

# Strategies for Effective Health Management and Risk Mitigation

Shrooq Musalim Owaidh Althomali<sup>1</sup>, Sarah Mutair Mughabbish Alkhaldi<sup>2</sup>.

1-2\* Ministry of health-Taif Health Cluster -Saudi Arabia

**Corresponding Author:** Shrooq Musalim Owaidh.

## Abstract

Healthcare administrators face numerous challenges in delivering care effectively while mitigating risks related to patient safety, regulatory compliance, financial stability, and operational efficiency. Risk management is crucial in addressing these challenges and is increasingly recognized as essential in healthcare organizations. This essay emphasizes the importance of risk management and provides insights into its effective implementation. A systematic review of literature on risk management and internal controls from 2017 to 2024 revealed that effective management and leadership abilities are fundamental prerequisites for successful risk management implementation. Healthcare administrators must navigate the complexities of risk management, identifying, assessing, and mitigating risks across various domains. Consolidated internal management oversight rules are essential, necessitating clear definitions and good governance concepts. These measures are essential for integrating risk management practices into healthcare organizations, enhancing patient safety, regulatory compliance, financial stability, and overall operational effectiveness.

**Keywords:** Governance; Risk Management; and Healthcare Management

## Introduction:

In "The Post-capitalist Society," Drucker emphasizes the pivotal role of information in granting enterprises a competitive edge over their competitors during the globalization era toward the close of the 20th century. Healthcare managers have sought new perspectives and insights to address consumer needs and enhance value. Risk management is a highly pertinent subject in the administration of the healthcare sector. De Cicco asserts that risk management should be implemented at all tiers, encompassing both strategic and operational levels, to facilitate a systematic and structured approach to amend manufacturing decisions (Alshriefy, 2024; Rana, Vesty, Jansson, & Butler-Henderson).

Strategic planning, decision-making, a proactive mindset, and various risk mitigation strategies, processes, and practices are essential elements of risk management, which encompasses actions that transform unmanaged risk into managed risk through the systematic implementation of management policies, procedures, and practices (Senna, Guimarães Marujo, Santos, Freitag, & França, 2024).

Nohara, Acevedo, and Vila assert that risk management necessitates ongoing assessment of risk potential across all organizational tiers to fulfill corporate objectives and establish priorities for more informed decision-making. The authors emphasize the necessity of incorporating risk management into the decision-making process across all organizational tiers and prioritizing it (Di Nota, Scott, Huhta, Gustafsberg, & Andersen, 2024)

Fassini asserts that risk management involves creating a system to evaluate adverse occurrences (AEs) and develop strategies to mitigate or eradicate their causes, which may occur during the practice of healthcare staff. Silva, Valente, and Camacho underscore occupational hazards for professionals and dangers related to caregiving in this context (Hedayatipour, Etemadi, Hekmat, & Moosavi, 2024).

These hazards can be mitigated through the implementation of a risk management program. If this is executed, underreporting transpires, and the purpose of the processed data must be accurately comprehended. These comments establish the basis for this study's examination of the importance of risk management implementation by healthcare managers (Hofmann, Lämmermann, & Urbach, 2024).

## Methodology:

This integrative review study entails locating, assessing, and synthesizing a corpus of knowledge to address a particular inquiry. This study employed a narrative review methodology, which does not necessitate the application of research procedures or an extensive search of all potential information sources (Irmidu & Donaldson, 2024). It also lacks defined and systematic criteria for literature search and critical analysis, as well as comprehensive study. We utilized the "Health risk management" descriptors from the SciELO and EBSCO databases to locate references, focusing on full-text articles published from 2017 to 2024. Additional information was derived from publications authored by distinguished authorities on internal controls and risk management (Akindote, Adegbite, Omotosho, Anyanwu, & Maduka, 2024).

**Content Table with References**

<b>Reference</b>	<b>Description</b>
<b>Alshriefy, M. M.</b>	Alshriefy's work contributes to the understanding of risk management in the healthcare industry.
<b>Rana, N., Vesty, G., Jansson, A., &amp; Butler-Henderson</b>	This study provides insights into the importance of risk management for healthcare managers, offering valuable perspectives.
<b>Senna, L. W., Guimarães Marujo, R., Santos, A. C., Freitag, M., &amp; França, A. S.</b>	The research by Senna et al. highlights the essential components and practices of risk management within the healthcare sector.
<b>Nohara, J. J., Acevedo, V. R., &amp; Vila, F. A.</b>	Nohara et al. emphasize the continuous evaluation of risk potential and the integration of risk management into decision-making processes across all levels of healthcare organizations.
<b>Di Nota, V., Scott, S., Huhta, K., Gustafsberg, E., &amp; Andersen, J.</b>	This study provides insights into integrating risk management into decision-making processes to achieve organizational objectives and priorities in healthcare settings.
<b>Fassini, P. G.</b>	Fassini's work explores the construction of systems to assess adverse events and mitigate risks associated with healthcare practice.
<b>Silva, R. B., Valente, A. M., &amp; Camacho, R.</b>	The study by Silva et al. discusses occupational risks for healthcare professionals and risks related to patient care, emphasizing the importance of risk management programs.
<b>Hedayatipour, M., Etemadi, M., Hekmat, S., &amp; Moosavi, M.</b>	This research focuses on the reduction of healthcare risks through effective risk management programs, addressing the issue of underreporting and data processing.
<b>Hofmann, H., Lämmermann, K., &amp; Urbach, N.</b>	Hofmann et al. provide foundational insights into the significance of risk management implementation by healthcare managers, stressing the importance of objective data processing.

**Results and discussion:*****Safety of patient:***

One way to define patient safety is "minimizing the risk of avoidable healthcare-related harm to an acceptable level." The term Patient Safety Culture (CSP) initially emerged in the report *Safety Culture: a Report by the International Nuclear Safety Advisory Group (INSAG-4)*, published by the International Atomic Energy Agency (IAEA). Subsequently, the Agency for Healthcare Research and Quality (AHRQ) characterized CSP as a fundamental structural component within the healthcare sector, arising from the values, attitudes, perceptions, competencies, and behavioral frameworks of individuals and collectives (Ambrose-Oji et al., 2024; Niv & Tal, 2024b).

A crucial principle in the progression of healthcare is safety. Adherence to appropriate protocols and conduct by medical professionals ensures nonmaleficence. Consequently, the several initiatives aimed at enhancing safety must be evaluated considering the patient's rights and the ethical responsibilities of the involved experts. In April 2013, Brazil established the National Patient Safety Program (PNSP) to advocate for the implementation of patient safety policies (Olatoye, Elufioye, Okoye, Nwankwo, & Oladapo, 2024).

Health services have commenced the establishment of their own Patient Safety Centers (NSP) pursuant to Resolution No. 36 of 2013 issued by the Collegiate Council of the National Health Surveillance Agency (Anvisa), which regulates patient safety initiatives, mandates the implementation of Patient Safety Plans (PSP), and promotes the cultivation of a safety culture within services (Fabiano, Guastafarro, Pettinato, & Pasman, 2024).

Since that time, the importance of risk management in the healthcare sector has been fervently discussed. The objective is to execute preventative, corrective, and emergency strategies to ensure operational effectiveness and efficiency while delivering high-quality, safe healthcare to patients. To prevent a recurrence of the issue, it is essential to implement preventative steps to mitigate risk and corrective actions to address the underlying causes (Khoramabadi, Javadi, & Javadi).

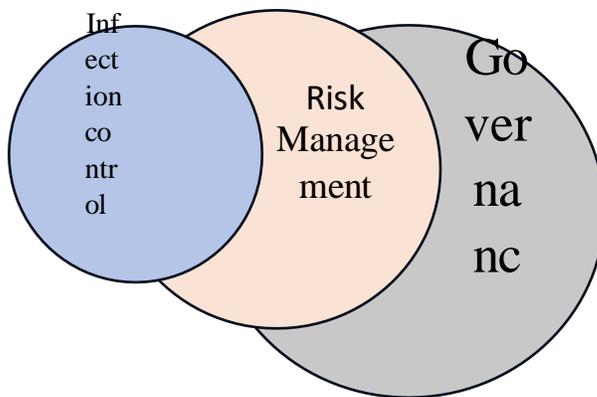
However, numerous health services have yet to execute their NSPs and PSPs due to management's disinterest, ignorance, or erroneous assumption that such actions will merely result in heightened services and bureaucracy. Consequently, the immediate implementation necessitates more than the establishment of a Resolution of the Collegiate Council (RDC). The RDC is a meticulously crafted document that, when properly executed, will effectively facilitate the management of risks related to healthcare (Niv & Tal, 2024a).

**Risk management:**

According to Arcanjo, risk management is the systematic implementation of policies, practices, behaviors, and resources designed to identify, control, and assess risks and adverse events (AEs) that affect patient safety, patient health, the integrity of healthcare workers, the institution's health reputation, and the environment. Nonetheless, the development of NSPs and PSPs has presented challenges for managers, as it entails multiple processes and extends beyond mere compliance with regulatory requirements. Rather, it promotes a culture of safety and risk management across the healthcare sector (Gilbert et al., 2024; Teoh et al.).

Establishing cohesive internal management control rules and delineating transparent governance principles are crucial for effective execution. "Governance" refers to the set of procedures and frameworks utilized to direct, supervise, and monitor the organization's operations. It aims to achieve its established objectives, necessitating that all members of the organization internalize its guiding principles and implement them in a coordinated and systematic fashion. The term "internal control" refers to the regulations and procedures implemented to ensure compliance with directions from senior management. Figure 1 illustrates the relationship among internal control, risk management, and governance (Ho & Gan, 2024).

*Figure 1: Internal control, risk management, and governance about each other.*



Organizations are discovering that risk management has become increasingly important, with the primary challenge being the effective integration of this process into internal control and governance structures. The lack of a risk management program fosters misunderstanding, underreporting, and misconceptions regarding the rationale for data processing. In a study involving nurses, 81.8% of participants indicated that they refrained from reporting adverse events due to insufficient knowledge (Saha & Rathore, 2024). According to Vieira and Barreto, risk management is a fundamental and integral aspect of managerial responsibilities, which includes:

- (A) Establishing an appropriate environment, comprising the risk management framework;
- (B) Defining, articulating, and communicating objectives and risk tolerance;
- (C) Identifying potential threats or opportunities to achieve objectives;
- (D) Evaluating the risks;
- (E) Selecting and implementing risk mitigation strategies, including controls and other measures;
- (F) Consistently disseminating risk information at all levels;
- (G) Monitoring and coordinating the outcomes of risk management activities;
- (H) Providing assessments (assurance) regarding the effectiveness of risk management.

The Federal Court of Auditors has developed a framework for assessing organizational maturity in risk management. The model is evaluated using recognized risk management maturity indicators and comprises four dimensions: relationships, processes, outcomes, and environment (Lyzwinski, 2024). The maturity index for each dimension—environment, processes, results, and partnership—is computed by aggregating the points from the collection of indicators. The global risk management maturity index is calculated using the weighted average of the maturity indices for the dimensions of environment (40%), procedures (30%), results (20%), and partnerships (10%). Table 1 elucidates this procedure (Lee, 2024).

Concerns regarding risk management and prevention at both national and international levels have underscored the necessity for managers who are proactive and cognizant of contemporary requirements. This encompasses the escalating utilization of novel technologies in healthcare, the rising intricacy of manufacturing and technological procedures, competitive dynamics, and persistent demands for enhanced service quality (Jabin, Pan, & Nilsson,

2024). To minimize failures and disputes, it is essential to discard obsolete management methods and refine the management process to identify bottlenecks, failures, and risks. This is referred to as corporate governance (Sallam, Snygg, & Sallam).

*Table 1: – Levels of risk management maturity*

<b>MATURITY INDEX</b>	<b>MATURITY LEVEL</b>	<b>DESCRIPTION</b>
<b>0% - 20%</b>	Initial	Low formalisation level; risk management documentation not available; lack of risk communication.
<b>20.1% - 40%</b>	Basic	Risk management is dealt with informally; training and communication on risks still need to be provided.
<b>40.1% - 60%</b>	Intermediate	There are documented principles and standards and basic risk management training.
<b>60.1% - 80%</b>	Improved	Risk management complies with established principles and is monitored and regularly improved.
<b>80.1% - 100%</b>	Advanced	Improved risk management: Risk principles and processes are integrated into the organisation's management processes.

### **Corporate governance:**

Corporate governance refers to the initiatives aimed at enhancing institutions and individuals, alongside the regulation of corporate resource management, hence augmenting accountability and transparency. The Brazilian Institute of Corporate Governance (IBGC, 2015, p. 20) presents the subsequent concepts (Dhingra, Raut, Gunasekaran, Rao Naik, & Masuna, 2024). Corporate governance denotes the structure that supervises, directs, and enhances corporations and other organizations. It includes the interactions among stockholders, boards of directors, senior management, regulatory authorities, and other stakeholders.

The Federal Court of Auditors delineated eleven stages that might be articulated for exemplary governance, as follows:

#### ***Developing a governance model appropriate for the organization's context:***

- Identify internal governance entities and their supporting bodies; evaluate their necessity, sufficiency, and adequacy for the effective execution of governmental duties; ensuring they have prompt access to information and requisite resources.
- Identify the individual responsible for overseeing management, sanctioning and evaluating internal policies and organizational strategies, and ascertaining the organization's obligations;
- Identify the organization's key stakeholders and set standards for accountability, communication, and openness;
- Preserve equilibrium of authority and define responsibilities when making significant decisions.

#### ***Exercise integrity while driving and address deviations***

Implement control systems to prevent biases, prejudices, or conflicts of interest from affecting leadership decisions and actions. Officially endorse public integrity initiatives and policies, encompassing assistance in the detection, investigation, and penalization of breaches of integrity norms. Oversee and regulate integrity management in accordance with identified risks (Pool, Akhlagpour, Fatehi, & Burton-Jones, 2024).

#### ***Enhance leadership proficiency:***

- Ensure that the selection process is conducted transparently, adhering to pre-established criteria and competencies;
- Articulate and advocate for the requisite leadership competencies, together with the selection criteria to be adhered to Implement protocols for the exchange of information and expertise throughout the leadership succession process.
- Formulate criteria for evaluating the success of these individuals, including performance metrics and goals. Formulate guidelines to address deficiencies in leadership development, considering, when applicable, the improvement of existing members' competencies and the integration of new members (Dissanayake, Dharmasena, & Warnakulasuriya, 2024).

#### ***Administer risks:***

- Define and implement the risk management framework. The framework requires leadership to implement a policy dedicated to risk management.

- Ensure the integration of the risk management technique into other organizational activities, commencing with strategic planning, to facilitate decision-making and guarantee the attainment of objectives.
- Implement secondary functions, including facilitation, support, and oversight of risk management operations.
- Establish a business continuity management plan to anticipate and mitigate the impacts of probable occurrences that may disrupt the organization's activities (Yates & Dickinson, 2024).

***Formulating a strategy and advocating for strategic management:***

- Define the strategic management model, considering risks, transparency, stakeholder engagement, alignment with State and Federal government priorities and directives, and assessment of government projects in which the organization is actively involved.
- Define the objectives, KPIs, and performance benchmarks of the organization's strategy;
- Develop management models for the final and support units to avert inconsistent procedures and activities;
- Establish each unit's objectives, targets, and indicators in alignment with the organizational strategy; delineate the strategy observation model to provide continuous monitoring of indicator progress and action plans (Hill et al., 2024).

***Observational results:***

- Establish the structure and frequency of management reports for leadership; delineate the format and frequency of reporting for stakeholders and disseminate these reports online.
- Establish performance metrics;
- Establish protocols to collect the data necessary for overseeing the implementation of existing strategies to attain specified goals (Balogun et al., 2024).

***Fostering transparency:***

Guarantee both active and passive openness to stakeholders, permitting only rare instances of legally compelled confidentiality. It involves identifying the legal and regulatory obligations for advertising and information inquiries from stakeholders to facilitate information management and analysis. It also involves ensuring data accessibility in accordance with open data standards (Padamsee et al., 2024).

***Accountability assured:***

Assess the organization's effectiveness in disseminating publicly accessible material of general interest and facilitating an appraisal of the value it offers to the public;

A mechanism for feedback from stakeholders should be instituted. The entities responsible for overseeing disciplinary offenses and ethical violations should be identified. Standardized procedures must be established to examine and address administrative offenses, ethical violations, and harmful actions by legal entities against the organization. Personnel from the inquiry, investigation, and treatment commissions ought to receive training (Chiumento, Fovargue, Redhead, Draper, & Frith, 2024).

***Assessing stakeholder contentment:***

Compose, publish, and uphold the User Services Letter, which encompasses precise and clear information regarding each service provided;

Identify the requisite circumstances for service provision, taking into account user wishes and legal obligations, and ensure compliance with both. Surveys must be administered to assess user satisfaction, the findings should be broadly distributed, and the data should be utilized to improve service delivery (Jha, Chaudhry, & Chaudhry, 2024).

***Guarantee the efficacy of internal audits:***

Furnish internal audit with details regarding stakeholder expectations, organizational strategies, objectives, and priorities, along with pertinent procedures and activities, to ensure that internal audit plans can incorporate this information;

Facilitate the internal audit quality assessment and enhancement initiative by establishing key performance indicators and evaluating the internal audit function's contribution to the organization.

Ensure adherence to the recommendations of the internal audit activity to implement the requisite measures. Formally document any decisions against the implementation of certain internal audit recommendations. The necessity of concurrently observing three factors for good corporate governance is significant. The dimensions are institutional (structural), supervisory (technical procedures and abilities), and ethnic (principles and beliefs). Norms, culture, and management practices must be synchronized through formal institutions (rules/processes) and informal institutions (practices/values) (Thobes, Porter, & Peck, 2024).

To facilitate effective risk management, improve governance dynamics, and augment decision-making capabilities in complex environments characterized by numerous uncertainties and diversity, managers must pursue suitable training and continuous information. This study indicates that professionalizing management and implementing risk

management will reduce the probability of failures to a reasonable level. This will also mitigate hazards and damages associated with support and enhance patient safety (Lelaka&Ojoniyi, 2024).

The work group's exemplary performance is driven by their commitment to the safe and effective delivery of health services. Uniform and comparable outcomes necessitate the commitment, endorsement, and guidance of senior management. The organization's activities, particularly the role of the risk management process as a competitive and strategic differentiator in decision-making, must be integrated with governance (Ateeq et al., 2024).

While hazards can be identified, analyzed, assessed, mitigated, and monitored, they should be regarded as only partially eliminated. This process is dynamic, considering the distinct qualities of each institution and its internal and external surroundings, and it continually evolves via experiences and learning. Furthermore, individuals involved must engage in forceful communication with each other (Alfozan, 2024).

In healthcare services, compromising quality frequently involves increasing risk tolerance. Corrective actions must target the identified causes to avert recurrence, while preventative measures should be instituted to mitigate the risks of non-compliance or other adverse occurrences (Dion & Evans, 2024). Health services must have a transparent risk management strategy based on timely, reliable information and evaluated through a system that ensures repeatability, scalability, and comparability. The importance of a manager's role is affirmed as an organization's culture is intricately linked to its leadership style. To be an effective leader, certain actions must be integrated into management: fostering a transparent culture, motivating employees, promoting maturity, and practicing feedback delivery (Cavanagh, Bartram, Walker, Pariona-Cabrera, & Halvorsen, 2024).

The actions of all employees influence an organization's culture, but the manager plays a pivotal role in fostering a transparent culture. Higher quality information correlates with increased transparency. Extensive study indicates that a key factor in maintaining motivated and effective employees is their level of motivation (Jerry-Egomba, 2024; Subba).

Ferraz identifies five principal motivators: financial compensation, security and comfort, education, acknowledgment, and self-actualization. Dedication to the objective, accountability for the mission, motivation to act with empathy for the situation, and exemplary leadership are all essential elements. To assess the team's maturity, the manager must individually evaluate each subordinate, as individuals vary, necessitating tailored measures to facilitate development in accordance with their capabilities (Gani & Harun, 2024).

To ensure feedback is comprehensively assimilated, it must be delivered assertively, maintaining an equilibrium between commendation and critique. Feedback can be provided through various methods, including sincerity coupled with empathy; specificity in praise or criticism; addressing behavior rather than the individual; adopting a balanced demeanor; timing communication appropriately; recognizing effort and celebrating achievements; being receptive to criticism or suggestions; and consistently delivering accurate and timely feedback (Davis, 2024).

### **Conclusion**

This research enhances our comprehension of the importance of risk management in healthcare organizations, which are primarily dedicated to delivering safe, efficient, timely, and patient-centered care. Managers mostly struggle with recognizing the importance of risk management and understanding the necessary procedures, which are based on sound governance practices and principles. This study is expected to assist managers in executing the individual safety plan and improving understanding of the core plan. Public and private healthcare organizations must adopt effective strategies to guide their operations in achieving diverse levels of patient and professional safety and quality of care differentiation. Policymakers, healthcare professionals, and researchers have increasingly focused on patient safety, since service users anticipate that safety will be a primary concern in healthcare services. Managers in the healthcare sector must cultivate analytical thinking and a cohesive vision among their staff to establish a new organizational culture focused on enhancing patient or customer benefits, centered on their journey, and aimed at improving financial, process, or economic outcomes.

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