



Singapore Healthcare Management 2015

Managing Risk for Event Success



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Introduction

Innovation and Quality Management (IQM) co-organised its inaugural SingHealth Quality and Innovation Day 2015 (SHQID) with Duke-NUS. Previously known as Quality Convention, Innovation has been added as a dimension in recognition that it is a critical element that drive breakthrough improvements.

SHQID 2015 comprises of 2 plenaries and 8 mini-labs supporting the main theme of **“Building a Better Tomorrow, Transforming Patient Care”**. SHQID 2015 posed as a moderately high-risk event with multiple parallel mini-labs and participation of up to 700 staff; crowd and venue management was a safety concern.

Objectives

Ensure a smooth delivery of the SHQID 2015, focusing on :

- Crowd management¹
- A safe environment for all participants¹
- Overall event schedule²
- Relevant content delivery³

Methodology

IQM adapted the Risk Management framework from ISO 31000:2009 with slight variations. Figure 1 shows the overview of the Risk Management Framework. Additional fields of **“Risk Trigger Date”** and **“Pre-Event and Actual Day”** were included.

As SHQID 2015 was scheduled on a pre-determined date, we modified the standard Risk register with a **Risk Trigger Date** which activates an advance alert on the risk identified and to perform the “Risk Treatment” as planned.

Pre-Event and Actual Day Risk categories were also included to help us clearly identify the risks where contingency planning was needed. Examples of the Risk assessment and treatment in our modified Risk Register are shown in Figure 2.

In addition to the usage of the Risk Register, IQM conducted **Table Top Exercises** to simulate the possible scenarios of the actual day, allowing refinement of risk response plans and greater clarity of response processes.

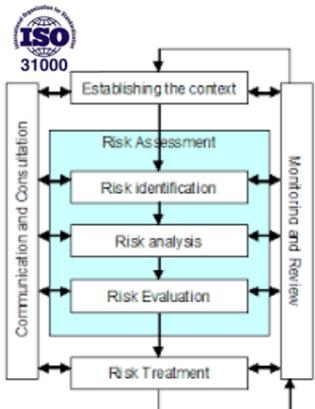


Figure 1

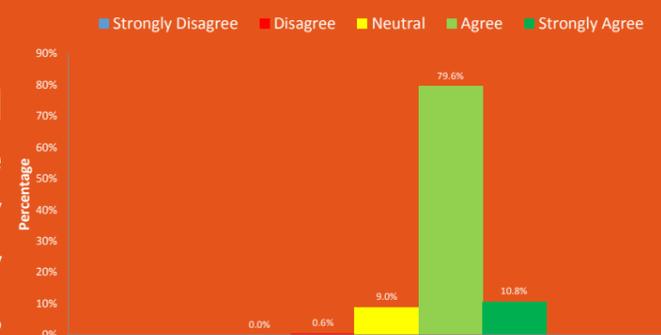
Risk	Risk Category	Pre-Event or Actual Day Risk	Probability	Impact	Risk Score	Risk Management Plan [Activities taken to manage the risk: Avoid, Mitigate, Accept, Transfer]	Response/Contingency Plan [Activities to be taken to when identified risk becomes a reality (meaning it is now an ISSUE)]	Trigger [Date/Event which identified risk becomes an issue]
CQ director not available to be assessor	Posters	Pre-Event	1	2	2	IQM to be backup assessor	IQM to assess	20141030
IT equipment failure or shortage	Logistic	Both	4	4	16	Spare sets of equipment to be prep	Issue spare sets of equipment	20141208
Late or last minute changes to program book due for printing	Logistic	Pre-Event	3	4	12	Prepare extra materials and equipments for in-house printing	Activate in-house printing	20141208
Problem with poster printing	Posters	Pre-Event	2	4	8	Backup vendor to be identified	Activate backup vendor	20141229
Not enough manpower on event day	Event Management	Actual-Day	2	2	4	Identify deployable EPIC administrators	Deploy EPIC administrators	20150115
Problem with program book printing	Logistic	Pre-Event	1	3	3	Backup vendor to be identified	Activate backup vendor	20150115

Figure 2

Results



SHQID 2015 was safely delivered without safety incidents reported¹. The plenaries and min-labs were successfully delivered as per scheduled². Survey results on the right indicate that contents delivery were relevant to the participants course of work³.



Comments: Majority of the participants agree that the presentations, in general, are applicable to their work