

INTRODUCTION

In preparation for the opening of Sengkang Community Hospital (SKCH), an Enterprise Risk Management (ERM) review was conducted to highlight key risks and ensure adequate mitigation control measures are put in place.



METHODOLOGY

ERM review was conducted by:

- Interviewing the stakeholders to understand the key risks relating to their respective domains in relation to the opening of SKCH
- Assessing the readiness of the hospital to start operations
- Probability and impact assessment determined by the group after consideration of the mitigation control measures
 - ERM tool from SingHealth Office of Risk Service



OBSERVATIONS

From the review, total of 22 risks were identified, with 18 of the risks being assessed as adequately controlled with existing measures. Four of the risks identified required additional control measures.

Chart 1: Category of Risks

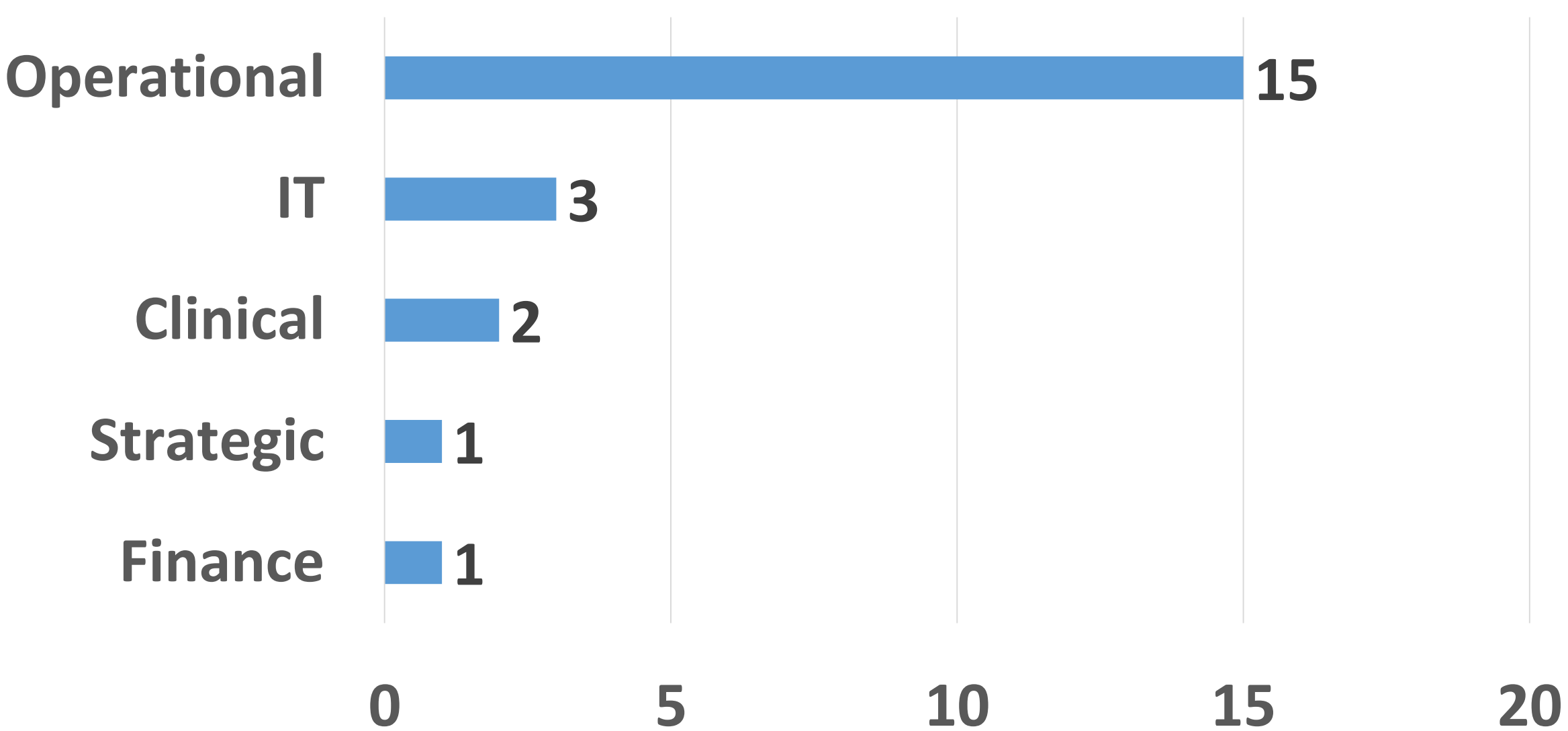
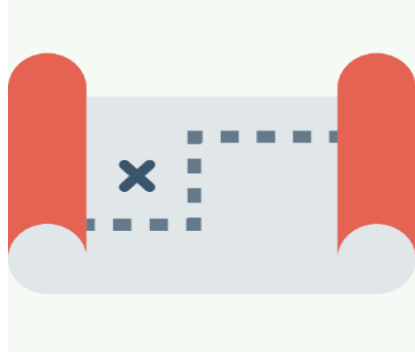
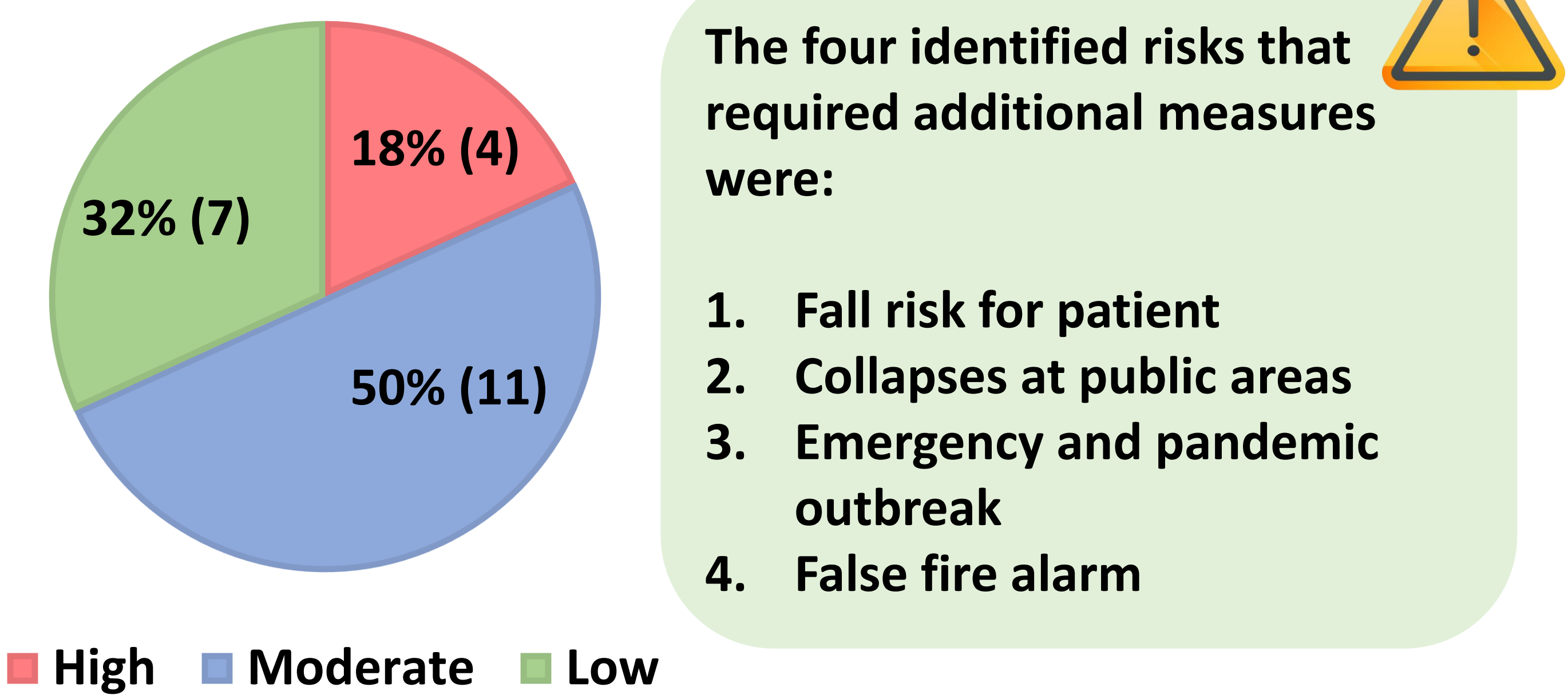


Chart 2: Level of Risks

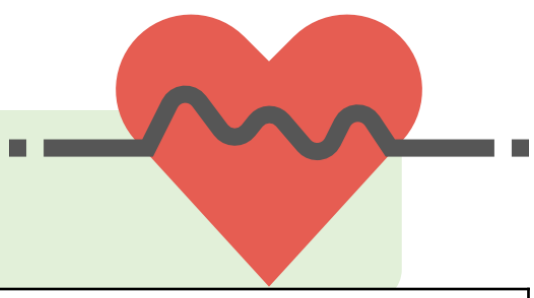


MITIGATION PLANS



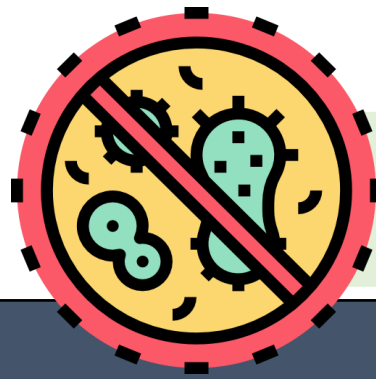
Risk #1: Patient Fall Risk

Existing Measures	Risk Reduction <ul style="list-style-type: none">• Risk assessment of all patients at admission; and regular communication of information among care team• Medication review of high risk patients• Cohort high fall risk patients in the same cubicle for closer monitoring• Staff and patient education
Additional Controls	<ul style="list-style-type: none">• Reinforce the importance of communication among the care team and educate patient on fall risk



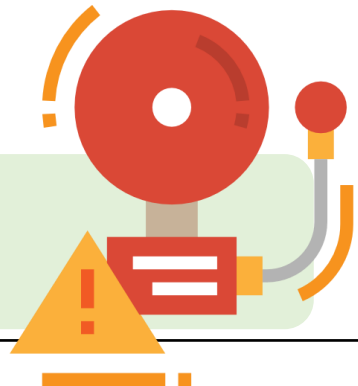
Risk #2: Collapses at Public Areas

Existing Measures	Risk Reduction <ul style="list-style-type: none">• Conduct walkabout of areas to increase familiarity with the locations of AED• Work with Security to facilitate area access in the event of collapse in public areas• Ensure Code Blue bags are kept in accordance to agreed location and First Response Team (FRT) members are educated on where they are kept
Additional Controls	<ul style="list-style-type: none">• New members in FRT receive timely training and orientation to respond to code blue• To monitor the response time of 5 mins during monthly FRT drills



Risk #3: Emergency & Pandemic Outbreak

Existing Measures	Risk Reduction <ul style="list-style-type: none">• Work with SKH on a campus pandemic outbreak plan• Develop and test the management and transfer protocols for single case management for patients with infectious disease• Put in place call tree protocol in the event of activation and notification
Additional Controls	<ul style="list-style-type: none">• Develop contact tracing activation plan and on-going discussion with SKH on campus pandemic outbreak plan to finalise the plan for the campus.• Annual exercise once campus plans are finalised



Risk #4: False Fire Alarm

Existing Measures	Risk Reduction <ul style="list-style-type: none">• Investigate causes of fire alarms
Additional Controls	On-going monitoring: <ul style="list-style-type: none">• Frequency of false alarms• Factors that resulted in the trigger



CONCLUSION

The process of conducting a detailed ERM review helped the team to better understand the potential impact of ward opening for SKCH:

- Identified potential risks in the various domains to ensure SKCH's readiness to start operations
- Facilitated a pro-active approach to put in-place measures to resolve or reduce risks.
- Allowed the team to react timely according to the measures established with minimal disruption(s) to the operations if a problem arises.