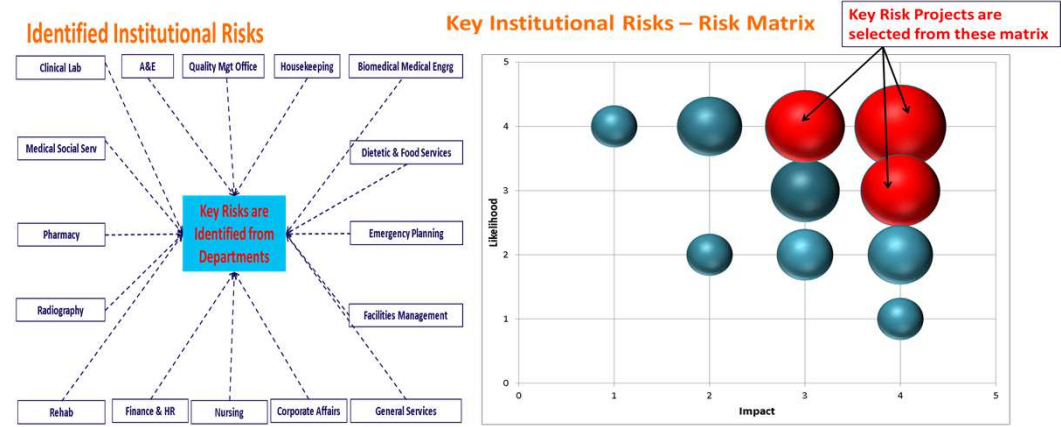


ACHIEVEMENTS

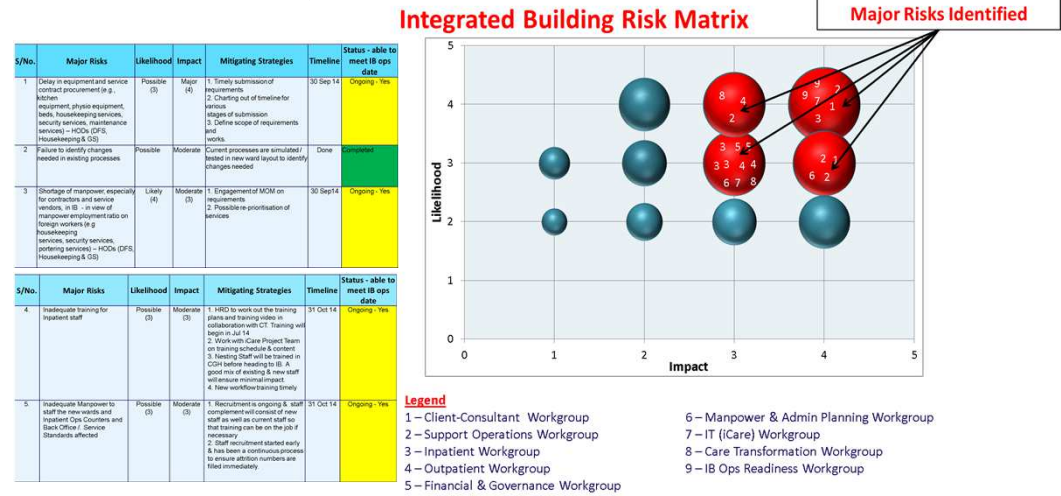
1. **Identification of Strategic Prioritised Risks** from a bottoms-up (through a risk survey), and a top-down (aligned with Clinical Priorities and Senior Management inputs).

S/No	Strategic Identified Risks	Impact	Likelihood
Common risks across Prioritised Strategic Survey & 8 Clinical Priorities (from JCI International Patients Standard Goals)			
1.	Clinical Risk	Extreme	Frequent
2.	Clinical Risk	Extreme	Frequent
3.	Clinical Risk	Extreme	Frequent
4.	Clinical Risk	Extreme	Frequent
5.	Clinical Risk	Extreme	Frequent
Other prioritised Strategic Survey Risks			
6.	HR Risk	Major	Likely
7.	IT Risk	Major	Likely
Additional Strategic Risks Identified @ Hospital Management Meeting			
8.	Clinical Risk	Extreme	Likely
9.	New Building Development Risk	Major	Likely

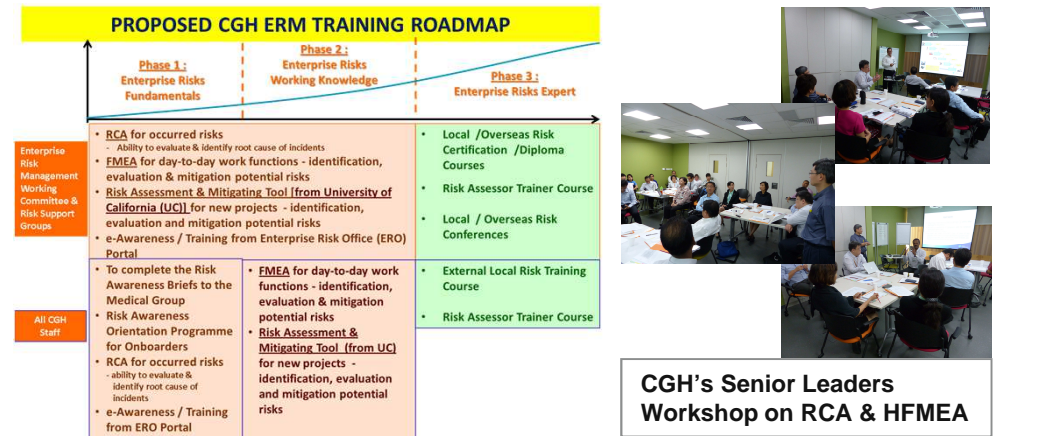
2. **Identification of Internal Functional Risks** to mitigate cross-functional and departmental risks so as to achieve CGH's overall goals and objectives. From the prioritised risks, key risk projects were embarked to manage internal functional risks.



3. **New projects.** Risk assessment has been carried out for new building development. Colour codes (Green, Yellow & Red) were introduced to monitor the status of the risks. A risk matrix has been worked out to manage the new Integrated Building development across all functional group. This matrix will be modified to manage risks for the Medical Centre development and CGH Re-modelling plan.



4. As part of ERM framework, the **CGH ERM Training Roadmap** has been developed. The training roadmap is divided into 3 phases to reflect the different stages of expertise that staff can embark on through the ERM training journey. To kick start, a risk awareness workshop was organised for CGH's Senior Leaders.



CONCLUSION

The development of the CGH ERM Framework has assisted to consolidate all risk efforts within the organisation, and the risk management process and training plan have improved risk mitigation and awareness, respectively.