

# **Transitioning from a Vulnerable System Syndrome to a Systemic Enterprise Risk Management Model**

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## Diagnosing “vulnerable system syndrome”: an essential prerequisite to effective risk management

J T Reason, J Carthey, M R de Leval

### **Abstract**

**Investigations of accidents in a number of hazardous domains suggest that a cluster**

Notwithstanding this chance element, however, evidence gathered from the analysis of many disasters in a wide range of complex

# What is the “Vulnerable System Syndrome”?

## Break the Blame Cycle

Blaming front line individuals



Inflexible pursuit of  
productive & financial  
Indicators

Denying the existence of systemic errors,  
provoking weakness

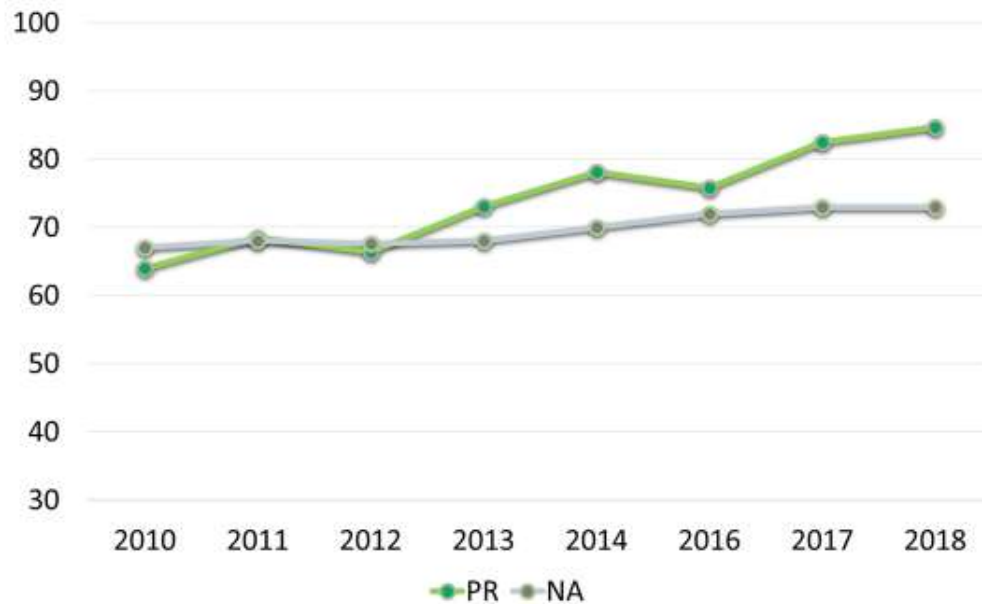
# Treatment for the “Vulnerable System Syndrome”

1. Stop the blame game
2. Acknowledge the errors
3. Evolution of the Managed Care & Coordinated Care Model:
  - New approaches for effective population management,
  - Work together with all stakeholders of the system, starting with the MCOs.
  - Increase quality of care through evidenced-based metrics
  - Guarantee Accountability & Sustainability
  - Systemic Health Risk Management

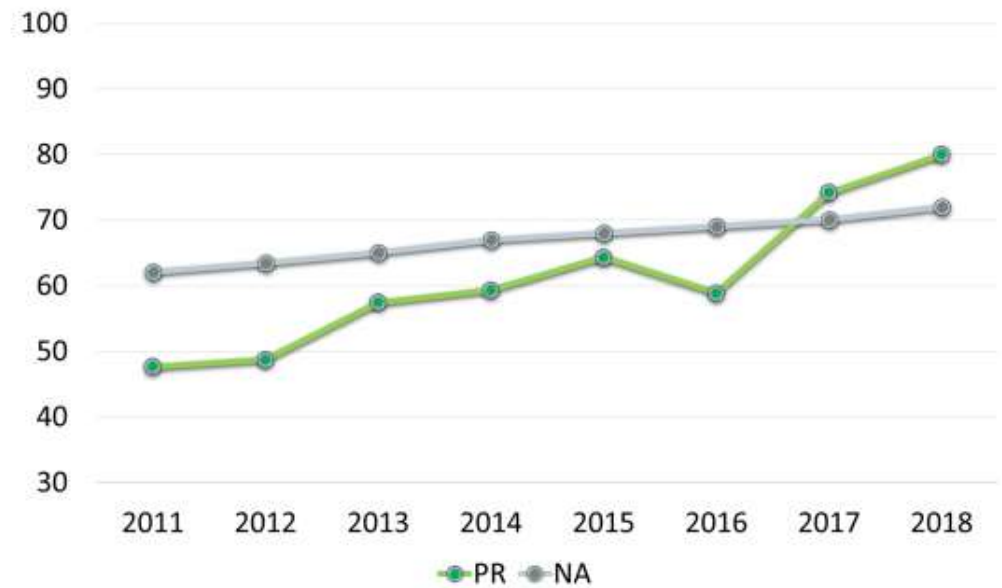
# STARs Quality Program: a Success Story for Medical Groups & MCOs

(\*but we still need adequate/minimum-level of funding to address new challenges and innovation)

### Breast Cancer Screening STARs Scores, Puerto Rico vs. National Average: 2010-2018



### Diabetes Care: Eye Exam STARs Scores, Puerto Rico vs. National Average: 2011-2018



# Next Steps: Continue evolution from TRM to ERM

Figure 1 – Traditional Risk Management (TRM) vs. Enterprise Risk Management (ERM)

AREA	TRM	ERM
Focus	Reactive	Proactive
Outcome	Asset preservation	Value creation
Breadth/Depth	Department/silos	Risk prevention
Activities	Risk mitigation	Risk prevention
Engagement	Practitioner/staff	Top-down, bottom-up board/C-suite