

The Rehabilitation Hospital at King Fahad Medical City

Management of Risk Case Study

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The Rehabilitation Hospital at King Fahad Medical City (KFMC) in the Kingdom of Saudi Arabia is one of the first hospitals outside the US to gain accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF sets quality standards for rehabilitation units, ensuring that patients, their families, referrers, funders and other stakeholders receive the best possible care and service.

The Rehabilitation Hospital is one of four hospitals in the Medical City which specializes in patients with spinal cord and traumatic brain injuries, and with those who have suffered strokes. Since opening in 2004, its aim has been to provide outstanding diagnostic, therapeutic and rehabilitative services for Saudi nationals. As part of this, the strategic aim has been the creation of a Risk Management culture in the hospital – a requirement for CARF.

Gladys Brooks, now Head of Risk Management at KFMC, is a UK National who started her working life as an auxiliary nurse. She worked her way up through a medical career in the NHS, before becoming General Manager at Shaw Healthcare in 2005. In 2007 she took the role of Director of Nursing at the Rehabilitation Hospital.

“In 2008 the hospital made a strategic decision to go for CARF accreditation.” Gladys says. “Part of the accreditation required us to work up a policy for risk. At that time we had nothing in place so we had to start from scratch. The more research we did into Risk Management the more we realized how fundamental our policy was going to be to enable the hospital to run effectively. I soon realized that I needed staff to help me work on the project and Dr Adel Bataweel was appointed as the Risk Manager.”

Dr Adel Bataweel is a consultant in assistive technology and helps disabled patients find new ways to cope with their diminished mobility. This ranges from sourcing appropriate seating and wheelchairs to high technology low vision and computer assistance. His other interest - ignited when he did his MBA in the UK - touched upon risk management.

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*Gladys Brooks,
Head of Risk Management at KFMC*

“I like to think of risk management in terms of the body and soul of the hospital: the ‘body’ is the structure and process of risk management and the soul element focuses on the softer issues like the culture and respect for patients and colleagues. It is also to do with accountability and support from the senior management which, in my opinion, is the third pillar of risk management that acts as an umbrella to the whole process. There is no room for ambiguity in a hospital environment. Safety is a fundamental part of risk management but we also need to consider strategic and operational risks. Like any organization, we want to ensure we are operating as efficiently as we can.”





To develop their strategy, the hospital initially contacted the Institute of Risk Management (IRM). “The work we did with the IRM was useful in helping us get a strategy off the ground,” Gladys says, “But after we had developed the initial material for the hospital we felt we needed some guidance from a consultancy organization with an international perspective, who could give us advice on developing the policy and strategy further.”

The team contacted Outperform after hearing about a presentation one of the directors (Mike Ward) gave to the IRM in Qatar as part of a Welsh Trade Mission. Outperform is an Accredited Consulting Organization which specializes in helping organizations develop their project, programme, portfolio and risk management capability. With approval from Dr Ahmed AboAbat, the rehabilitation hospital’s Medical Director, Outperform was asked to perform an analysis of the existing policy and strategy and to suggest how it could be improved.

was acceptable, but it needed some development in terms of categorizing risks and rolling out the strategy and processes into the organization. We used the Management of Risk (M_o_R®) guidance as a basis for our work. We gave the risk team some clear advice on what we could and could not do in our consultancy role; and one of the key things for us was to support them in their development of the processes, but to let them drive the strategy and have ownership of the implementation plan.”

“Yes, ownership was an important issue,” Dr Adel agrees. “We felt strongly that this initiative had to come from within the hospital. Outperform looked at what we already had and provided us with a baseline. They recommended more guidance which was cut up into logical steps which made it much easier for our staff to understand. The material was separated into a policy, strategy, processes and organization capability and was produced as on-line guidance which Outperform calls the Align Toolkit®.”

We chose Outperform to act in an advisory capacity because they already had experience working with similar organizations. They were able to provide a wider view of risk management. As an Accredited Consulting Organization, they have lots of experience, including working in the health sector

Dr Adel Bataweel

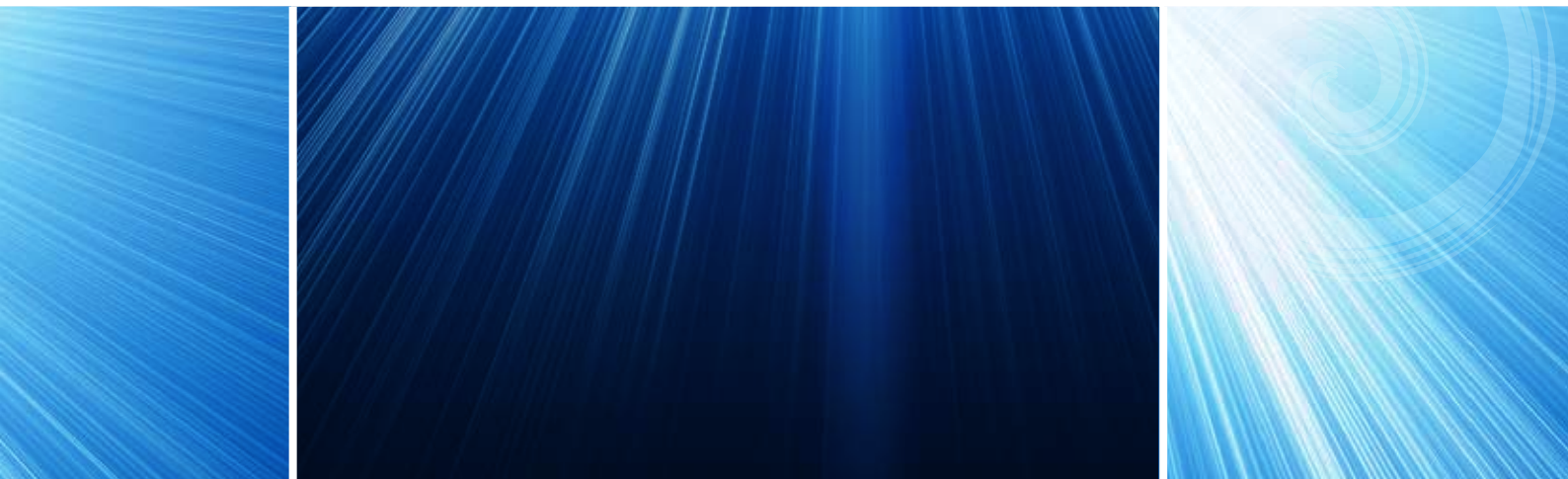
Departmental risk registers were created to capture risks which were then rated to assess what the impact would be if the risk occurred. Risks were categorized and the most senior person responsible for dealing with the risk was nominated to be the Risk Advisor.

Why it worked

Outperform worked with the departmental ‘Risk Leads’ who are responsible for ensuring the policy was received well and carried out by the staff. Dr Adel is keen to point out that hospital already had a strong teamwork culture and an excellent leader, Dr. Ahmad AboAbat, who developed, facilitated and nourished the team spirit concept. Dr Adel believes it is this culture which has helped staff to embrace the policy and its guidelines.

“Disabled people need a team of people to help them – often their very survival depends on those people who must work together for the benefit of the patient. We all have the same goal – to improve their quality of life – so our culture of teamwork is extremely strong. I think this was an important factor in the staff wanting to support each other and the hospital as a whole to provide excellent service,” he says

John Humphries, a consultant with Outperform who has been helping to embed risk management in the Rehabilitation Hospital says, “We worked with the Hospital to review what they already had in place, which





Outperform refined the policy so it was easy for the risk lead in each department to identify and categorise risks. Initially people saw this as an extra work load but once they understood the implications of effective risk management in helping the hospital achieve its strategic aims, there was a great interest and willingness to get involved and find out more about it. Staff also had a vested interest in making sure things did not go wrong in their own departments, so it was a worthwhile exercise.

Furthermore, where the individual departments had risk registers with high scoring risks, the departments were able to put these risks into the main risk register of the Rehabilitation Hospital, ensuring that risks that could threaten the business of the hospital itself were understood and categorized accordingly.

Benefits

The new risk strategy, based on M_o_R®, has helped increase the quality of care, patient satisfaction, and staff safety. It has also facilitated informed decision-making. Gladys comments, “Our policy applies to many different scenarios and it can be adapted for different areas of the hospital. Patient safety is paramount so that is at the heart of everything we do. Of course patient safety is second nature to the nursing staff, but sometimes you need to highlight risks to them and the other staff who help them. Risk management provides a formal reminder of the need for the culture of safety.”

Analyzing how well the strategy has been embedded and adopted in the rehabilitation hospital has been done formally by Outperform. Carried out by specialist consultants Mike Ward and John Humphries, they used the P3M3® portfolio management maturity assessment and focused on the risk management perspective. “We were delighted for Gladys and Dr Adel when the assessment showed the hospital to be close to Level 3 in risk management. To our knowledge, this is higher than any other organization which has been assessed for portfolio management.” Mike says.

“We genuinely did not know how well we were doing so we were very pleased with this outcome,” Dr Adel comments. “The independent assessment allowed us to see where we were against other organizations and we could see quite clearly where we needed to make improvements. It is up to us to implement the changes we need

to make. If you don’t drive initiatives like this from the inside then it doesn’t work.”

The hospital has also benefitted from Outperform’s Align Toolkit - a useful resource which gives staff access to information about their responsibilities in a risk management environment. “The Toolkit facilitates understanding of risk management roles. It explains all the terminology and who is responsible for what. In addition, it gives an excellent guide to which tools and techniques should be used during the process, and it also helped us speak the same language. This has contributed to us being able to embed the strategy quickly and effectively,” Dr Adel says.

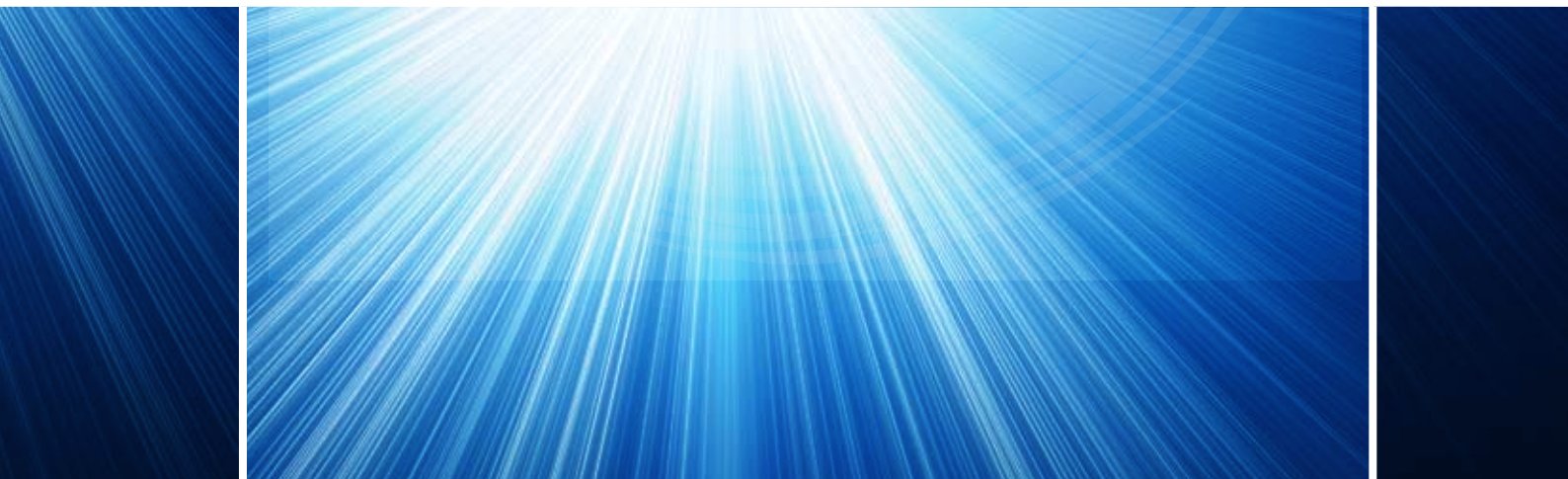
What next

The great success of the risk policy and the way it has been embraced by staff at the Rehabilitation Hospital has naturally caught the attention of the management team at the centre of the Medical City. KFMC is now going for a further accreditation with the Joint Commission International. Effective risk management is a fundamental to gaining this prestigious accreditation. The processes that will be evaluated include finances, safety and security as well as patient and staff safety. KFMC’s CEO has approved the go-ahead to adopt a formal risk management process for the whole city.

“We are very pleased with the work we have done at the Rehabilitation Hospital which is now driving excellence across all the hospitals in KFMC,” Gladys says. “When we designed the initial policy and roll out we knew we had to be able to replicate it across the whole city and now we are being asked to do just that.”

In their advisory capacity, Outperform will now conduct a baseline risk management assessment for KFMC. To support risk management, there will be a new Risk Management Department which will employ dedicated full time Risk Managers and part time risk leads from all over the city channelling issues and risks relevant to their area to support the risk managers.

Ultimately, KFMC’s aim is to be the leading provider of healthcare services and the benchmark nationally and regionally. In the future, they would like to show the Saudi Ministry of Health how risk management has improved at the city and to help other medical cities and hospitals in the Kingdom do the same.





Key factors in successful risk management

- Senior management support
- Staff committed to teamwork and supporting each other
- The right timing – in the hospital's case, the desire for wider accreditation
- Wider stakeholder support
- Build the risk policy carefully
- Appointment of risk leads
- Independent assessments to gauge success
- Keeping the initiative in-house and driving improvements internally
- Ensuring the process is robust, easily understood and follows best practice

About Outperform

At Outperform we pride ourselves on our pragmatic balance between a can-do will-do approach and a deep rooted respect for quality processes. Our services range from 'light-touch' guidance (e.g. publications) through to comprehensive implementations (e.g. embedding methods) all delivered by qualified consultants recognised as leaders in their field of expertise.

Outperform is an Accredited Consulting Organization (ACO) assessed in accordance with BS EN 45011 and licensed to consult in the use of Best Management Practice products: PRINCE2® (projects), MSP® (programmes), M_o_R® (risk), P3O® (project, programme and portfolio offices), P2MM/P3M3® (maturity models). Outperform is a corporate member of the Association for Project Management, a founding member of the Middle East PPM community of practice and is ISO 9001 certified.

Outperform has an ongoing commitment to the development of 'best practice' as evident in providing authors for various best practice publications (for example Outperform Director Andy Murray was the PRINCE2 2009 lead author).

More information including white-papers, newsletters, vodcasts and the Align Toolkit can be found on the Outperform website at www.outperform.co.uk

About King Fahad Medical City

King Fahad Medical City also popularly abbreviated as KFMC, is the largest medical complex in the Middle East which is located in Riyadh, Saudi Arabia. KFMC consists of four hospitals making up a total of 1,395 beds comprising main hospital, maternity hospital, paediatric hospital and rehabilitation hospital. In addition to the hospitals, there is a Faculty of Medicine and four Centres: Prince Salman Heart Center, Neuroscience Center, Prince Sultan Haematology & Oncology Center and Specialized Diabetes & Endocrine Center. The CEO of KFMC reports to the board of directors which is headed by the Minister of Health.

KFMC aims to be the leading and best healthcare establishment by providing therapeutic and training services using the best means possible. Its vision is to become the model system for interdisciplinary services, medical education and a center of research.

KFMC's objectives are to:

- Provide holistic state of the art medical rehabilitation services in Saudi Arabia
- Provide the best possible diagnostic, therapeutic and rehabilitative services.
- Improve the local (domestic) human resources by a distinguished faithful team

About the Rehabilitation Hospital in King Fahad Medical City

The Rehabilitation Hospital is an acute and sub-acute hospital with 140 beds providing specialized rehabilitative services addressing the needs of patients with spinal cord dysfunction, stroke, acquired brain injury, amputation, other neurological disorders and musculoskeletal conditions. The mission of the Rehabilitation Hospital is to provide holistic state of the art medical rehabilitation services in Saudi Arabia. Its vision is to become the model system for interdisciplinary rehabilitation services, medical education and a centre of research. The hospital established in 2005 under the umbrella of Ministry of Health providing services in the form of highly professional medical services, physical therapy, occupational therapy, speech-language pathology, swallowing therapy, rehabilitation technology and gait analysis lab services, nursing services and excellent medical support services. The Rehabilitation Hospital was recently accredited by CARF for three years. The hospital is credentialed by both FIM/WeeFIM since 2009.



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