DISSERTATION
AT
LLH HOSPITAL, MUSAFFAH, ABU DHABI, UAE

FROM 21ST MARCH TO 18TH JUNE

PROJECT TITTLE – RISK ASSESSMENT AND MANAGEMENT FOR CLINICAL AND NON-CLINICAL DEPARTMENTS IN LLH HOSPITAL MUSAFFAH, ABU DHABI

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MBA HOSPITAL AND HEALTHCARE MANAGEMENT

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AIM:

To improve the work efficiency by studying risk assessment of various departments.

OBJECTIVE :

- To recognize and explain the risk associated with various clinical and non-clinical departments for the purpose of monitoring risk register.
- To determine the nature of the risks.
- To rank the risk in accordance with the likelihood and impact of the stated incidence.
- To assess the organization's proficiency in reducing risks that were discovered through existing controls.

To suggest additional risk management tactics to tackle the dangers mentioned.

STUDY METHODOLOGY

Study location - LLH Hospital, Musaffah, Abu Dhabi (80-bedded Secondary Care Hospital)

Study Design – Observational Descriptive study

Study Duration – 3 Months

Sample size – 14 Clinical and Non-Clinical Departments.

Data Collection Method –

- Primary Data –
- Semi-structured Interview -
- Observational Study
- Secondary Data-
- Occurrence Variance Report or Incident Report

Instrument Used

- Risk Assessment Tool and MS Excel

What is Occupational Safety & Health Management System?

OSHMS is a coordinated and systematic approach to managing Occupational Health and Safety Risk. OSHMS help organizations to continually improve their safety performance and compliance to health and safety legislations and standards.

OSHMS comprises of

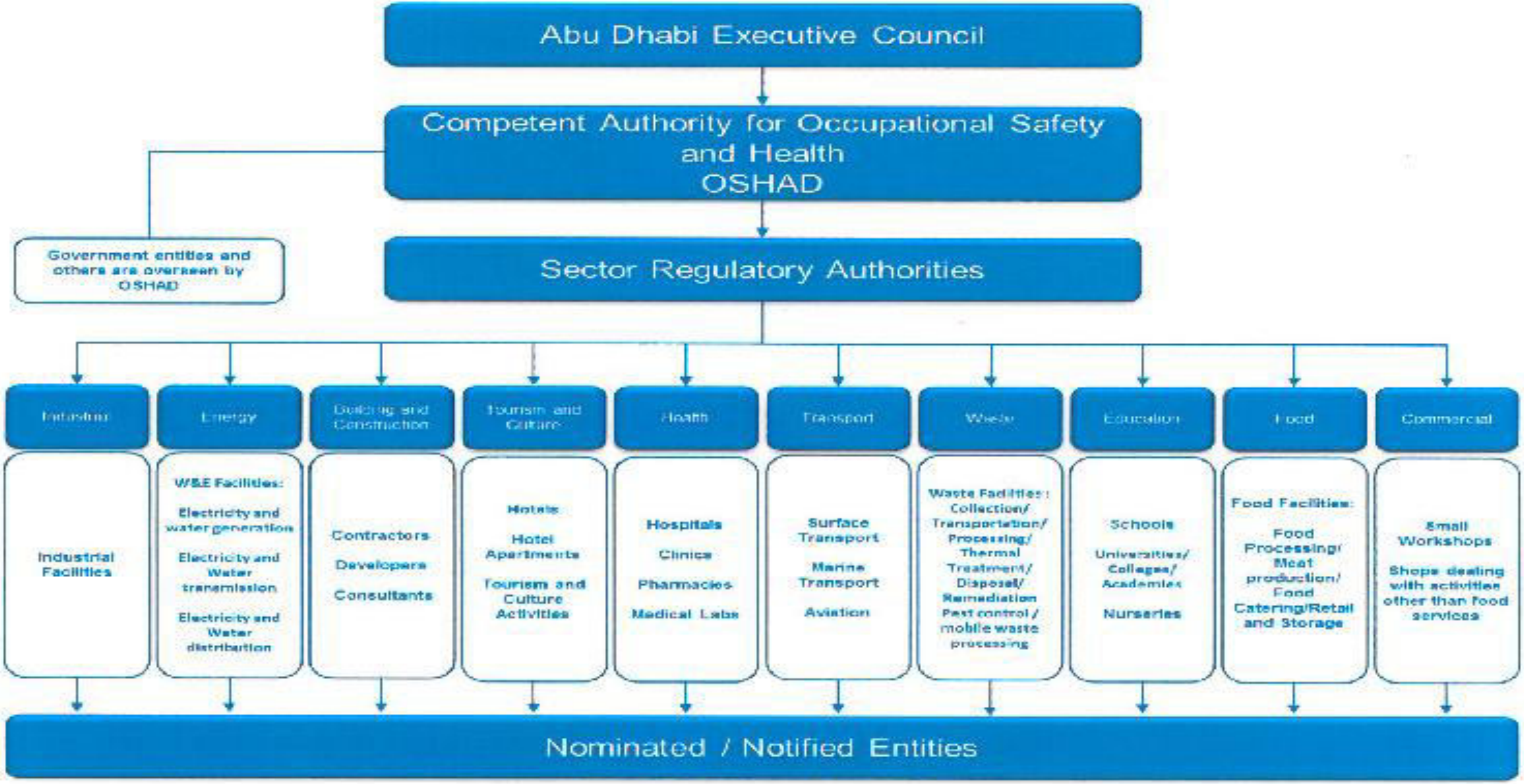
- OHS Policy
- OHS Objectives & Targets
- OHSMS Manual review
- Risk Management program / procedure
- Legal & other requirements procedure
- Performance monitoring & Response
- Emergency Response & Management

- Audit & Inspection
- Management of Contractors
- Training & Competence
- Consultation & Communication
- Control of documents & records
- Management review
- Operational Procedures

Risk Management comprises of:

- RISK IDENTIFICATION
- RISK PRIORITIZATION
- RISK REPORTING
- RISK MANAGEMENT/ RISK ANALYSIS
- MANAGEMENT OF RELATED CLAIMS

OSH COMMITTEE



RISK IDENTIFICATION

In order to identify and detect risks that could potentially threaten or prevent the hospital goals and activities, LLH hospital integrate the following approaches.

Incidents reporting: occurrence variance reports are extremely encouraged to facilitate risks identification at earliest, (ref to OVR policy).

Inspections and internal audits: observation related to clinical, administrative and OSH related risks during inspections, internal and external audits activities are documented and communicated to concerned departments and committees subsequently and integrated to the risks register to further management.

Risk Prioritization/Risk Assessment:

- OSH risks are identified in line with the OSH risk management procedure.
- Infection Control risks will be assessed by the Infection Control Department as per the below scoring matrix.

There are many instances other than regular review when a risk assessment done. For example

- Whenever a new hazard has been introduced, (eg, commissioning new equipment item)
- A incident (including a near miss has occurred)
- When a new activity involving significant risk is planned.
- Pre-construction risk assessment
- Joint risk assessment with vendors

Severity Scoring (Impact)

Severity Score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Catastrophic
What is the potential severity of the outcome of the risk should be occur.	Damage/ Loss of equipment.	Small financial loss. Minor Delay in achieving objectives. Minor loss/damage to equipment	Short term delay in achieving objectives. Short term loss/ damage to equipment.	Interruption to business. Long term delay in achieving objectives. Major financial loss.	Huge business loss interrupting business continuity. Devastating loss of reputation for the organization or the individual involved. Complete failure.

LIKELIHOOD SCORING (PROBABILITY)

Descriptor	Likely Frequency			Probability
	Environment	Health and Safety	General (Administrative, Clinical and Infection Control)	
Frequent	Continuous or will happen frequently.	Occurs several times a year at location.	Will undoubtedly happen/recur, possibly frequently	5
Often	6-12 times per year	Occurs several times a year in similar industries in UAE	Will probably happen/recur but it is not a persisting issue	4
Likely	2-5 times per year	Has occurred at least once in UAE.	Might happen or recur occasionally	3
Possible	Once every 5 years	Has occurred in industry (Worldwide).	Do not expect it to happen/recur but it is possible it may do so	2
Rare	Less than once every five years.	Never encountered in industry.	This will probably never happen/recur	1

Risk Analysis (Risk Score):

Risk Analysis = Severity x Likelihood (S x L)					
	Likelihood Score				
	1	2	3	4	5
Severity Score	Rare	Possible	Likely	Often	Almost certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
Insignificant	1	2	3	4	5

For grading risk, the scores obtained from the risk matrix are assigned grades as follows

1 – 3	**Low risk**
4 – 6	**Moderate risk**
8 – 12	**High risk**
15 - 25	**Extreme risk**

- Occurrence and Sentinel Event Reporting

- Ensure all components of the risk management system are maintained according to policyand procedure with appropriate reporting within the risk management structures.

- Reporting any hazards associated with the working environment, work tasks or activities to their supervisor/operation manager as soon as becoming aware of them.

- Ensure that risk management is an integral part of the organizational culture, and that incident reporting is based on the concept of "no blame"

- Incidents reporting: occurrence variance reports are extremely encouraged to facilitaterisks identification at earliest.

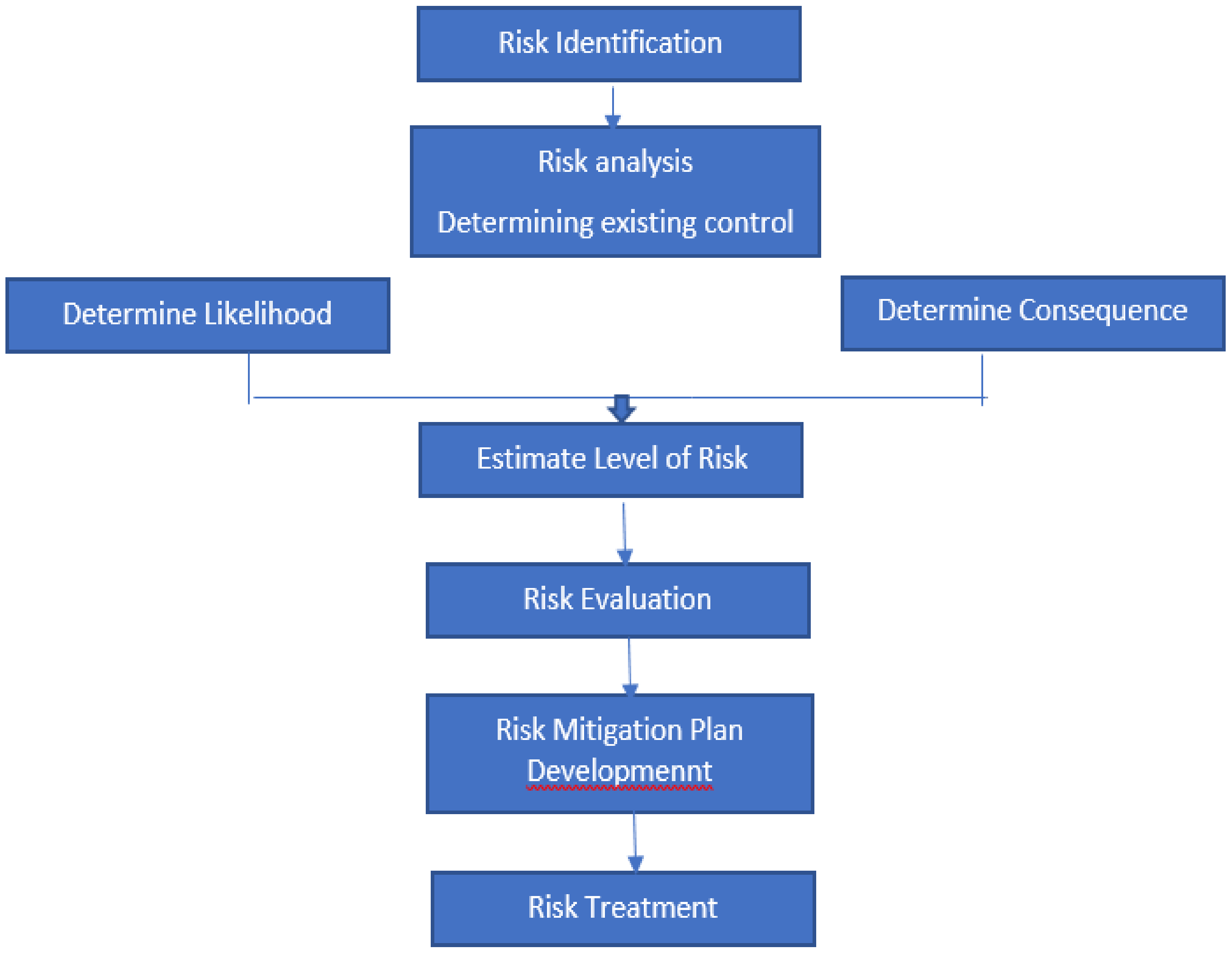
Risk Treatment and Control:

Risk Treatment: Risk Treatment is the process of selecting and implementing of measures to modify risk, take correction or preventive action**.**

5I's risk treatment process (RCA): 5 I's Approach in five steps is followed with identified risks:

INVESTIGATE	RISKS IDENTIFIED AND OCCURRENCE VARIANCES ARE INVESTIGATED ,ROOT CAUSE ANALYSIS (WHERE APPLICABLE) IS PERFORMED AND CONTRIBUTING FACTORS ARE HIGHLIGHTED
Inform	Identified risks are communicated with concern staff at management or supervisory level as applicable
Influence	Culture of safety and risk awareness is promoted through staff trainings
Interprets	Results of investigation and risk assessment are shared and interpreted to take appropriate corrective and preventive actions
Integrate	**Investigations, feedback, corrective and preventive actions taken are documented in hospital risk register and integrated with quality and patient safety plan to promote and sustain safe practices ,**

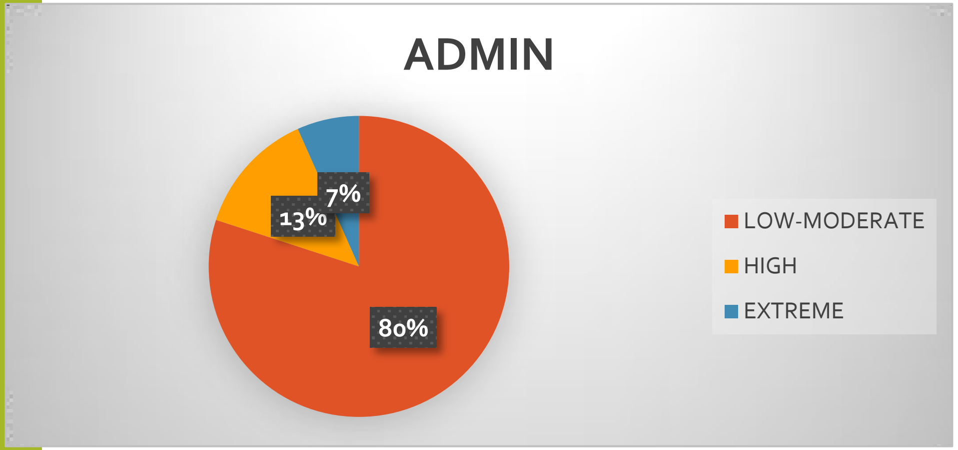
RISK REGISTER DEVELOPMENT PROCESS

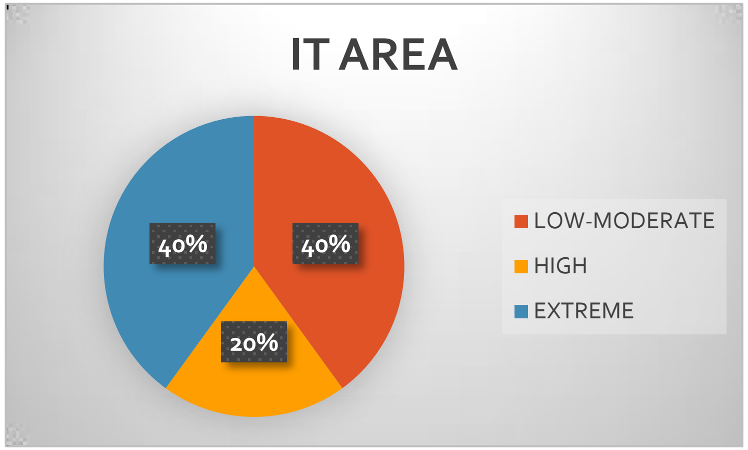


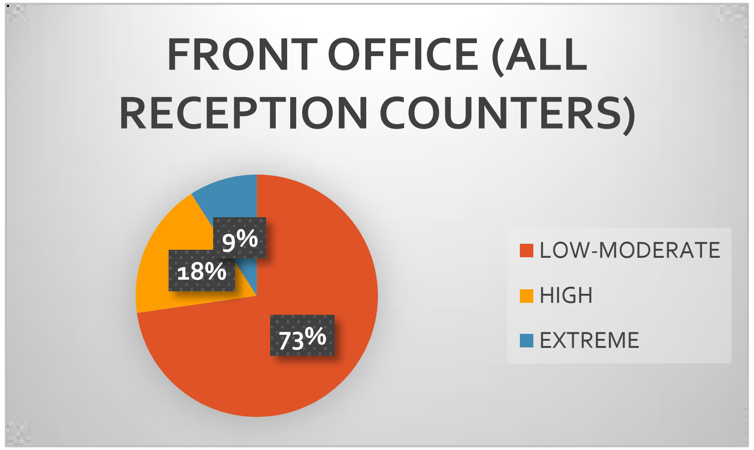
RISK REGISTER

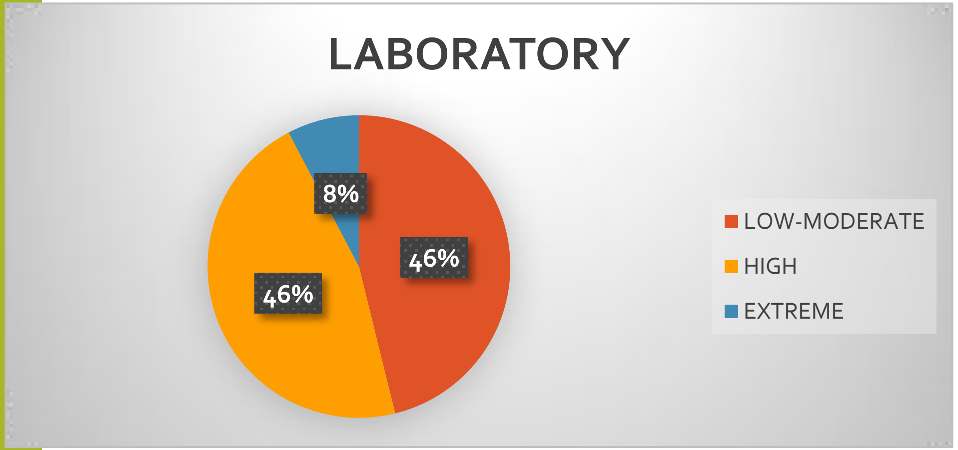
EHS RISK ASSESSMENT REGISTER													
S. No.	Location / Activity	Hazard	Risk	Risk rating (P X S = Risk Rating)			Current Control Measures	Legal Aspect	Residual Risk			Recommended Control Measures	Time Frame
				Probability	Severity	Risk			Probability	Severity	Risk		
Risk Assesment Conducted On: 04 May 2019													
Department / Area: BIO-MEDICAL													
1	Working with Automated Machines (While Caliberation, Testing, PPMs etc,)	Moving Arms, Rotor, Sharp Probes, Electrical, Fire/Explosion, Spillage	Injury, Electrocution, Burns/Allergy Inhalation Of Aerosols	3	3	9	Use of Ppe, Proper Training Of Equipment, Do Not Touch Equipments While Working, Close The Lid Of Equipment While In Operation. Use Of Completely , Automated Insturements	CoP 2 PPEs COP 15 Electrical Safety	1	3	3	Continuous monitoring	Ongoing
2	Manual Handling of Heavy Boxes and other Heavy machines	Health	Injury, Back Pain, Sprain	3	4	12	1. Use of PPEs 2. Use of Mechanical Lifting Devices	CoP 14 Ernominics and Manual Handling	1	4	4	Continious Monitoring, Use of PPEs and Staff Education	Ongoing
3	Handling Sharp Tools.	Using sharp tools for devices maintenance.	Risk of cutting and getting injuries	2	3	6	Adopted Safe work practices.	Cop 2 PPE	1	2	2	All equipments should have safe operating procedures, proper industrial graded gloves	Ongoing

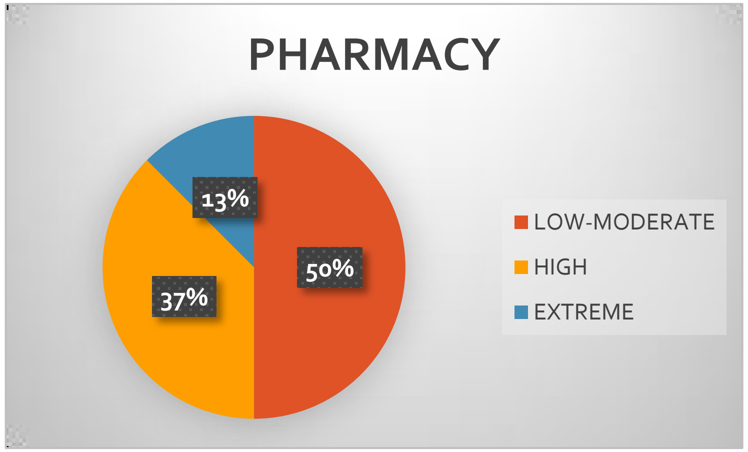
RESULT

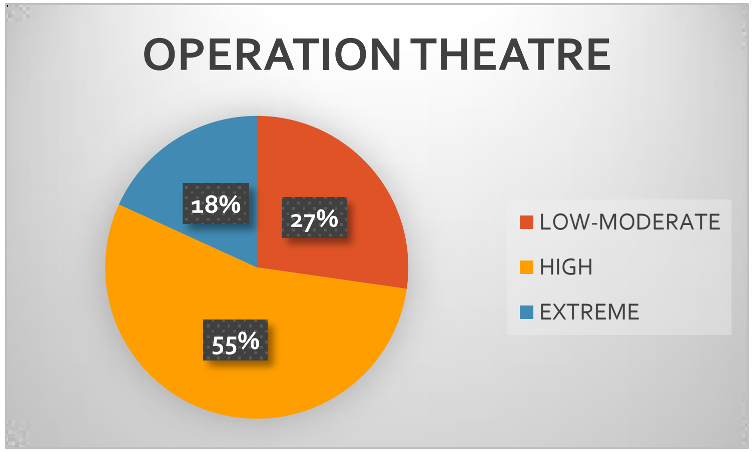






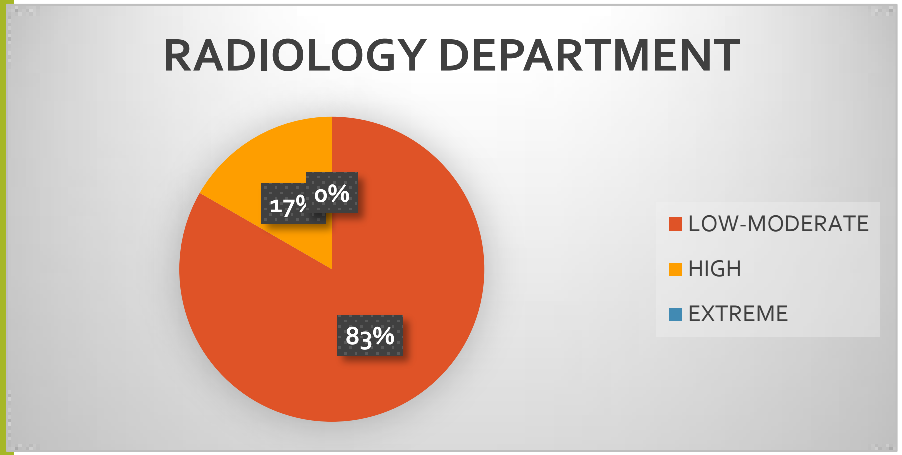


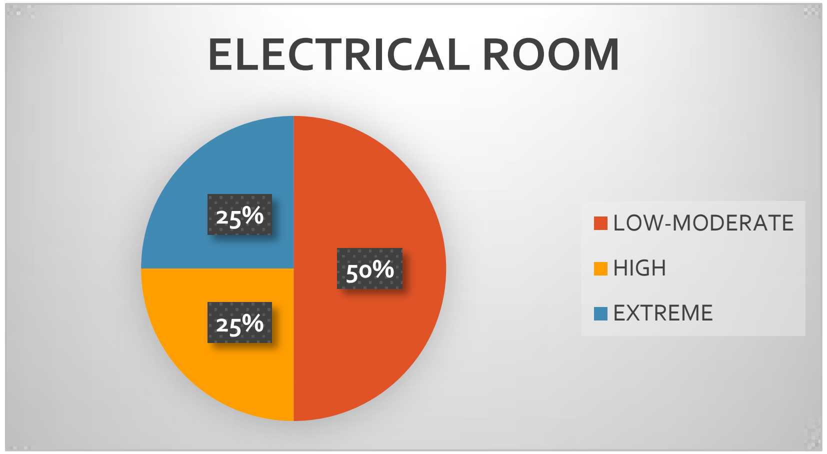


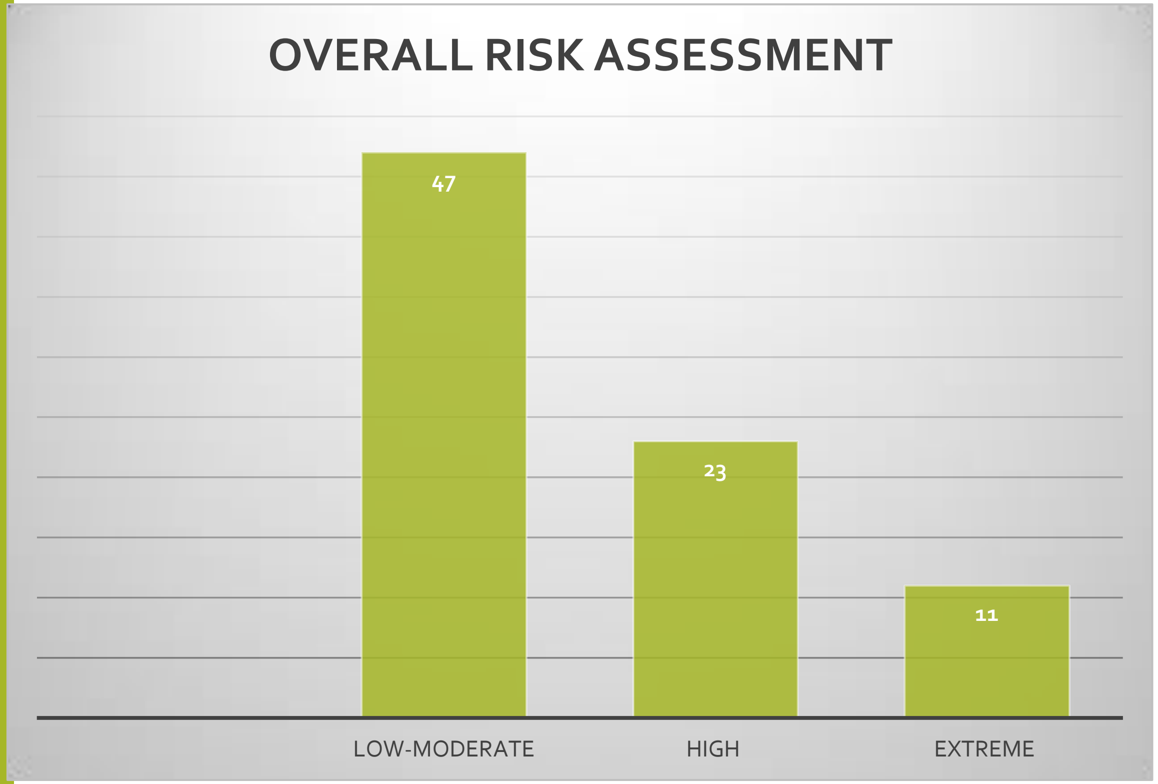


A risk management system should be implemented in Hospital in order to control the prevalence or incidence of the risk.

A risk register implemented for each department to mitigate the existing risk and control the future risk.



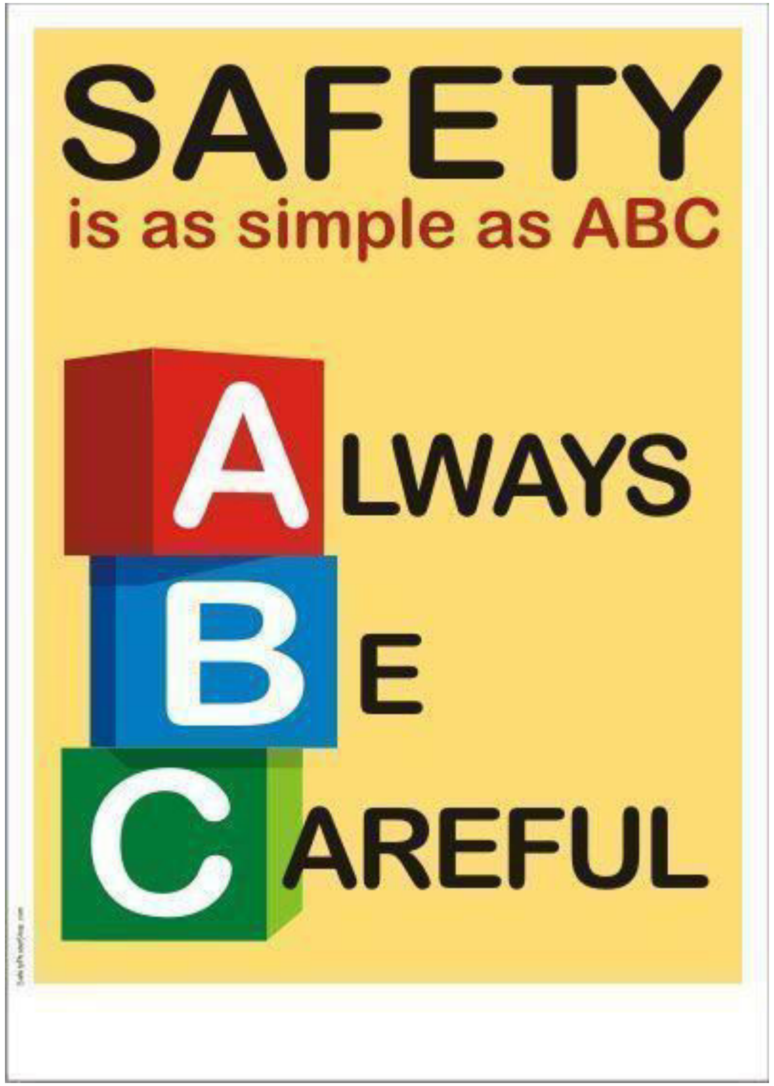




Total of 81 risks were identified from 14 clinical and non-clinical departments of the hospital. Maximum number of risks related to patient/employee safety. Based on the Impact and Probability Scale, Risk Priority number was obtained, 81 risk identified, Out of which 11 were extreme risk, 23 were high risks, 47 were moderate risk. As per the degree of risks, certain initiatives will be taken at the hospital.

RECOMMENDATIONS

- Monthly risk assessment should be done by the respective department HODs and quarterly evaluation should be done by the facility department.
- Periodically Risk Assessment training needs to be provided to all clinical staff and admin staff as per their scope of services.
- Risk register should be maintained appropriately by the departmental heads for their departments.
- Pre-inspection should be done before the Abu Dhabi OSHMS Audit, and all the requirements should be met before the audit.
- Adequate process should be there regarding communicating risk and proper documentation of the same.
- Any changes in the facility department policies, risk procedures should be well communicated with the other departments.
- Provision of trainings like
  - OSH Induction for all new joiners
  - Global Harmonized System for the Management of Hazardous Material
  - Fire Safety Awareness
  - Covid – 19 Risk Management
  - Competency Based Trainings
- Implementation of number of comprehensive corporate social responsibility programms.
  - Emergency Drills with External Stakeholders
  - Ergonomic Safety Awareness
  - Heat Stress Management
  - Healthy Nutrition Diet Awareness
  - Covid-19 Awareness programms.



THANK YOU ☺