

RISK MANAGEMENT



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What ?



RISIKO ADALAH :

“ POTENSI TERJADINYA KERUGIAN YANG DAPAT TIMBUL DARI PROSES KEGIATAN SAAT INI ATAU KEJADIAN DIMASA DATANG.”

RISIKO DI RUMAH SAKIT

× **RISIKO KLINIS / Clinical Risk :**

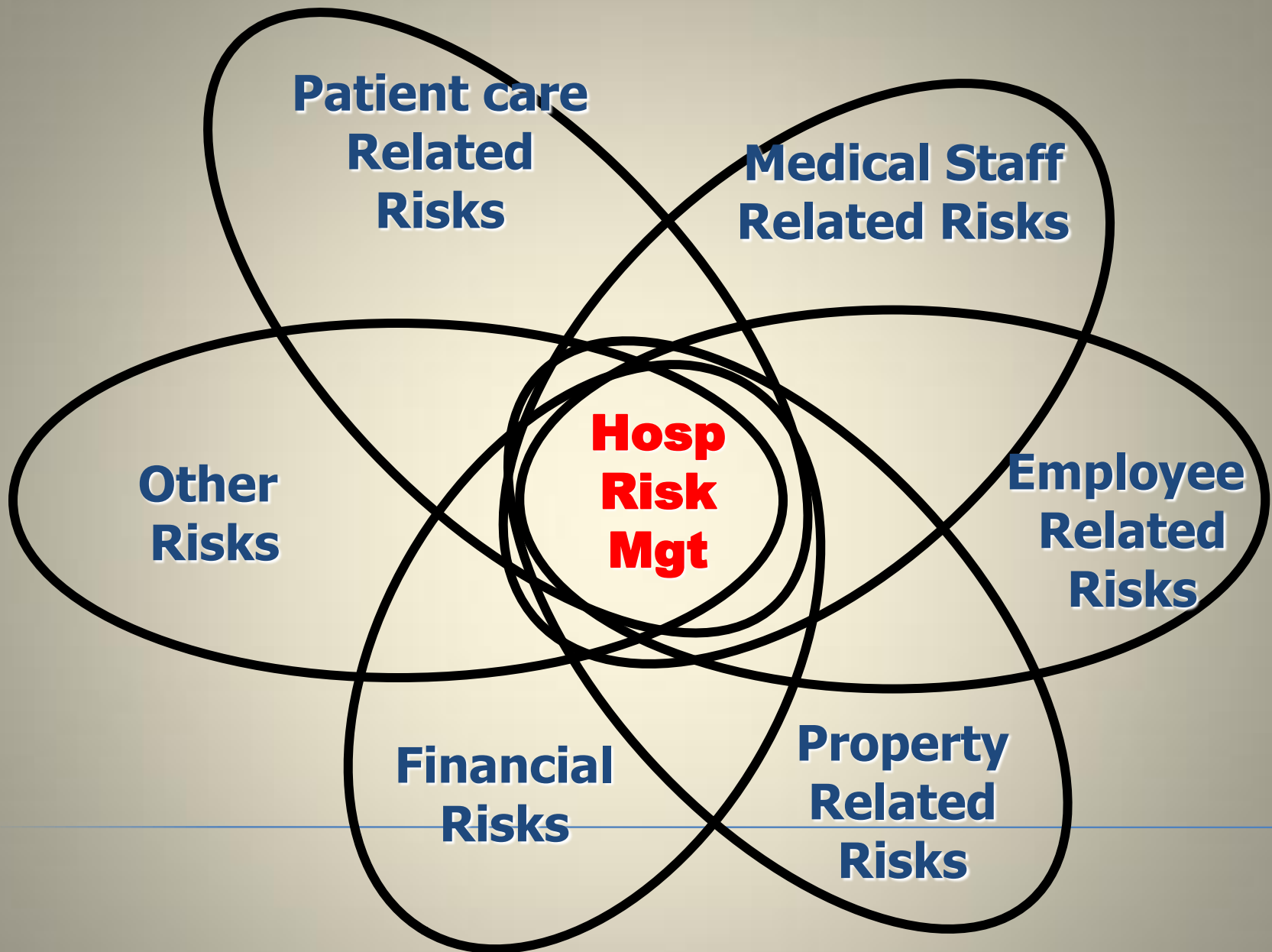
Semua isu yang dapat berdampak terhadap pencapaian pelayanan pasien yang bermutu tinggi, aman dan efektif.

× **RISIKO NONKLINIS/ Corporate Risk :**

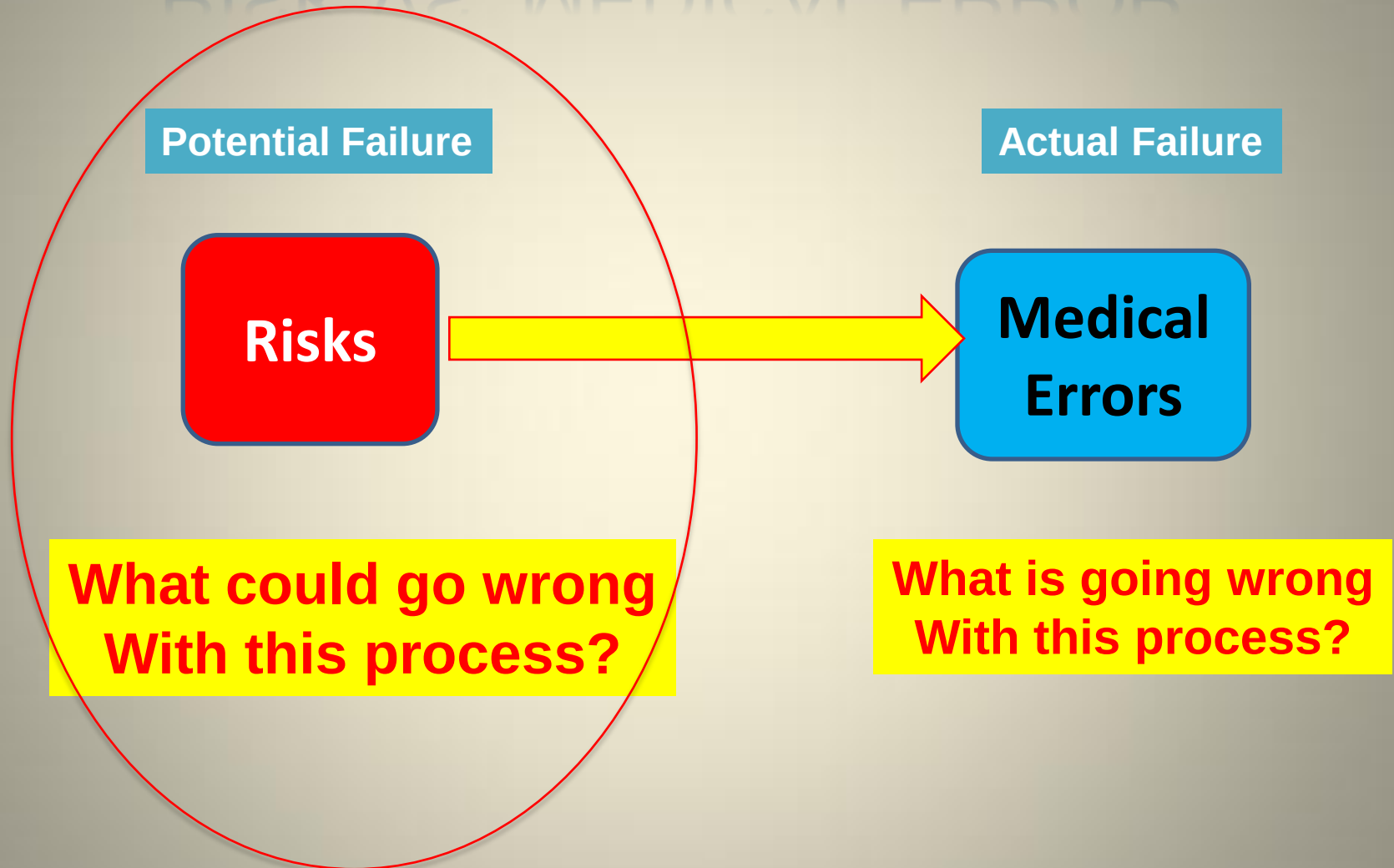
Semua isu yang dapat berdampak terhadap tercapainya tugas pokok dan kewajiban hukum dari rumah sakit sebagai korporasi.

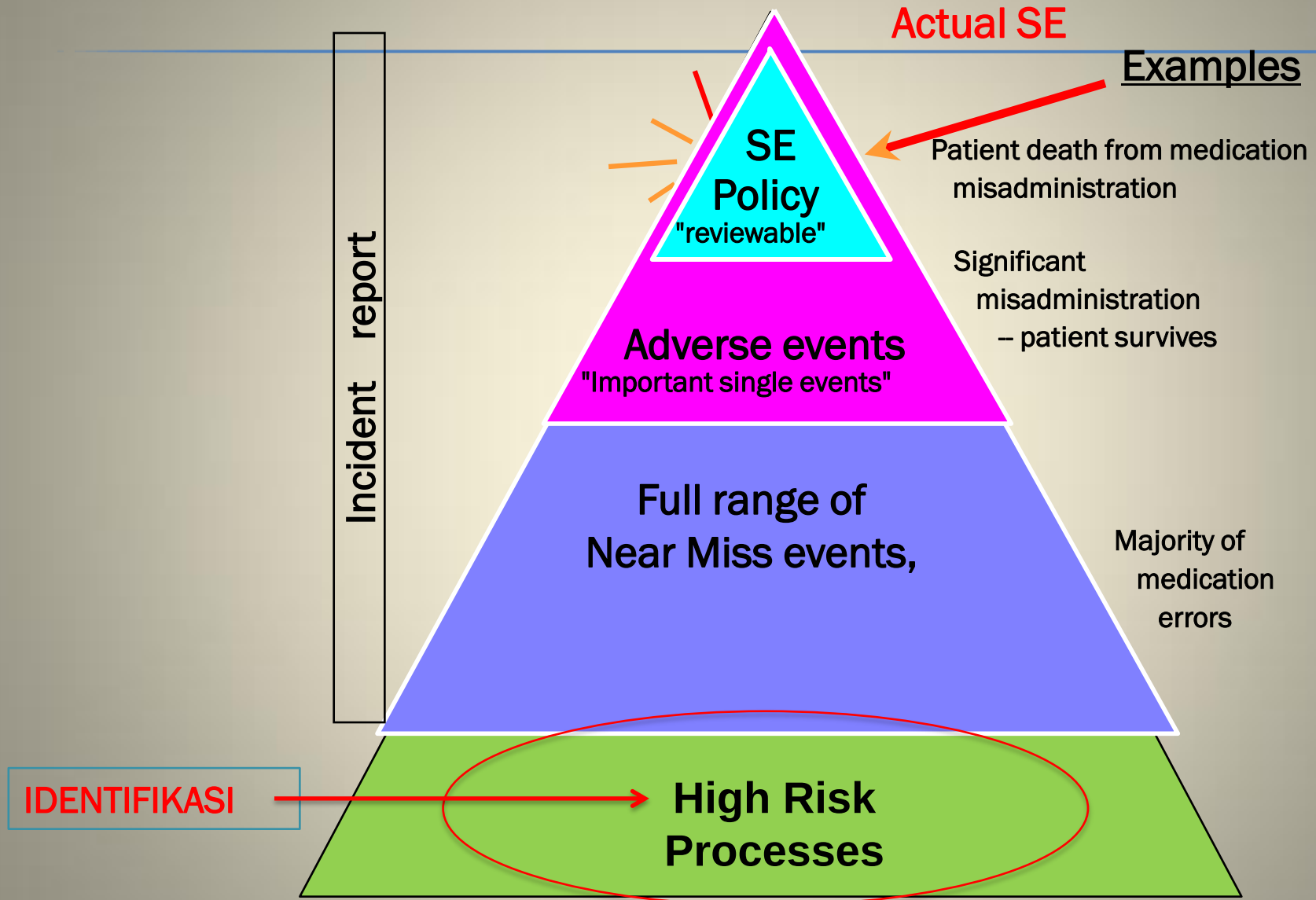
KATEGORI RISIKO DI RUMAH SAKIT : (CATEGORIES OF RISK)

- **Patient care-related risks**
- **Medical staff-related risks**
- **Employee-related risks**
- **Property-related risks**
- **Financial risks**
- **Other risks**



RISK VS. MEDICAL ERROR





JCI Sentinel Event Policy

Sentinel Events

- JCI reviews organization activities in response to sentinel events in its accreditation process. / Pada proses akreditasinya JCI mereview aktifitas RS dalam merespon sentinel event
- This includes all initial accreditation surveys, triennial accreditation surveys, and, as appropriate, focused surveys. / termasuk semua survey initial, survey tiga tahunan, focus survey

The following apply:

- A sentinel event is an **unanticipated occurrence involving death or major permanent loss of function unrelated to the natural course of the patient's illness or underlying condition.** / Sentinel event merupakan KTD cth kematian atau kehilangan fungsi permanen yg tidak terkait dengan penyakit yg mendasarinya
- Such events are called sentinel because they signal a need for immediate investigation and response. / Sentinel merupakan sinyal perlunya segera investigasi
- The terms sentinel event and medical error are not synonymous; not all sentinel events occur because of an error, and not all errors result in sentinel events. / Sentinel dan medication error tidak sama, tidak semua sentinel terjadi karena error, dan tidak semua error mengakibatkan sentinel event

JCI Sentinel Event Policy

QPS 6

The following sentinel events are subject to review by JCI and include any occurrence that meets the following criteria / sentinel event berikut ini yang akan direview oleh JCI:

- The event has resulted in an unanticipated death unrelated to the natural course of the patient's illness or underlying condition (for example, suicide). / kematian yg tidak terkait dgn penyakit yang mendasarinya (cth pasien bunuh diri)
- The event has resulted in major permanent loss of function unrelated to the natural course of the patient's illness or underlying condition./ kehilangan fungsi permanen yg tidak terkait penyakit pasien
- The event resulted from wrong-site, wrong-patient, wrong-procedure surgery. / salah sisi, salah pasien, salah prosedur
- The event has resulted in an infant abduction or infant who was sent home with the wrong parents./ penculikan bayi atau bayi yang pulang dengan orang tua yang tidak tepat

HOW ?

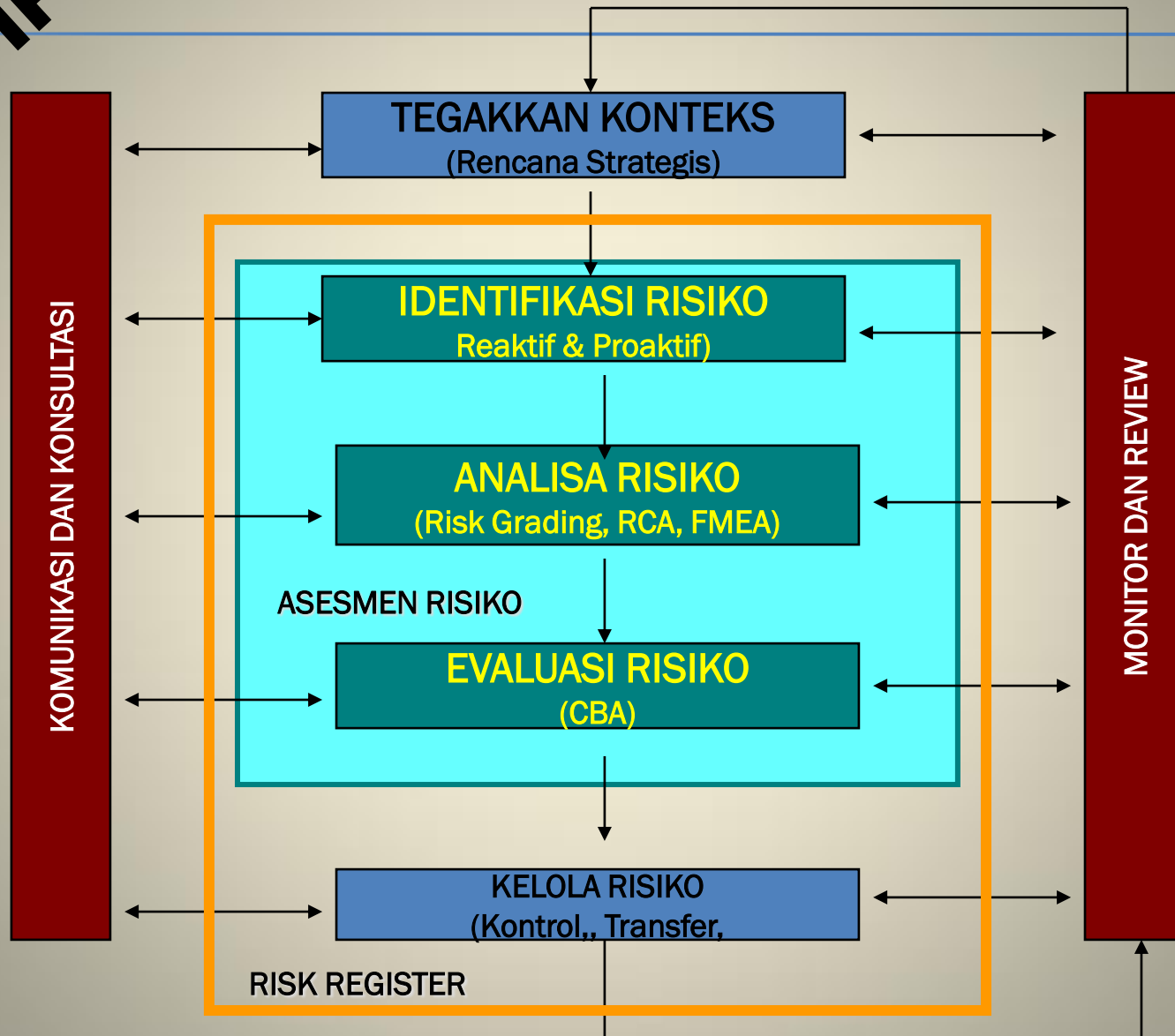


MANAJEMEN RISIKO RUMAH SAKIT

- Kegiatan berupa **identifikasi dan evaluasi** untuk **mengurangi risiko** cedera dan kerugian pada pasien, karyawan rumah sakit, pengunjung dan organisasinya sendiri *(The Joint Commission on Accreditation of Healthcare Organizations / JCAHO).*
- Kegiatan **meminimalkan bahaya** terhadap pasien, kegiatan untuk **menciptakan lingkungan yang aman** bagi karyawan, pasien dan pengunjung *(ASHRM)*

PROSES MANAJEMEN RISIKO

REAKTIF



IDENTIFIKASI RISIKO

Reaktif

- Incident reporting (Laporan Insiden)
- Case Report
- Complaint
- Claim data
- Clinical care review



Proaktif

- Audit Medis
- Occurrence Screening /
Medical Record Review
- Survey / Self Assessment



ANALISA RISIKO

RISK ASSESSMENT TOOLS

Dalam Proses manajemen risiko terdapat beberapa tools yang digunakan untuk analisa risiko yaitu :

- + Risk Matrix Grading
- + Root Cause Analysis (RCA)
- + Failure Mode Effect Analysis (FMEA)
- + Hazard Vulnerability Assessment (HVA)
- + Infection Control Risk assessment (ICRA)

EVALUASI RISIKO

1. Risk Ranking

1. Prioritize the risk

2. Cost Benefit Analysis (setelah diranking, biaya unt mengurangi resiko dibandingkan dengan biaya kalau terjadi resiko)

1. Determine is the risk to be accepted or not

PENGELOLAAN RISIKO

- ❑ **Dihindari (Avoid)**

tidak melaksanakan kegiatan yang menimbulkan risiko

- ❑ **Direduksi (Reduction)**

mengurangi atau mengandalikan dampak yang mungkin terjadi

- ❑ **Dipindahkan (Transfer)**

mengatur agar pihak lain ikut menanggung atau berbagi sebagian risiko, melalui kontrak, kerjasama, joint venture

- ❑ **Diterima: (Accept)**

beberapa risiko sangat ringan sehingga dapat diterima / dikelola sendiri

RISK REGISTER

- × **RS membuat Rekapitulasi risiko Tahunan → Risk Register**
- × **Risk Register :**
 1. **Risiko yg teridentifikasi dalam 1 tahun**
 2. **Informasi Insiden keselamatan pasien, klaim litigasi dan komplain, investigasi eksternal & internal, external assessments**

APPENDIX G

The Royal Bournemouth & Christchurch Hospitals NHS Trust

RISK REGISTER EXAMPLE SUMMARY CHART

Risk Categories		Severity / Impact					Likelihood					RISK SCORE Severity x Likelihood	Controllability (x Risk)				RISK RANKING (For action)
		Low Minor	Moderate Serious	Major	High Fatality	Multi Fatal Outbreak	Rare	Low Infrequency	Moderate	High Likely	Certain		Difficult	Mod Difficult	Mod Easy	Easy	
		1	2	3	4	5	1	2	3	4	5		1	2	3	4	
1	HEALTH & SAFETY											1-25					
1.1	SLIPS, TRIPS & FALLS											8		10			2
1.2												12				40	1
1.3												12	11				3
2																	
2.1																	
2.2																	
2.3																	
3																	
3.1																	
3.2																	
3.3																	
4																	
4.1																	
4.2																	
4.3																	
5																	
5.1																	
5.2																	
5.3																	

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RISK MANAGEMENT STEPS

PROAKTIF

1. **Understand Risk/Pahami risiko** → Establish Risk Management Program/Tentukan program manajemen risiko
2. **Identify High Risk Processes/Tentukan proses risiko tinggi** (Get input from stakeholders/masukan dari stakeholder)
3. **Conduct a Risk Assessment/Lakukan asesmen risiko**
4. **Conduct Proactive Risk Analysis/Lakukan analisa risiko proaktif**
5. **Develop Mitigating Strategies/Buat strategi mitigasi**
6. **Develop Contingency Plans/Buat rencana kontingensi**
7. **Implement Strategies and Plans/Implementasi strategi & Plan**
8. **Reassess Risks/Ases ulang risiko**

IDENTIFY AND REDUCE UNANTICIPATED ADVERSE EVENTS

Risk Management Framework

- × Leaders adopt a **framework** that:
 1. Risk identification/Identifikasi risiko
 2. Risk prioritization/Prioritas risiko
 3. Risk reporting/Pelaporan risiko
 4. Risk management/manajemen risiko
 5. Investigation of adverse events/investigasi adverse event
 6. Management of related claims/manajemen klaim
- × Conducts and documents a pro-active risk reduction annually/Lakukan & dokumentasikan reduksi risiko proaktif tahunan
- × Take action to redesign high-risk processes based on analysis/lakukan redesain proses risiko tinggi sesuai analisa



STEP 1: ESTABLISH RISK MANAGEMENT PROGRAM

- × Examples/contoh:

- + **Sub-committee** of the overall QIPS
program/program sub komite QIPS
- + A **risk management coordinator**
integrated into the QIPS
program/koordinator manajemen risiko
diintegrasikan ke QIPS

- × Need to ensure organization-wide,
interdisciplinary
representation/Pastikan komprehensif
& interdisiplin

STEP 2: IDENTIFY ORGANIZATION-WIDE HIGH RISKS PROCESSES

× Sources of information:

- + Patient complaints/complain pasien
- + **Incident reports** (QPS)/laporan insiden
- + Medication error reports (MMU.7.1)/laporan medikasi error
- + Adverse event (medical error) monitoring (QPS.6-8)/monitoring adverse event (medical error)
- + Environmental assessments (FMS.3.1) /Asesmen lingkungan
- + INfection control assessments (PCI.5) / asesmen PPI
- + Insurance or legal claims / asuransi atau klaim legal
- + Safety walks or tracers / ronde atau telusur

IS THIS A HIGH RISK PROCESS?



STEP 3: PREPARE A PRIORITIZED LIST OF HIGH RISK PROCESSES

- ✖ Have leaders use **prioritization criteria** to prepare list / gunakan kriteria prioritas untuk mempersiapkan list
- ✖ List should reflect high risk process processes for which **failure has or will result in harm to patients, staff, visitors, or contract workers** / list harus menggambarkan proses risiko tinggi dimana **failure akan berdampak pada pasien, staf, pengunjung atau pekerja kontrak**

You need standardized numerical values or criteria to assess risks!!!

RISK RANKING AND PRIORITIZATION METHODS

- ✖ List each high risk process / list setiap proses risiko tinggi
- ✖ For each high risk process, assign a score (H,M,L) for each prioritization criteria / untuk setiap proses risiko tinggi berikan skore H,M,L untuk setiap kriteria prioritas
- ✖ Create a ranked prioritize list of high risk processes / buat ranking prioritas proses risiko tinggi

RISK RANKING AND PRIORITIZATION CRITERIA

- ✘ Usual prioritization criteria are / Kriteria prioritas yang umum:
 - + Probability or **likelihood** of occurrence / Probabilitas atau peluang terjadi
 - + Risk of harm (criticality) or **impact** / risiko cedera atau dampak
 - + System capacity or **preparedness** / kesiapan

RISK RANKING AND PRIORITIZATION CRITERIA

- × criteria given **numerical weight** of 1-5 or 1-10 (refer to prioritization tool) / kriteria diberi angka 1-5 atau 1-10
- × Each **criteria scored** as low, medium, or high which is 1,3,5 or 1,5,9, or scored from 1-10 / setiap kriteria diskore H,L,M atau 1-10

Assigning numbers to ordinal scales

PRIORITIZATION TOOL

Program Component	Situation	Probability of Occurrence (Expect, maybe, Rare, Never) [4 - 0]	Risk (Loss of life,prolong hospital,minimal clinical/financial) [5 - 1]	Current System (None, Fair, Good, Solid) [5 - 1]	TOTAL	Rangking
Failure of Prevention Activities	Failure of hand hygiene					
	Failure of respiratory hygiene					
	Lack of immunization					
	Lack of staff education					
	Lack of patient education					
Isolation Activities	Failure of universal precautions					
	Failure of respiratory isolation					
	Failure of negative pressure room					
	Lack of PPE					

Criteria Score

Probability :

4 = Sering Terjadi
 3 = Mungkin terjadi
 2 = Jarang terjadi
 1 = Sangat jarang
 0 = Tidak mungkin terjadi

Dampak terhadap risiko

5 = Meninggal
 4 = Cedera permanen
 3 = Cedera reversibel / LOS>>
 2 = Cedera ringan
 1 = Tidak Cedera

Sistem Kontrol saat ini / Preparedness

5 = Tidak ada / None
 4 = Kurang
 3 = Cukup / Fair
 2 = Baik / Good
 1 = Kuat / Solid

IDENTIFIKAZI BKOZE? KIZIKO PISEE

[illegible]

Dampak terhadap risiko

Probability :

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3 = Mungkin terjadi

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Sistem Kontrol saat ini

5 = Tidak ada / None

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2 = Baik / Good

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CATEGORIES OF HIGH RISK PROCESSES

- Types of infections, including organisms of epidemiological significance / jenis infeksi termasuk organisme epidemiologi yang signifikan
- At-risk patient or resident populations / pasien atau populasi berisiko
- Supplies and equipment risks / risiko supply & alat
- Emergency preparedness / kesiapan emergensi
- Environmental issues / isu lingkungan
- Geographic considerations / pertimbangkan geografi
- Community considerations / pertimbangkan komunitas

**Identify specific risk process
In each category**



Question ??

