



Singapore Healthcare Management 2022

Identifying Key Risks & Establishing SingHealth Risk Profile via Cluster Risk Survey

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BACKGROUND

To assess the current state of risk sensing within SingHealth, the SingHealth Office of Risk Services conducted an online Cluster Risk Survey via Infopedia in January 2021. The target participants were Cluster leadership & management of SingHealth institutions.

AIM

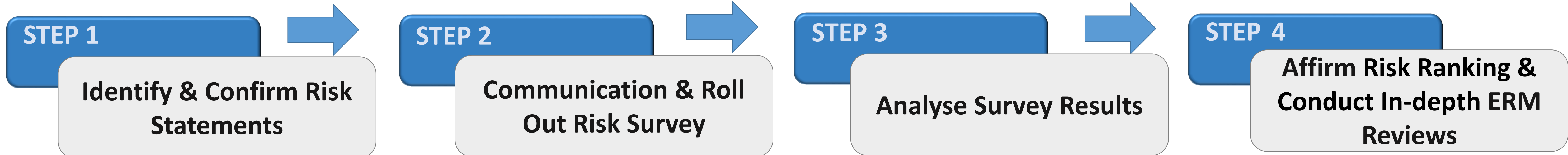
- To identify and prioritise existing and emerging risks
- To ensure continuous review of existing risks & effectiveness of risk mitigation efforts
- To identify top risks and promote cluster sharing & learning for alignment of risk mitigation efforts

Regular updates of our risk profile would progressively move SingHealth from a reactive to predictive position for risk sensing. This allows for better anticipation of emerging risks and increases the ability to seize opportunities for growth and innovation as we transform healthcare to meet the evolving needs of our patients.



METHODOLOGY

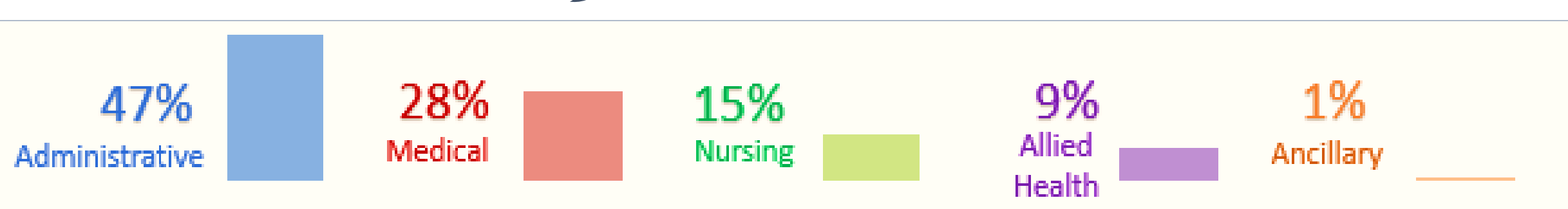
The SingHealth Risk Profile (via Cluster Risk Survey 2021) is established through a 4-Step Approach



Identification of Top 5 Risk Areas: The average rating of 'Impact', 'Likelihood' and 'Risk Score' for each of the 15 risk statements were computed based on all responses received and the average risk score was derived for each of the risk statements. Institutions affirmed the risk ranking before the top 5 risk areas were identified.

RESULTS

Respondent Profile



15 Risk Statement - 2021

Patient Safety Unable to deliver the desired quality of care and safeguards for patient safety, resulting in preventable death or permanent disability.
System Downtime Unscheduled downtime of mission-critical IT systems not due to IT security incidences.
IT Security Vulnerability to IT security incidents/ cyber attacks (e.g. malware, phishing, password attack, denial-of-service attack) resulting in unavailability of system, network and/or data breach.
Data Confidentiality & Security Unauthorized access, collection, use, disclosure, copying, modification or disposal of personal and confidential data (e.g. patient/staff records, proprietary information, sensitive financial data) resulting in data breach.
Fire Outbreak Fire outbreak causing disruption to critical services (e.g. ED, OT, ICU, ISO wards), key support services (e.g. Pharmacy, Diagnostic Radiology, Labs, Blood Bank) & core services that may compromise patient safety & care and/or staff safety.
Critical Physical Infrastructure Widespread & simultaneous disruption to essential and critical infrastructural services affecting Institution/Cluster operations. e.g. medical gas, power, water, drainage & pumping, electric, air-conditioning & mechanical ventilation, building management, vertical transportation and data centre.
Strategic Project Execution Unable to execute strategic project in accordance to the stipulated timeline, approved budget and the intended objectives/ outcomes.
Human Capital Mismatch/lack of knowledge, skills and competencies of employees and unable to attract, retain and develop top talent, resulting in a limited ability to deliver operational services and inadequate organizational leadership.
Terrorism & Sabotage Terrorist attack, sabotage or malicious/ disruptive acts that pose a threat on the well-being and safety of staff, patients and the public within the Institution's compounds.
Fraud & Corruption Fraudulent act, corruption or illegal acts committed by employees or in collusion with third parties that affect public healthcare and/or Institution/Cluster's operations.
Financial Sustainability Inadequate funding for new models of care, new "future-proofed" infrastructure & buildings, and to match healthcare inflation, in a climate where fee revisions are politically constrained as well as inability to manage costs and productivity within the funding envelope.
Media Exposure & Awareness Inadequate situation awareness and media sensing to an adverse event/issue that may potentially escalate into media exposure.
Supply Chain Supply chain disruption to critical services/areas caused by unforeseen circumstances such as natural disaster, global warming, transportation failure, geopolitical instability, digitalization, vendor monopolization and price hike.
Disease Outbreak & Pandemic Outbreak of infectious disease straining the public healthcare's and/or Institution's / Cluster's system.
Workplace Safety & Health Unable to put in place measures (including safe management measures for a COVID-safe workplace) to protect the health and safety of employees and workers (e.g. outsourced services such as security guards, housekeepers) resulting in harm to the individual and/or patients.

- The overall participation rate for the survey was **65.5%**.
- Risk ranking affirmed and top 5 risk areas have been identified through the survey.
- The SingHealth Enterprise Risk Council* (ERC) provides oversight guidance for ERM implementation across the Cluster and undertakes periodic reviews to update SingHealth Risk Profile.

*ERC is chaired by the SingHealth Group Chief Risk Officer (GCRO) and comprises of key appointment holders from SingHealth's functional domains and Chairs of the ERM Centres of Excellence (CoE).

CONCLUSION

- The Cluster Risk Survey 2021 facilitated prioritisation of the key risks for addressing. With the affirmed risk ranking of the 15 risk areas from the survey results, our institutions would conduct in-depth ERM reviews to assess adequacy of current existing key risk mitigation measures and identify additional mitigation plans, if applicable, to better manage the key risks identified.
- Such regular reviews ensures that the SingHealth risk profile continues to stay relevant to best reflect the changing risk landscape.
- Our SingHealth GCRO also organised a roundtable sharing amongst the Institution Chief Risk Officers at Chief Risk Officer Meeting (CROM) to facilitate a bottom-up discussion of specific key risks faced by the respective institutions. These top-down and bottom-up approaches help to increase our agility to respond and manage the emerging risks going forward.
- Feedback received from the Cluster Risk Survey 2021 will also be taken into consideration for the design and development of the next Cluster Risk Survey.