

Background

Health care is highly complex, high risk and error prone system. Health care errors and consequent adverse events are the leading causes of preventable death. Every threat reveals the challenges for managing healthcare risks and Enterprise Risk Management (ERM) which has a structural analytical process that focuses on identifying and eliminating the risk impact of the organisation has thus become a critical management strategy to achieve the established goal of "ZERO HARM". In ERM, all risk areas would function as part of an integrated, strategic, and enterprise-wide system, with senior-level oversight, employees at all levels of the organisation to view risk management as an integral and ongoing part of their jobs.

Aim

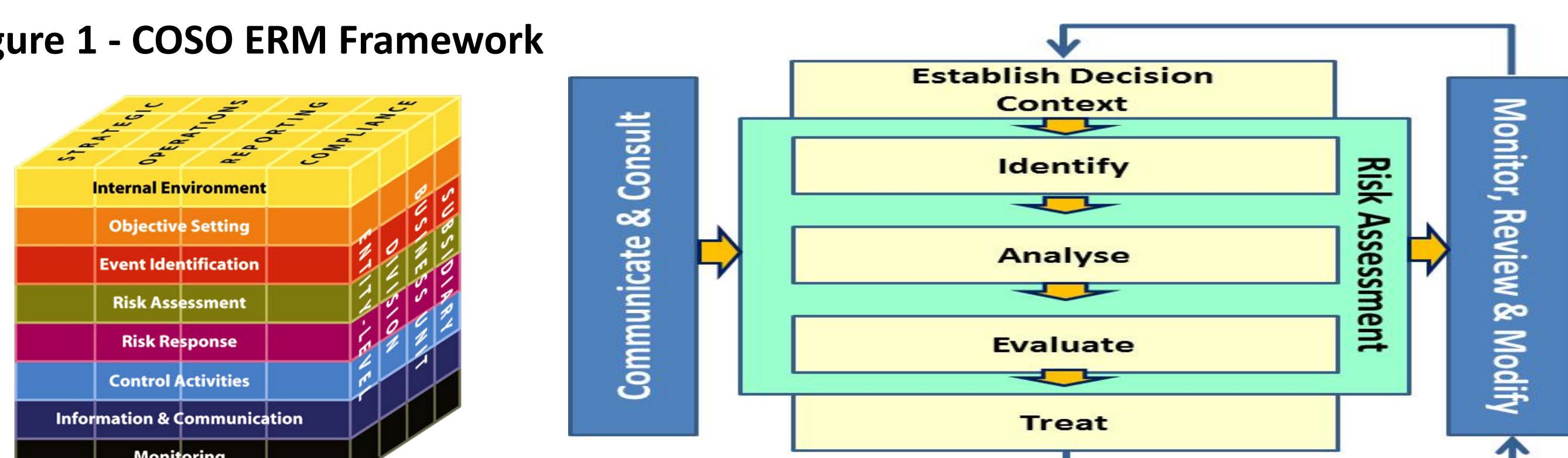
To share KKH journey in the establishment of ERM to adapt to the changing internal and external environment of the organisation to manage risks that could impact on achievement of strategic objectives.

Methodology

The Science of Establishing an ERM Program:

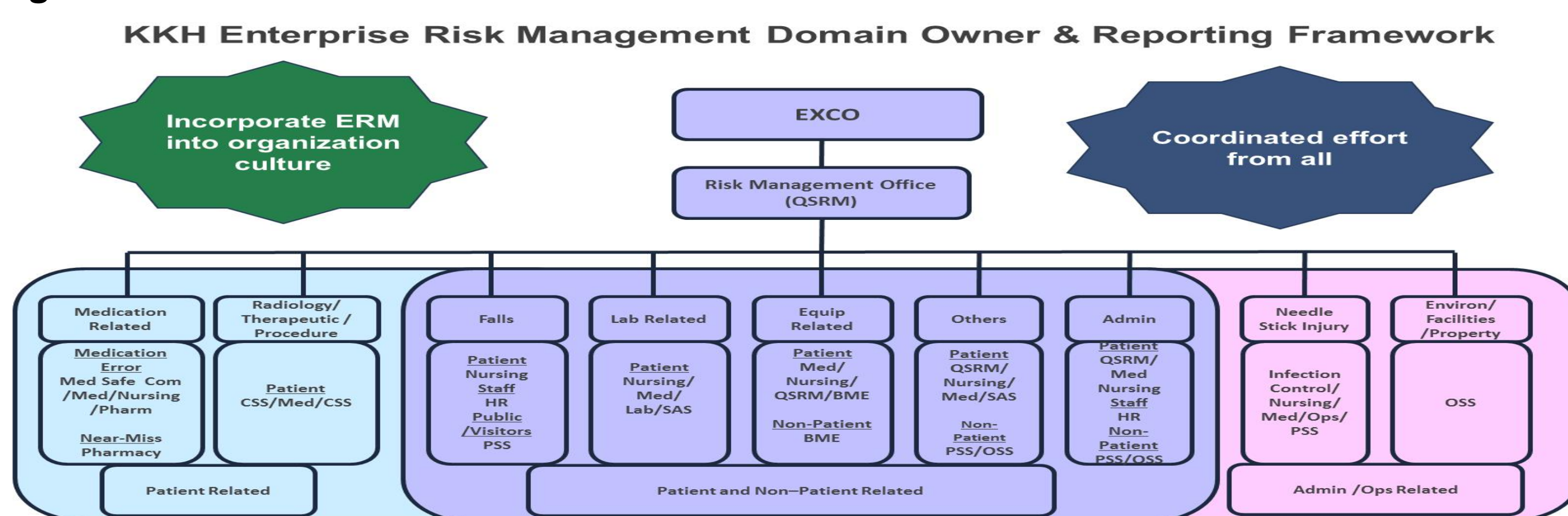
- Management role and execution**
 Instituting a Risk Management Program through a strong senior-corporate leadership with top-down and ground-up approach, for which strategic decisions have to be based on careful analysis of and response to risks and events that cause negative impact on the organisation. Engaging the senior management to set the forceful tone has to be made to ensure adequate representation across all divisions, departments and services are important.
- Establishing the Context**
 The assessment of the strategic context has to link to the organisation's mission and strategic objectives to the management of risks to which the organisation is vulnerable to. Building a strategic risk management process is necessary and it has to encompass risk assessment of strategic plans, define overall appetite for critical risk with an understanding of how hospital drive the vision, mission and core values
- Identify Tools for Risk Identification and Assessment**
 Establishment of appropriate metrics and tools, cross-functional processes, planning, apart from controlling, and reporting and directions for governance. KKH uses COSO ERM integrated framework (refer to Figure 1) for managing risk and setting a common language and tools for implementation across the organization.

Figure 1 - COSO ERM Framework



- Risk Mitigation and Exploit Opportunity**
 Risk management integration is done collaboratively with the middle (operation) management to secure buy-in at all levels and to be included as part of the organisation's routine management processes. Each dimension of risk is mapped and owned or co-owned by domain owner who is responsible for administering (shown in Figure 2). Linkage is established for risk management workgroups to obtain the required systems and processes support by engaging the necessary service owner to co-manage risks that required alignment within the organization.

Figure 2



- Governance, Risk and Compliance**
 Compliance programs are essential to operate within management's discretionary boundaries therefore a governance structure is set to support the strategies with the establish ownership of enterprise risk areas by assigning responsibility – having managers to execute strategies, monitor performance, and make decisions. The risk managers are encouraged to engage business partners to support their risk management execution plan to ensure it is holistically managed.

Results

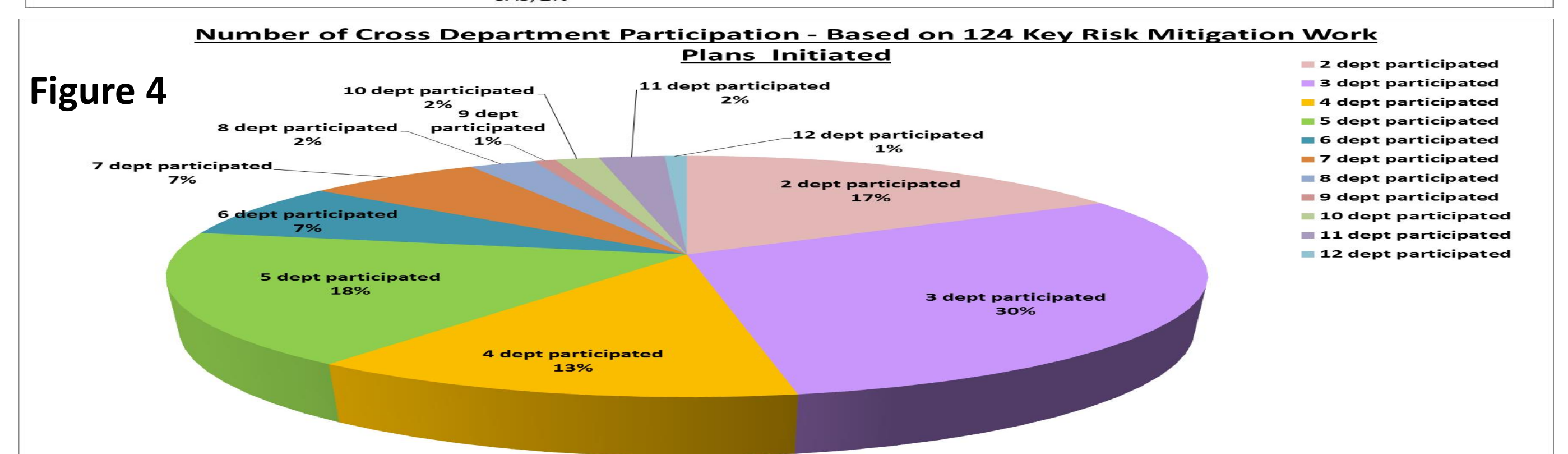
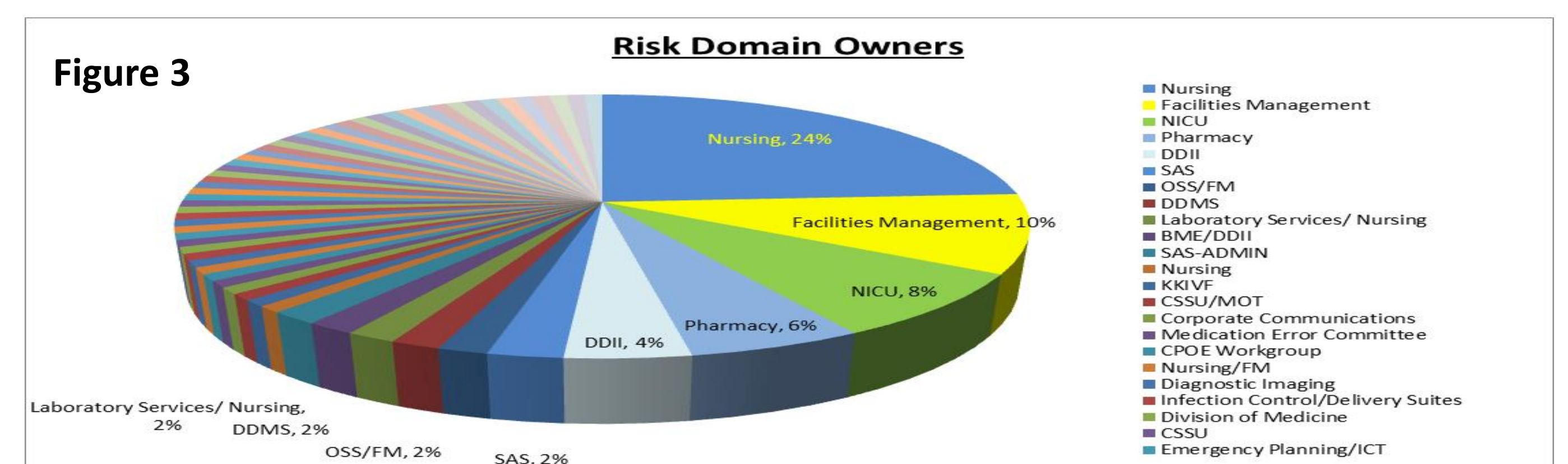
The Art of Fostering Risk Culture

Key attributes to the creation of Risk Culture encompass awareness of risk, generate a sense of urgency, get serious about risk management– understand the potential effects of uncertainty, improving performance and preventing harm, loss and avoidable events that has an impact on patients, staff and organisation.

- Build a risk-aware culture across the organisation.**
 KKH predominantly target at delivering communications from leadership using a common risk management language i.e. 'ERM', in any of the new project or services discussed, renovation or risks issues identified, the consistent messaging i.e. "conduct an ERM " or "has ERM been conducted" formed a catch-phrase from top to the middle ground which set a strong tone to the adoption of the program.

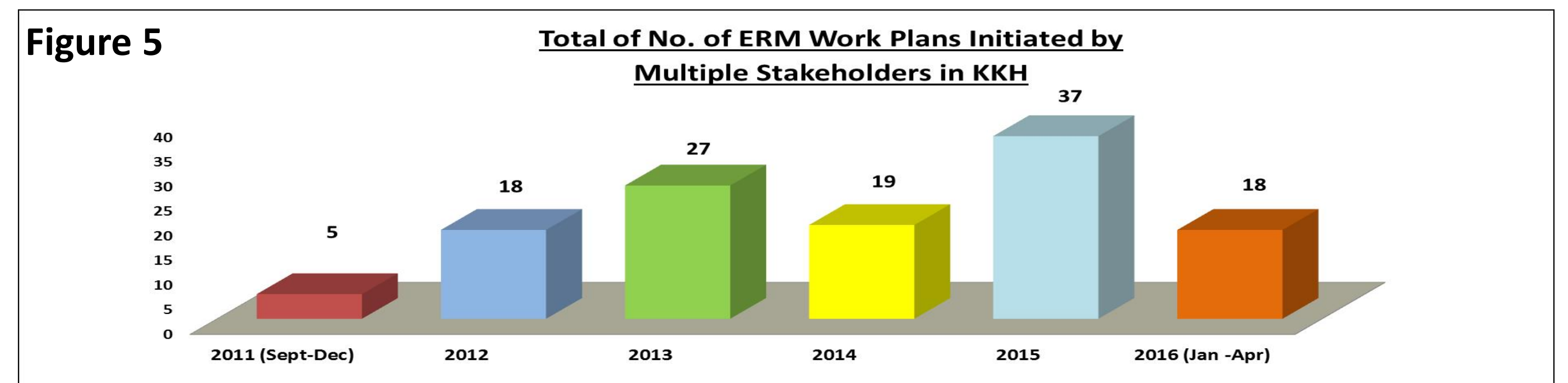
- Building Capability and Equipping – Training and Facilitation**
 The office of Quality, Safety and Risk Management (QSRM) has formed the Consultative and Training arm to support the Risk Management Program within KKH. Besides, our hospital has also been working in close collaboration with cluster Office of Risk Services to provide ERM training with risk scenarios that were customized based on KKH's experience. Continual support is provided to Risk Mitigation Workgroups by QSRM to enable confidence building and spreading.

- Build Partnership and a Strong Coalition Across KKH**
 Successful ERM programs require the participation of all staff as it is not possible to detect and evaluate risks if all teams are operating in silos. Certainly KKH has significantly established a 'buy-in' from staff where none of the work plan was done in isolation. Figure 3 shows the percentage of Work Plan owned by various domain owners and with multidisciplinary and departmental involvement as illustrated in Figure 4.



Create and Inspire a Shared Vision

- It is crucial to cultivate a clear understanding that ERM is an ongoing process and that is where KKH has made considerable achievement with the number of risk mitigations done since September 2011 till April 2016 (shown in Figure 5). An effective ERM program utilises continuous data collection and monitoring to illustrate the big picture. QSRM has established a process for continuous monitoring of the risk profile of the hospital, using data from Risk Management System, key risk indicators (KRIs) within the system and best practices of performance measurement and clinical outcome indicators.



Conclusion

KKH has taken ERM maturity to a leadership level, with healthcare rapid evolution, the program has to continually move to adapt to the changes in the health care environment. Pushing boundaries, communicating a compelling ZERO HARM will set the tone of the safety culture within the organisation. The art of risk management program is about good interactions between different individuals and parts of the healthcare system that brings cohesion to seamlessness. The science of effecting the risk management program is directed to eliminate the risk impact that potentially affects care delivery, quality and safety, and by the adoption of a risk management model with multi-level staff involvement. ERM has to be aligned with the strategy, processes, people, technology, and knowledge to deliver the best patient care possible and such journey requires staff at all levels to play a critical role in influencing behaviours that commit to safety and have risk management incorporated as part of the organisation's routine operation processes.