



Singapore Healthcare Management 2024

“EmpowERMent”

- An Enterprise Risk Management Communications Initiative



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EVERYONE A RISK MANAGER

Introduction & Aim

What is Enterprise Risk Management (ERM)?

- ERM is an integrated approach to risk management that connects silos & examines multiple categories of risks.
- Healthcare ERM involves anticipating, reducing and managing potential risks within the healthcare setting, thereby allowing us to create & protect value.

ERM at SingHealth

In 2009, SingHealth became the first Public Healthcare Institution in Singapore to develop the Cluster-wide ERM programme via a three-pronged approach – i.e. “Education & Training”, “Data & Analytics” and “Sharing & Learning”.

Why EmpowERMent?

Effective communication of ERM concepts & principles is a cornerstone of ERM Education & Training. As the healthcare risk landscape continues to evolve, it is imperative that the SingHealth ERM Education & Training programme continues to progress and expand. By proactively adopting a “top-down” and “bottom-up” communications approach via “EmpowERMent”, key ERM concepts and principles can be demystified to create continuous & sustained risk awareness and understanding of ERM.

Methodology



- Through various staff engagement avenues (i.e. ERM facilitations, workshops and reviews), ORS identified a gap in ERM literacy amongst our ground staff. This propelled us to demystify ERM to create a culture of sustained risk awareness amongst our staff via the EmpowERMent ERM Bulletin and CoE Bulletin.
- “EmpowERMent” serves as a vital conduit for the flow of ERM concepts & principles to all staff.

WORKFLOW DEVELOPMENT

- “Bottom-up” approach fuels innovation and fosters a sense of staff engagement towards ERM Education & Training initiatives
- CoE members encouraged to contribute risk-related articles, risk mitigation measures & best practices for Cluster-wide sharing & learning
- “Top-Down” approach:
 - Key risk appointment holders interviewed via fireside chat interviews to facilitate sharing of risk-related insights from a strategic perspective

LAUNCH OF COMMUNICATIONS STRATEGY

- Two-pronged strategy adopted to boost readership & knowledge retention via “Answer & Win” contests and featuring the Fireside Chats as ERM Bulletin Cover Stories

POST-LAUNCH

- Communication in the form of feedback and/or suggestions are crucial in fostering innovation and improvement. Readers were encouraged to submit their feedback and/or suggestions via an official email channel. By leveraging on feedback loops for the purpose of improvement, readers have sent in feedback on certain risk points and/or technical issues that they may be facing on the ground. (For example, feedback on medication safety risk points have been highlighted at the CoE for discussion and exchange of best practices across the Cluster.) Additionally, high impact articles containing actual case scenarios for risk-awareness have been featured on a regular basis for staff risk-awareness.

Results & Feedback

Number of Issues Published: (as of 24th Jun 2024)

EmpowERMent ERM Bulletin: 15
EmpowERMent CoE Bulletin: 20

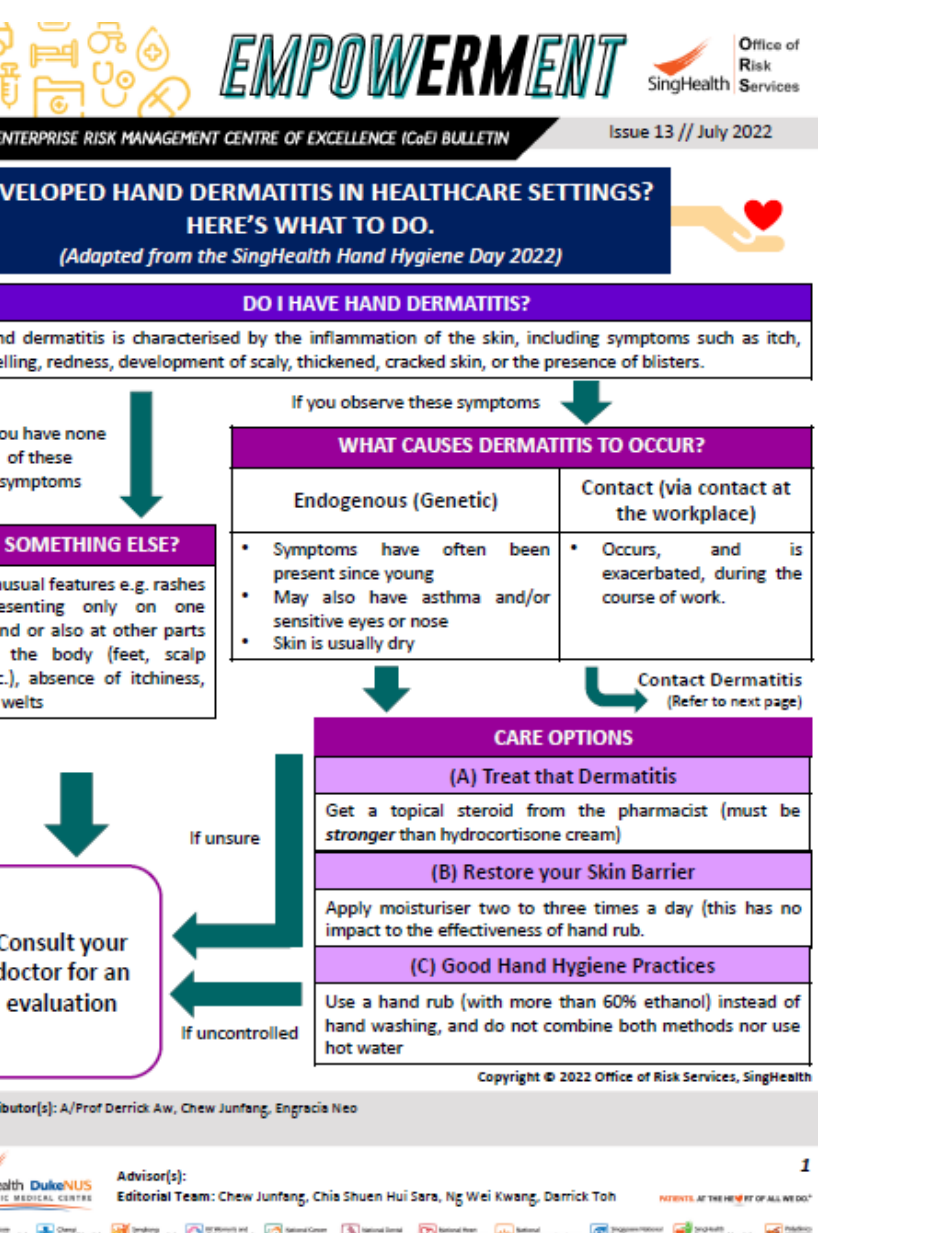
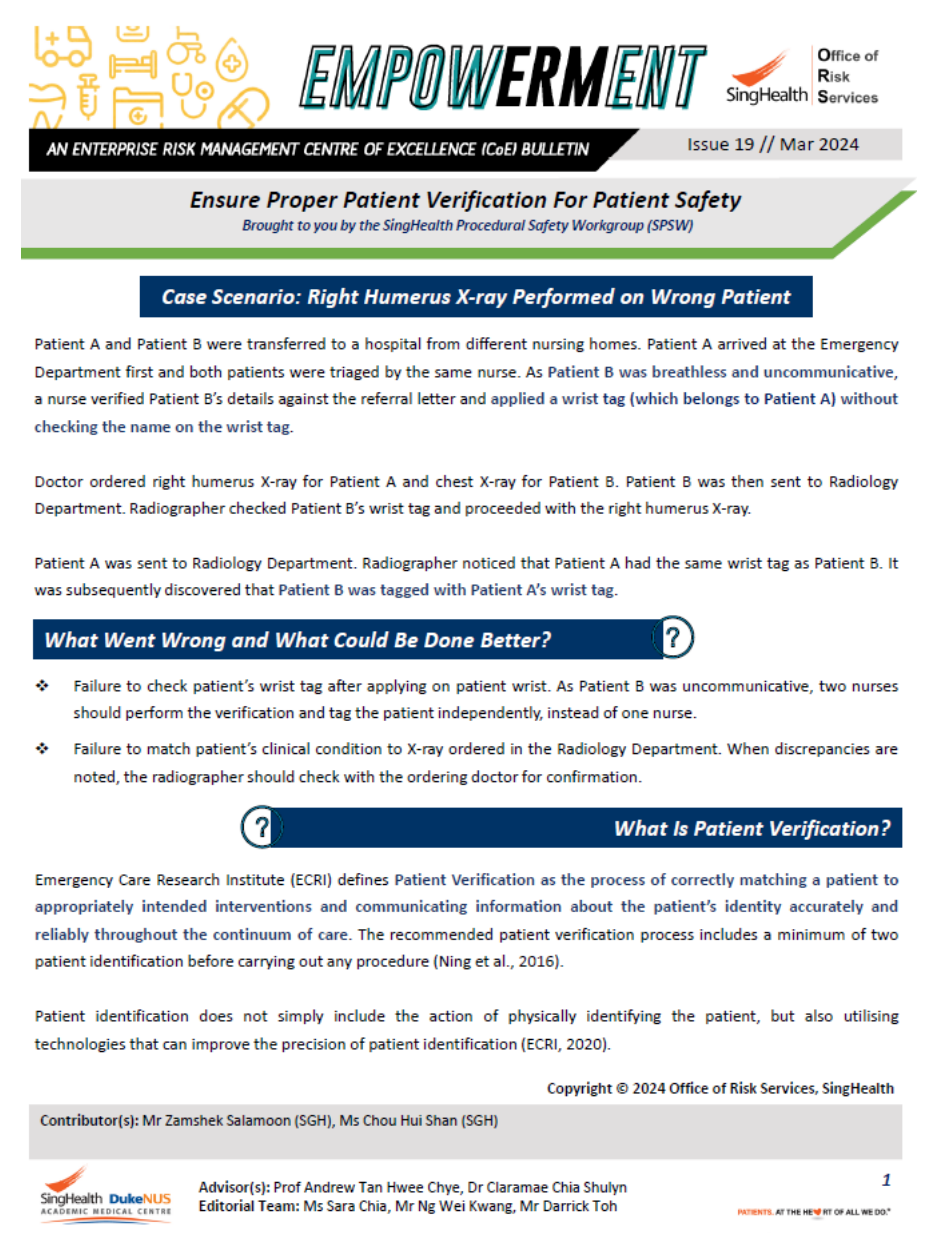
ERM Bulletin



Communicates ERM-related knowledge to our staff via:

- ✓ Bite-sized ERM concepts & principles
- ✓ Fireside Chat interviews from key risk appointment holders
- ✓ Kopi Chats with domain leaders on ERM initiatives

CoE Bulletin



- Serves as a platform for CoEs to communicate risk alerts to raise risk-awareness on current and/or emerging risk issues.
- Topics concerning risk issues arising from look-alike, sound-alike (LASA) medications, procedural safety, infection prevention & control, falls prevention and sterilisation & disinfection have been published via the CoE Bulletin.

Conclusion

By leveraging on visual communication of ERM concepts, proactive sharing of case scenarios, ERM experiences and programmes via a “top-down” and “bottom-up” communications approach, the arcane subject area of ERM can be demystified in order to create a culture of sustained risk awareness and interests amongst all SingHealth staff in a manner that is easy to read and understand.

Future Works

The EmpowERMent Editorial Team aims to continue publishing value-added ERM articles and communications key learnings from actual case scenarios for sharing & learning and risk-awareness.