

Risk Management

A key competence for Facility Managers

 **INSELSPITAL**
UNIVERSITÄTSSPITAL BERN
HOPITAL UNIVERSITAIRE DE BERNE
BERN UNIVERSITY HOSPITAL



- 1. Who am I**
- 2. Introduction**
- 3. Methodology**
- 4. Organisation**
- 5. Risk Management**
- 6. Practical examples**
- 7. New topics based on the Balanced Scorecard (BSC)**
- 8. Benefits of Risk Management**

Inselspital University Hospital Bern



Who am I

The Inselspital Bern is one of the major University Hospitals in Switzerland

- 7'700 employees
- 38'265 in-patient discharges
- 294'115 out-patient first-time visits
- Annual budget 1'079 Mio CHF = 715 Mio Euro

Head of building technology and maintenance section

- 5 departments
- Core business: operations, maintenance, media supply
- 125 employees
- Annual budget 25 Mio CHF = 16 Mio Euro

Challenges in Risk Management

- Continuous growth of infrastructure
- Increased complexity
- Tightened legal obligations

Recognizing significant risks is ESSENTIAL

Motivation for Risk Management

- To get on overview and to judge the situation objectively
- To recognize dangers and consequences
- To remove risks and manage those risks that you carry
- To seize opportunities for minimisation

Methodology

Norm ONR 49000 - 49003

„Risk Management for organisations and systems”

published 1.6.2008

- Describes terms
- Outlines elements of the risk management system
- Defines methods
- Attributes responsibilities
- Defines requisites of employees involved
- Takes existing basic principles into account
- Practical set-up

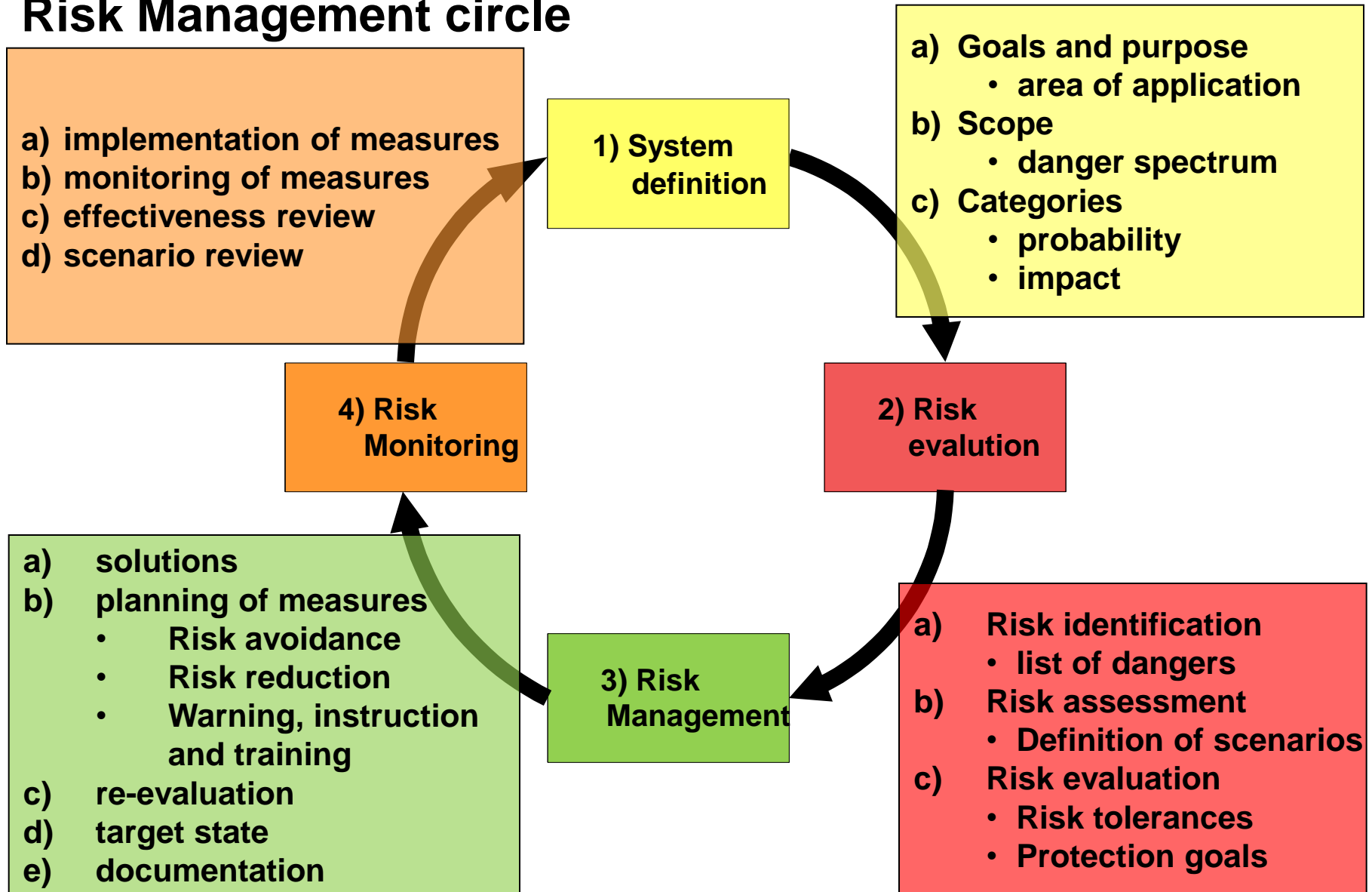
WGKT-recommendation

„Risk management for hospital technology»

published 1.2.2008

Methodology

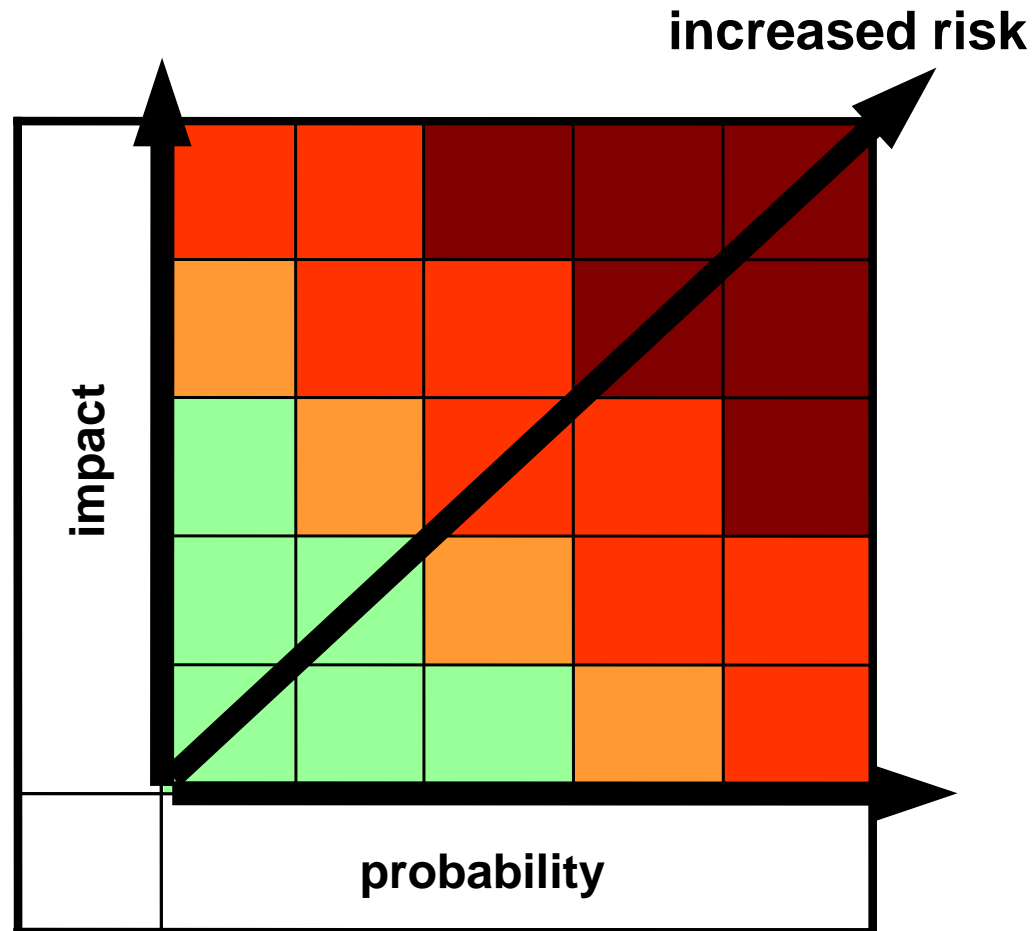
Risk Management circle



Methodology

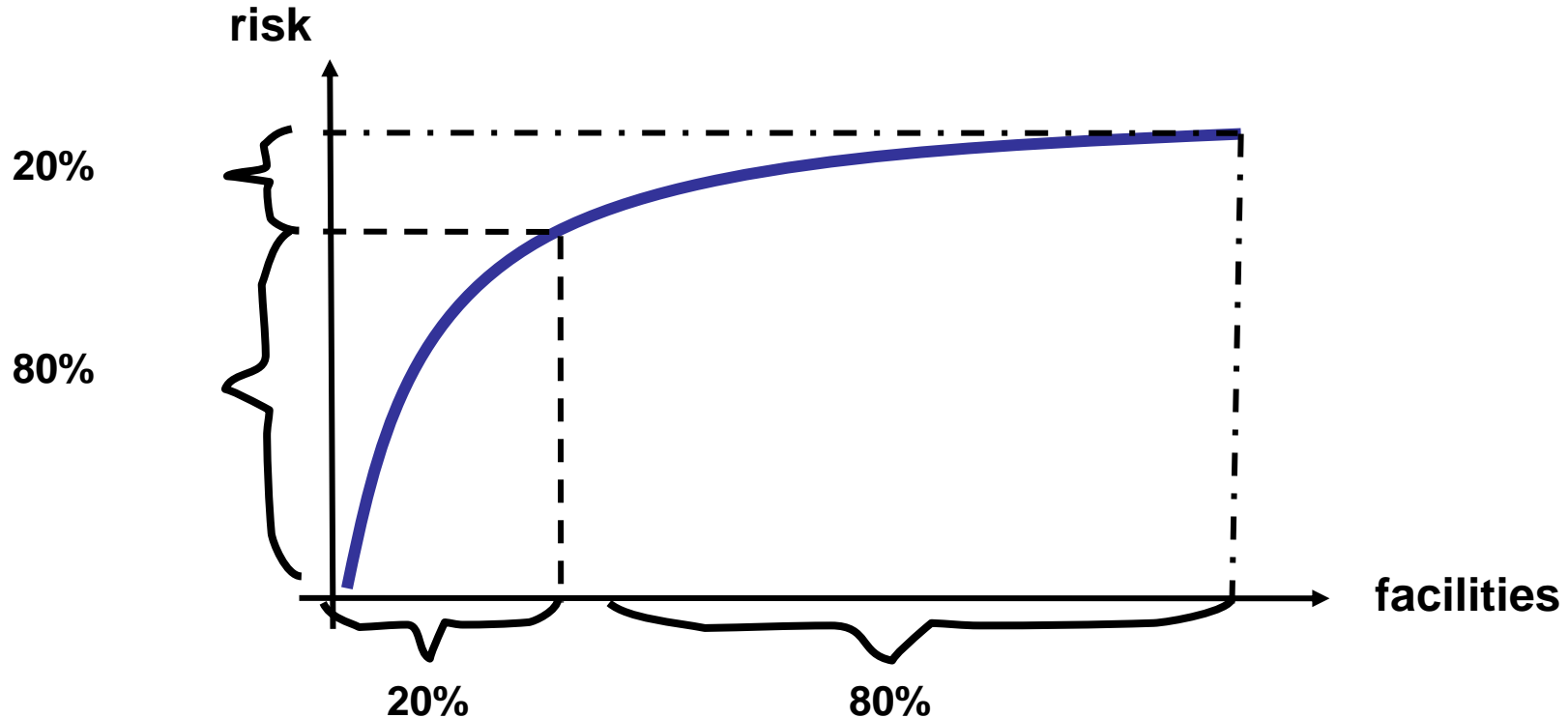
Risk definition

Risk = probability x impact of the danger



Methodology

To recognize the essential (Pareto-Prinzip)



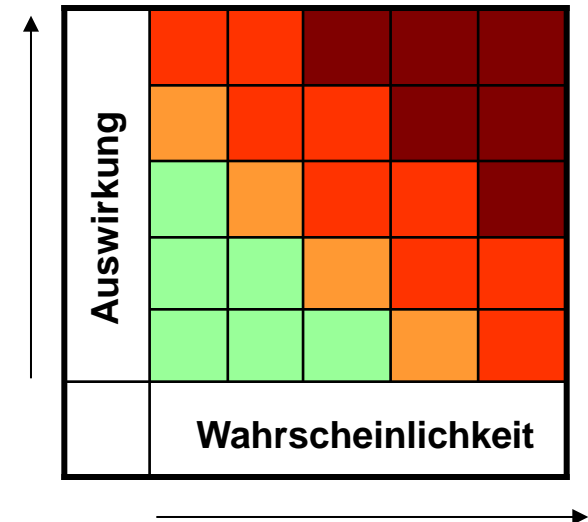
- communication systems
- central control system
- heat supply, uninterrupted power supply (USV)
- operating room (OR) + clean room ventilation
- Climatisation of server rooms
- safety lightening

Methodology

scale values

extent of damage	In CHF	valuation code
very little	< 0.2 Mio.	1
little	> 0.2 Mio. < 1 Mio.	2
medium	> 1 Mio. < 5 Mio.	3
high	> 5 Mio. < 15 Mio.	4
very high	> 15 Mio.	5

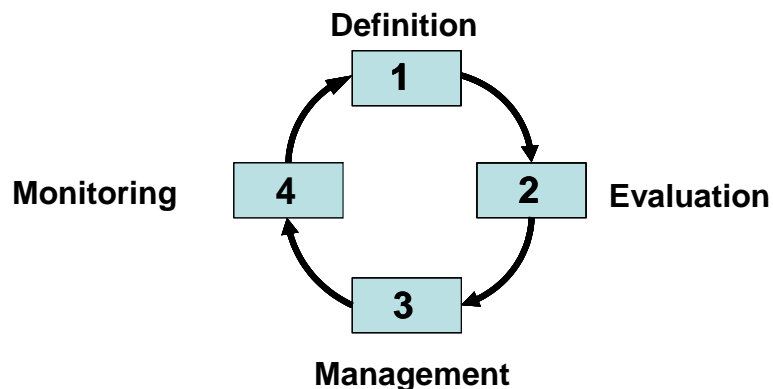
probability	Occurrence in years	Valuation code
very little	100	1
little	20	2
medium	4	3
high	1	4
very high	1/4	5



Methodology

Assessment based on Failure Model and Effects Analysis (FMEA)

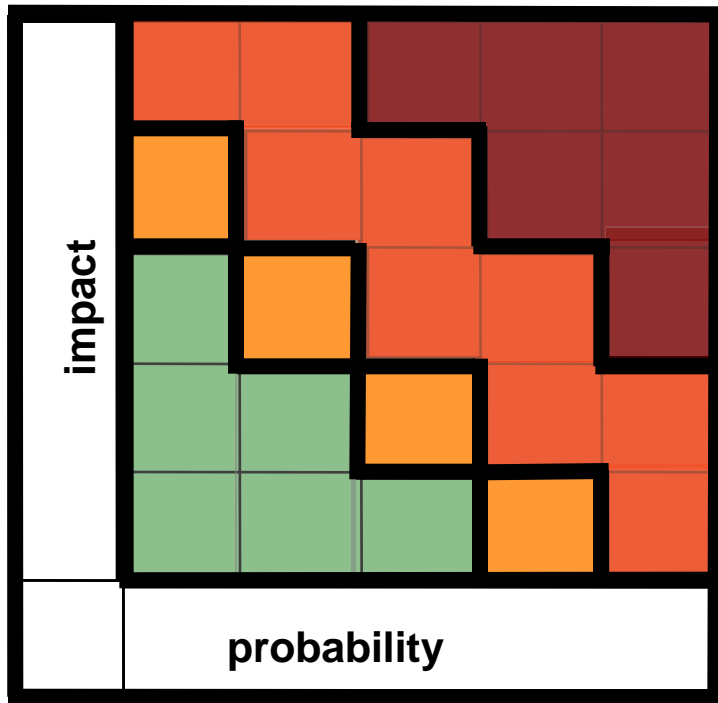
initial assessment								re-evaluation after measures		
Component	Danger	P	I	Risk assess	Risk Owner	measure	dead-line	P	I	Risk
long-distance heat pipeline (H)	inter-rupt	3	5	very high	respons. person HVAC	conne-cting pipeline	06.2004	1	3	little
regulation of water pre-paration (W)	no spare parts	5	4	very high	respons. person HVAC	Resto-ration of facility	06.2006	2	1	very little



impact					
	H				
	W				
	probability				

Organisation Risk Management

Attribution of responsibilities



Management Board issue:

To inform the Management Board about the risk and to work out measures

Responsibility of risk owner:

To work out measures and to inform the Management Board as needed

Monitoring and delegation

To monitor the risk and to define measures in case of critical changes

No measures

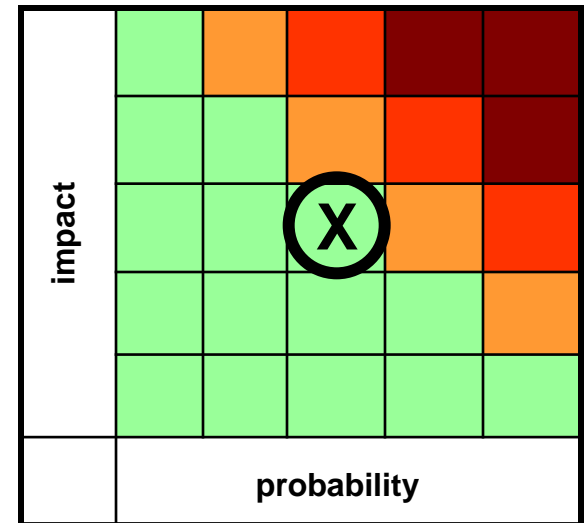
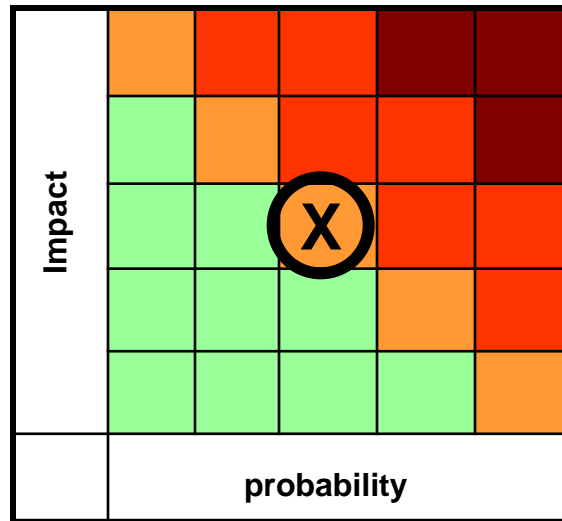
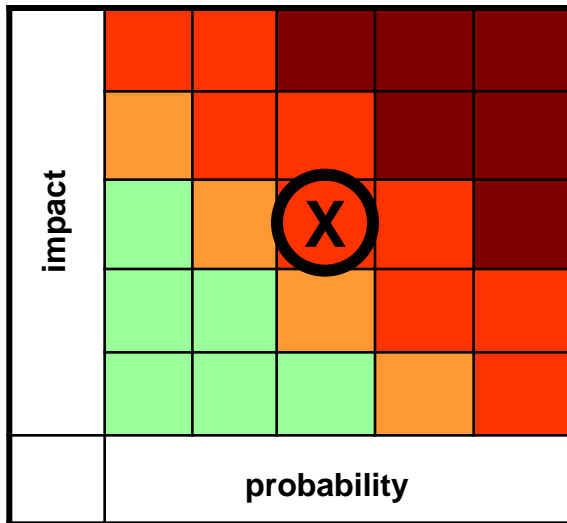
Risk Management

Risk limits

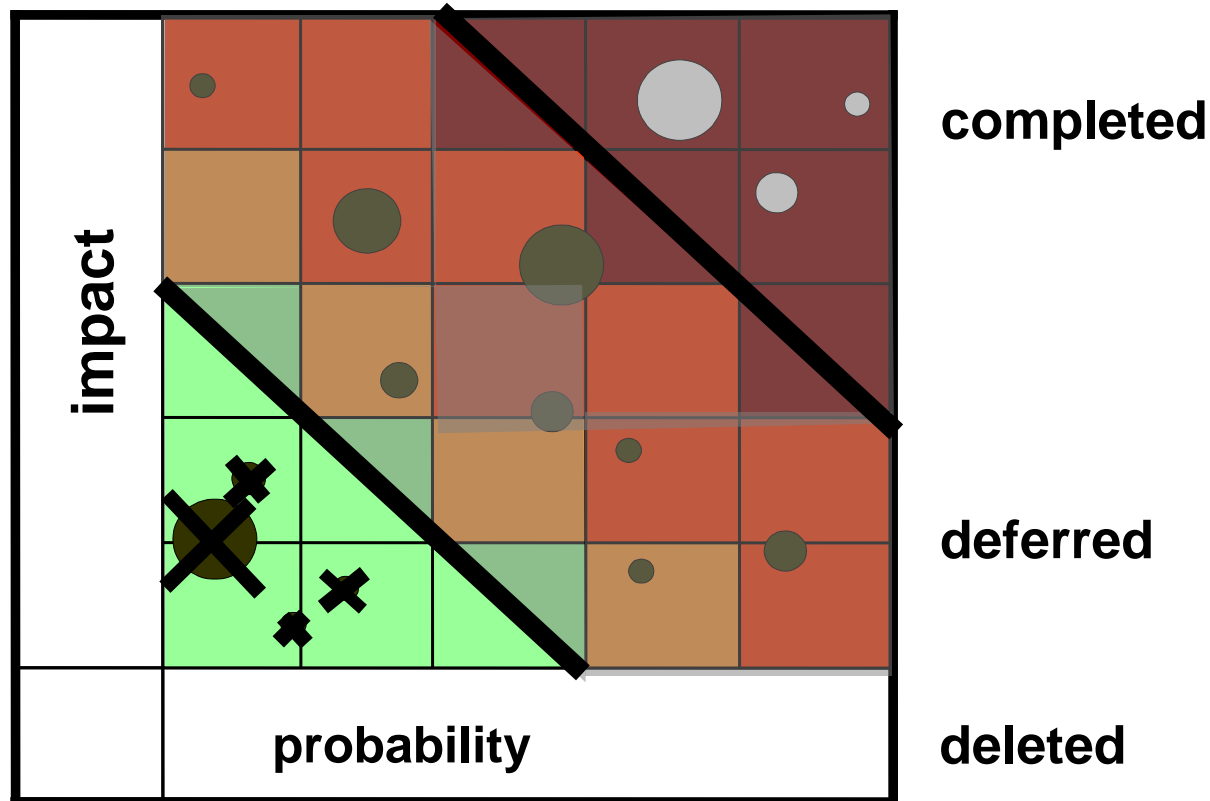
high risk aversion



low risk aversion



Risk Management



Priorisation based on importance of trades

Practical Examples

completed risks

-
- Building Management System
- area main distribution
- climatisation of server rooms
- fireproof doors
- hospital beds (safety technical controls)
- redundancy telephone system

Practical Examples

new risks

- drop of suspended ceiling components
- state of window façade
- thermal fire protection flap
- chiller (mainbuilding basement floor U2)
- HVAC facilities

Practical Examples

newly stratified risks

- central cooling supply system
- operation of facilities by external employees
- fire stops
- operation of decay installations
- flooding of control centres, water sensors
- ventilating system

Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



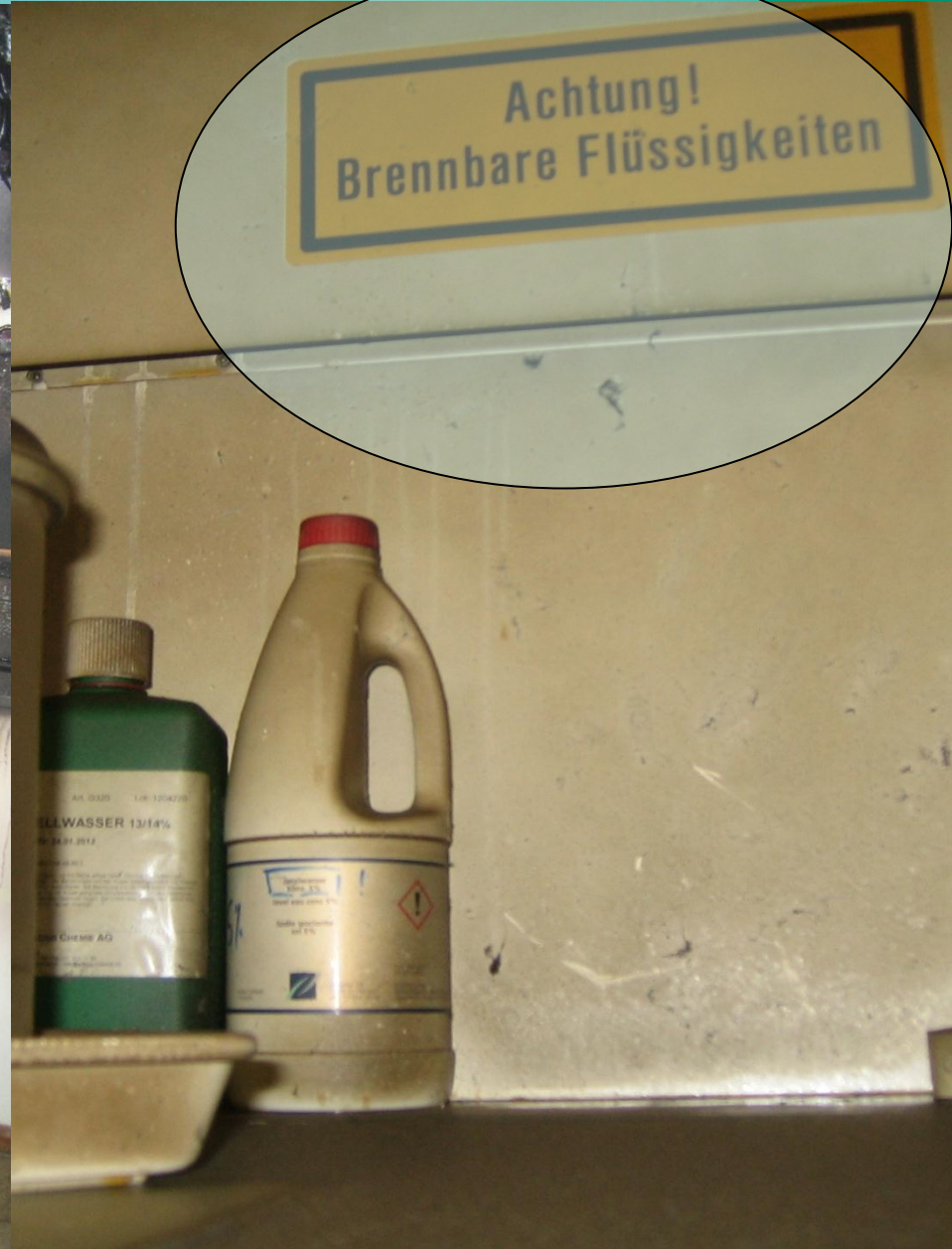
Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



Practical Examples



New topics based on the BSC-model

finances

- base rate
- refinancing
- operational budget
- investments
- investment planning

New topics based on the BSC-model

potentials

- personnel management
- personnel development
- fluctuations
- recruitment of specialists
- Knowledge Management
- team culture
- Change Management

New topics based on the BSC-model

customer

- customer satisfaction
- image
- quality and costs of services
- demand-oriented requirement
- dependency on customers

New topics based on the BSC-model

processes

- Crisis Communication
- Change Management processes
- IT utilities
- dependencies on key suppliers

Benefits of Risk Management

1. An overview of existing risks is established and will be updated on a regular basis.
2. The decision-makers are informed about existing risks, resources to the manage these risks are allocated.
3. Budget items are prioritized based on risk reports and risk analyses.
4. The respective measures are implemented.
5. Risk awareness is raised.

Questions?

