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**The Impact of Enterprise Risk Management (ERM) Awareness
on the Effective of the Implementation in Health Sectors at Riyadh
City.**

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Abstract

ERM holds significant importance as the high value of ERM in Saudi Arabia's Vision 2030 for the private and governmental sectors, health care is one of the important sectors to implement the ERM. This study investigated the influence of ERM awareness on its implementation effectiveness within Riyadh City's healthcare sector. Leveraging statistical information gathered from surveys conducted among healthcare professionals and stakeholders, the research aimed to bridge critical gaps in ERM awareness and elucidate its impact on organizational resilience, patient safety, and operational efficiency. Through a comprehensive literature review, the study contextualized the importance of tailored ERM approaches and systematic risk assessment methodologies within healthcare settings. The research objectives were structured to evaluate the then-current level of ERM awareness, identify barriers and challenges impeding its implementation, explore potential benefits linked with heightened awareness, and formulate actionable recommendations for enhancing ERM practices. Utilizing a descriptive research design, a representative sample of 28,591 healthcare sector employees in Riyadh City was surveyed. Statistical analysis using SPSS data analysis tools facilitated the examination of patterns, trends, and insights pertaining to ERM awareness, implementation, and associated challenges. The findings underscored the benefits of effective ERM implementation, as evidenced by statistical distributions: 91% of respondents held a bachelor's degree or higher, indicating a well-educated workforce capable of grasping ERM principles. Moreover, 63% of respondents had over 6 years of experience in healthcare facilities, suggesting a seasoned workforce with potential expertise in risk management practices. The benefits of ERM implementation were evident, with 20.99% of respondents highlighting improvements in safety, 27.98% in efficiency, 26.23% in accountability, and 24.80% expressing increased confidence in organizational processes. However, barriers to ERM implementation persisted, with 36.72% of respondents indicating resource constraints as a significant obstacle, followed by 24.80% citing technology limitations. Additionally, communication challenges were reported by 12.24% of respondents, while 8.74% identified cultural barriers. This study contributed statistical insights to the advancement of ERM practices within Riyadh City's healthcare sector, aligning with the objectives of Vision 2030. By addressing critical gaps in ERM awareness and providing evidence-based recommendations, the research aimed to foster a culture of risk management excellence, ultimately enhancing organizational efficiency, patient safety, and resilience in Riyadh City's healthcare landscape.

1.0 Chapter 1

1.1 Introduction

Enterprise Risk Management (ERM) holds significant importance in Saudi Arabia, particularly in the context of Vision 2030, which aims to transform both private and governmental sectors. Among these sectors, healthcare stands out as a crucial domain where the implementation of ERM is imperative. ERM implementation in healthcare organizations, especially in Riyadh City, depends on employee awareness. This study investigates how ERM awareness affects healthcare risk management in Riyadh City. According to Phan et al., (2020), organization risk identification, assessment, and mitigation play a crucial role in ERM implementation. Furthermore, Awad et al., (2021) noted that the healthcare industry is risky and patient safety is paramount, hence ERM is essential. Similarly, Rangachari & L Woods, (2020) found the significance of ERM in boosting efficiency, patient safety, and organizational resilience. Riyadh City, Saudi Arabia's healthcare hub, is ideal for studying ERM awareness and implementation. This relationship can inform healthcare institutions' risk management strategies to promote safety and adaptability in dynamic healthcare landscapes. Ferdosi et al., (2020) argued that ERM implementation depends on healthcare staff awareness across all organizational tiers. Hence, frontline staff and top management in healthcare institutions identify, evaluate, and address risks. Understand ERM principles, methods, and operational frameworks to raise healthcare risk awareness. Giving employees the skills to anticipate and manage risks can help healthcare organizations weather unexpected challenges. This knowledge helps stakeholders optimise resource allocation, manage complex risk landscapes, and protect patients. Thus, increasing ERM awareness in healthcare institutions improves organizational readiness and helps achieve strategic goals.

1.2 Problem Statement

The health sector stakeholders in Riyadh City have a low level of awareness and understanding regarding ERM. Unawareness hinders ERM implementation in healthcare, despite its importance in improving organizational efficiency and risk mitigation (Andersen & Young, 2023). Health facilities may be vulnerable to financial and patient safety risks if they lack awareness of risks. Furthermore, Vaismoradi et al., (2020) found that insufficient knowledge of ERM principles and methods can prevent the creation of comprehensive risk management frameworks for healthcare organizations' unique challenges. Thus, closing this knowledge gap is crucial to raising Riyadh's health sector's risk awareness and resilience, enabling it to provide high-quality care and navigate complex operational landscapes.

1.3 Importance of the Study

The significance of this study lies in its potential to address critical gaps in ERM awareness within Riyadh City's healthcare sector. Vision 2030's lofty objectives are causing revolutionary changes in Saudi Arabia in a number of areas, including healthcare. ERM is essential for keeping healthcare organizations resilient and effective, especially when patient safety is the top priority (Øyri et al., 2020). This study highlights areas that need attention and development by assessing stakeholders' and healthcare professionals' current level of ERM awareness. To effectively apply ERM, it is imperative to comprehend the obstacles and difficulties that stand in the way and devise focused approaches to surmount them (Tan & Lee, 2022). In addition, researching the possible advantages of increased ERM knowledge provides healthcare organizations with a strong incentive to fund ERM activities (Tan & Lee, 2022). In the end, the study's conclusions may help shape practical suggestions and tactics designed to raise knowledge of ERM and aid in its effective application. By enhancing ERM practices within Riyadh City's healthcare sector,

organizations can bolster their capacity to navigate complex risk landscapes, safeguard patient well-being, and contribute to the overarching goals of Vision 2030.

1.4 Study Objectives

The objectives of the study were fourfold:

- i. To evaluate the existing level of ERM awareness among healthcare professionals and stakeholders within Riyadh City's health sectors.
- ii. To pinpoint the primary barriers and challenges hindering the effective implementation of ERM practices in healthcare organizations.
- iii. To investigate the potential advantages and outcomes linked with heightened ERM awareness and its successful implementation within the healthcare sector.
- iv. To formulate actionable recommendations and strategies aimed at augmenting ERM awareness and facilitating its implementation across health sectors in Riyadh City.

1.5 Study questions

This research was grounded to answering the following questions

- i. How does ERM awareness influence the adoption and implementation of risk mitigation measures in organizations?
- ii. How do employees' awareness and understanding of ERM principles and strategies affect their ability to actively participate in risk management processes during ERM implementation?
- iii. What are the challenges and obstacles that organizations may face in promoting and maintaining ERM awareness?

1.6 Research Hypothesis

This research hypothesized that a higher level of awareness and understanding of ERM principles among healthcare sector employees will positively influence the successful implementation of risk management practices in Riyadh City's health sectors.

1.7 Theoretical Model

The theoretical model of this research is grounded in the concept of ERM and its impact on organizational behavior and effectiveness within healthcare settings. The model assumes that healthcare professionals who are more aware of ERM principles and strategies adopt and implement risk mitigation measures. This awareness boosts employee risk management engagement during ERM implementation, improving organizational resilience and effectiveness. The model also recognizes that organizational culture, leadership support, and resource availability can affect ERM awareness promotion. The theoretical model seeks to explain ERM awareness and implementation effectiveness in healthcare sectors by examining these elements.

2.0 Chapter 2

2.1 Literature Review

This literature review examines ERM implementation in healthcare, focusing on its efficacy and the factors that drive its adoption. This review examined a variety of scholarly works, empirical studies, and theoretical frameworks to illuminate ERM awareness, risk management practices, and organizational behaviour in healthcare settings. Through synthesizing existing research, this review endeavors to pinpoint critical gaps, identify emerging trends and discern key themes relevant to the research objectives. By scrutinizing the successes, challenges, and best practices associated with ERM implementation in

healthcare organizations, this literature review provides a robust foundation for understanding the dynamics at play and guiding the subsequent empirical investigation.

The study's variables included the dependent variable, which focused on the successful implementation of ERM practices within healthcare organizations situated in Riyadh City. This encompassed the adoption and integration of risk mitigation measures to enhance organizational resilience and effectiveness. Additionally, several independent variables were examined, with utmost significance placed on the level of ERM awareness among healthcare professionals. This variable gauged their understanding of ERM principles, frameworks, and strategies. Employee engagement served as another crucial independent variable, denoting active participation in risk management during ERM implementation. Furthermore, organizational challenges represented barriers and obstacles hindering ERM awareness within healthcare organizations.

ERM has emerged as a critical framework for organizations to identify, assess, and manage risks comprehensively across various sectors. While the finance and manufacturing sectors have extensively studied ERM adoption and effectiveness, the healthcare sector, including Riyadh City institutions, slowly realized its importance. da Silva Etges et al. (2018) noted that healthcare organizations increasingly implemented ERM to build high reliability and value. Based on US and Brazilian healthcare leaders' insights, their study proposed ERM whose implementation had four levels: systemic processes, educational programs, financial data integration, and routine risk reporting. However, the study acknowledged limitations in generalizability across global regions and organizational sizes. Etges et al. (2018) proposed an ERM model specifically designed for healthcare organizations, drawing from a systematic literature review and case studies conducted in Brazilian hospitals. The model incorporated economic risk assessment indicators such as cash flow at risk and variability of costs and receipts. The findings suggested that ERM was

perceived as a valuable source of information contributing to corporate governance and decision-making within healthcare organizations. Nevertheless, the study underscored the necessity for further validation and application of the proposed model in diverse healthcare contexts.

The necessity for understanding ERM adoption, its determinants, implications, and effects is paramount in effectively managing organizational risks and fostering sustainable growth. Anton & Nucu (2020) offered a comprehensive review of the empirical literature on ERM adoption, determinants, implications, and effects. Their review showed the heterogeneity of ERM process development worldwide and highlighted research gaps, particularly in ERM component effectiveness and adoption factors. ERM engagement in SMEs was well-studied, but adoption in banking and insurance was not. Researchers and practitioners had to fill these research gaps to better understand and implement ERM processes, according to the review. Risk management in healthcare and its evolving complexity was defined by Catalyst (2018) to contextualize ERM in healthcare. Clinical and administrative systems in healthcare risk management protect patient safety, organizational assets, and performance. Risk management now addresses cybersecurity threats and regulatory compliance due to rapid healthcare technology advancements and a changing regulatory landscape. Pascarella et al. (2021) outlined a methodological framework for healthcare risk analysis, emphasizing systematic risk assessment. They discussed using risk assessment matrices, particularly DMRA, to prioritize risks and guide risk management. The paper identified key variables and offered solutions to healthcare risk matrix issues. Understanding how ERM mitigated risks and improved organizational performance was crucial in Riyadh City's rapidly growing healthcare sector. This review emphasized the need for tailored ERM frameworks, systematic risk assessments, and ERM awareness to manage risks and improve healthcare outcomes by synthesizing literature.

However, further research was warranted to validate and enhance the applicability of ERM models within the unique context of Riyadh City's healthcare sector.

2.2 Theoretical Framework

The theoretical framework of this study draws upon two key theoretical perspectives; Organizational Learning and Change Theory, and Healthcare Management Theory. Organizational Learning and Change Theory emphasizes continuous learning and adaptation to boost innovation and performance (Soomro et al., 2021). This theory suggests that healthcare organizations must actively learn to understand and manage risks when implementing ERM. Healthcare organizations can improve risk identification and mitigation by encouraging learning and risk management experimentation. Healthcare Management Theory illuminates' healthcare organization management challenges and dynamics (Kandasamy et al., 2020). This theory emphasizes the complex interaction of regulatory requirements, patient care priorities, and resource constraints on healthcare decision-making and operations. The study's theoretical framework incorporates healthcare management theory to account for contextual factors affecting ERM implementation in healthcare organizations.

3.0 Chapter 3

3.1 Research Methodology

The research methodology employed in this study played a crucial role in guiding the systematic approach taken to investigate ERM awareness among healthcare sector employees in Riyadh City. This chapter provides a detailed overview of the research design, population of the study, sample characteristics, sample size determination, data collection procedures, and method of analysis utilized in the research.

3.2 Research Design

A descriptive research design was selected for this study. Descriptive research describes and analyses a phenomenon without changing it. A detailed examination of ERM awareness among healthcare workers in Riyadh City was appropriate for the study's goals.

3.3 Population of the Study

The population of the study comprised 28,591 healthcare sector employees working in Riyadh City. This included hospital, clinic, and healthcare administration office employees. The population included doctors, nurses, administrators, and support staff, reflecting the wide range of healthcare roles and responsibilities.

3.4 Sample Characteristics

The sample for this study consisted of healthcare sector employees selected to represent a cross-section of the population. Participants in the sample varied in experience, expertise, and workload in their healthcare organizations. Out of the total respondents (28,591), there were 14,000 male participants and 14,591 female participants.

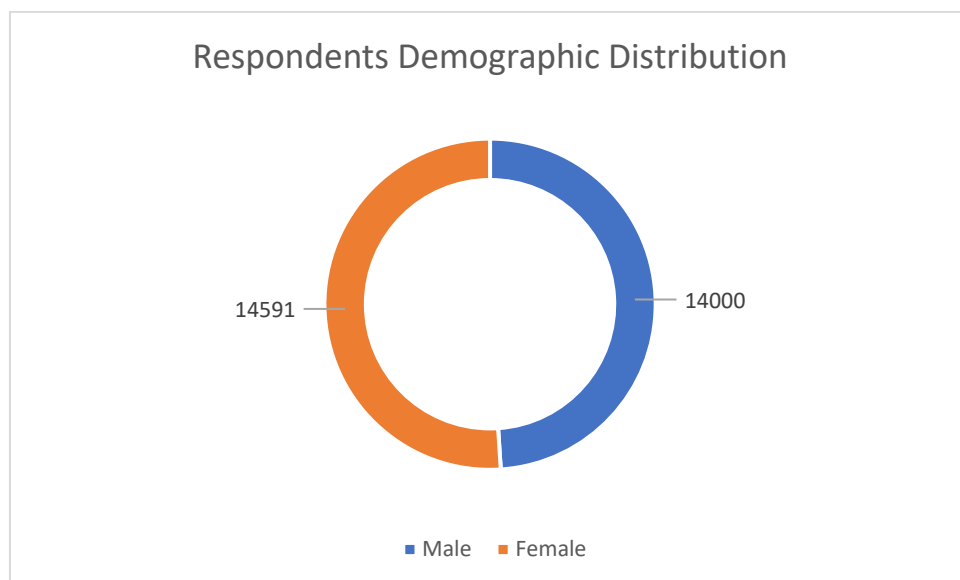


Figure 1 Respondents Demographic Distribution

This distribution suggests a relatively balanced representation of genders within the healthcare sector workforce in Riyadh City. In terms of experience, the majority of respondents fell into the category of 10 years and more (9,500), followed by 7 years to 9 years (7,090), 3 years to 6 years (8,001), and less than 3 years (4,000).

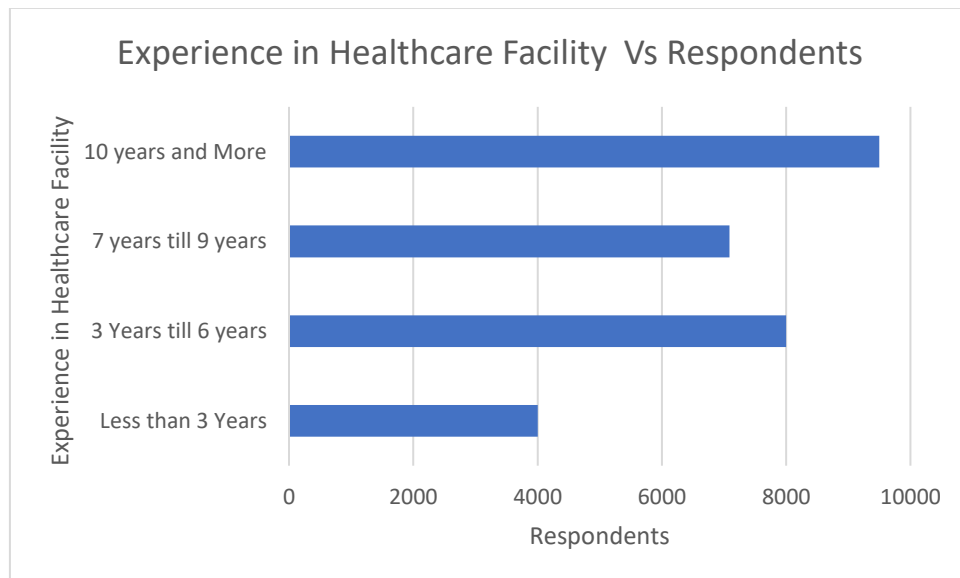


Figure 2 Experience in Healthcare Facility

This distribution highlights the presence of experienced professionals within healthcare facilities, indicating potential variation in ERM awareness and practices based on tenure. Regarding educational qualifications, respondents held a range of degrees, with the highest number holding a doctorate (8,100), followed by a bachelor's degree (9,100), master's degree (6,391), and diploma (5,000).

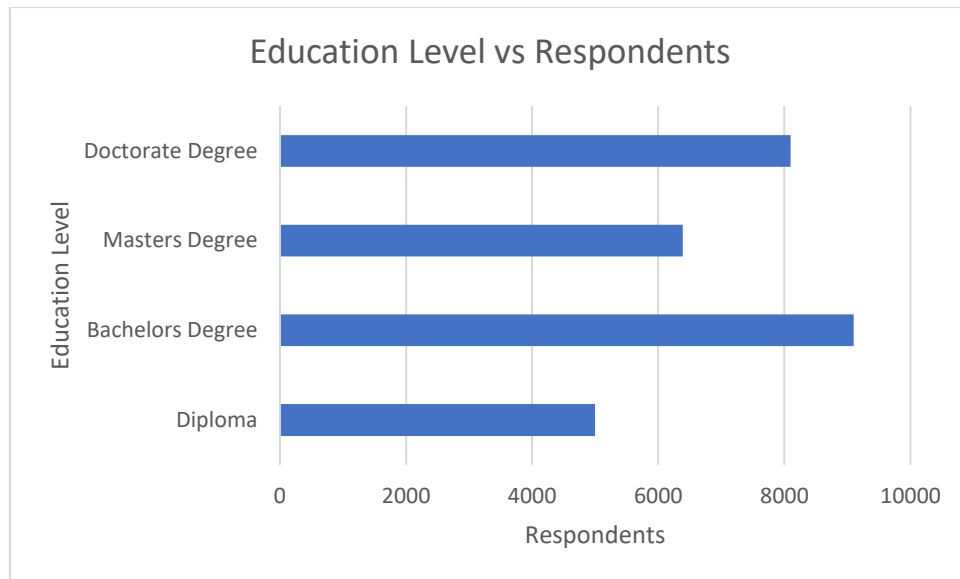


Figure 3 Education Levels

This distribution suggests a diverse educational background among healthcare sector employees, which may influence their understanding and engagement with ERM concepts.

3.5 Sample Size Determination

The determination of the sample size was based on the total number of healthcare sector employees in Riyadh City, estimated to be 142,959. To obtain a representative sample, it was decided to select 20% of the total population, resulting in a sample size of 28,591 participants. This sample size was deemed sufficient to ensure statistical reliability and generalizability of findings while also being feasible within the constraints of the research timeframe and available resources.

3.6 Data Collection Procedures

Data collection was conducted through the administration of questionnaires to the selected sample of healthcare sector employees in Riyadh City. The questionnaire measured ERM awareness, including ERM principles, risk management practices, and organizational

support for ERM initiatives. The questionnaire was distributed electronically or in-person, depending on logistics and participant preferences.

3.7 Method of Analysis

Utilizing SPSS data analysis tools; sorting, filtering, and tables, facilitated the categorization of responses based on different variables such as gender, experience level, educational background, and attitudes towards ERM. Similarities and differences among responses were carefully examined to identify patterns and trends. This involved comparing response frequencies, percentages, and correlations to derive meaningful insights regarding ERM awareness, implementation, and associated challenges within the healthcare sector in Riyadh City. The SPSS data analysis program enabled efficient processing of large datasets, allowing for comprehensive exploration of the collected data. Additionally, data validation techniques were employed to ensure the accuracy and reliability of the collected data. This involved cross-referencing responses, checking for inconsistencies, and verifying data integrity. Any discrepancies or outliers were investigated and addressed to enhance the validity of the analysis results. By leveraging SPSS data analysis capabilities and employing rigorous validation techniques, meaningful recommendations were guided to address specific areas of improvement in ERM implementation within the healthcare sector in Riyadh City.

4.0 Chapter 4

4.1 Benefits

4.1.1 Identification of Benefits Associated with Effective ERM Implementation

Based on the data provided in the questionnaires, it was clear that successful ERM implementation benefits organizations, especially healthcare providers. Risk identification and assessment are crucial to ERM, especially in healthcare. Risk identification and

analysis improve patient safety, operational efficiency, and financial stability in healthcare. ERM integrates risks across departments and functions to improve decision-making. This holistic approach optimises resource allocation, mitigates risks, and seizes strategic opportunities. Healthcare organizations become more accountable and transparent with ERM. ERM encourages employees to report risks and incidents, making patients, visitors, and staff safer. This awareness and engagement keep healthcare safe and reliable. ERM implementation shows patients, regulators, and investors the organization's risk management and continuous improvement commitment, boosting stakeholder confidence.

4.1.2 Organizational Resilience and Risk Mitigation

Organizational resilience was found to be crucial for healthcare facilities to withstand and adapt to various internal and external challenges. ERM effectively identifies and mitigates risks, boosting organizational resilience. Through systematic risk assessment, healthcare institutions can create effective contingency plans and response strategies (Nair et al., 2024). By being proactive, organizations can reduce the impact of natural disasters, pandemics, and regulatory changes on patient care and operational continuity (Wennman et al., 2022). Furthermore, according to Lee & Yoon, (2021) ERM helps healthcare organizations improve and learn. Risk assessments and scenario planning help organizations identify new risks and opportunities, adjust strategic priorities, and allocate resources. Risk management in strategic planning helps healthcare facilities align risk mitigation with business goals, improving operational efficiency and sustainable growth.

4.1.3 Cost-effectiveness and Resource Allocation

Upon analyzing questionnaire data, it became evident that effective implementation of ERM in healthcare organizations offered significant advantages in terms of cost-effectiveness and resource allocation.

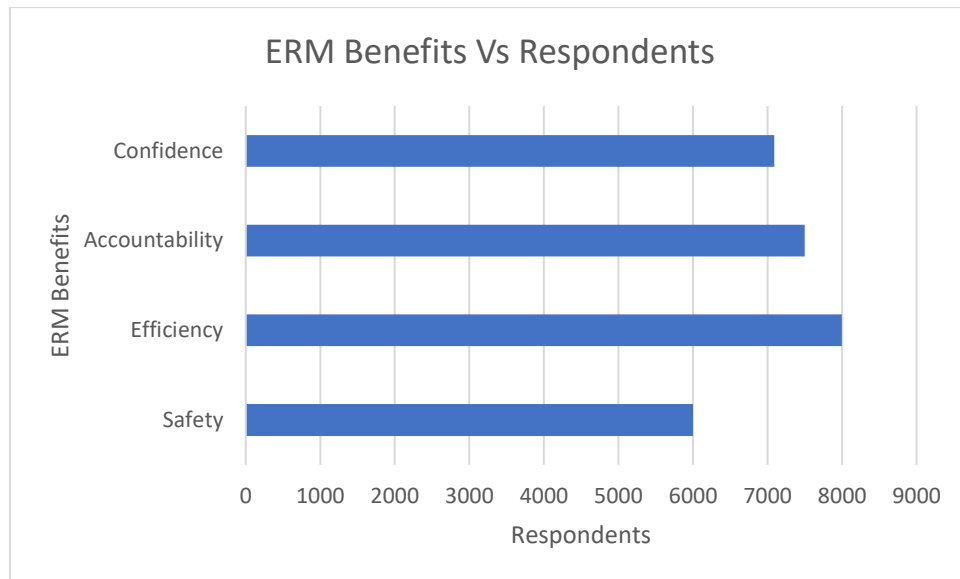


Figure 4 ERM Benefits

Healthcare facilities identified and prioritized risks systematically, improving resource allocation for patient safety, operational efficiency, and financial stability. Economically allocating scarce resources improved organizational performance and ensured longevity. Healthcare operations used ERM to predict and manage revenue fluctuations, reimbursement issues, and budget overruns. Healthcare organizations survived market volatility with proactive financial risk management. ERM-enabled risk management helped healthcare facilities avoid costly legal disputes, regulatory penalties, and reputation damage from avoidable incidents or regulatory violations. ERM streamlined processes, reduced redundancies, and optimised resource use to improve healthcare operational efficiency and cost (Lee & Yoon, 2021). By fixing inefficiencies, healthcare organizations can cut waste, boost efficiency, and cut costs. This systematic risk management approach focused resources on projects that benefited patients, staff, and stakeholders.

4.2 Barriers and Challenges to ERM Implementation

4.2.1 Identification and Categorization of Barriers

Several barriers hinder the effective implementation of ERM in the healthcare sector in Riyadh City. Barriers to effective ERM implementation in healthcare organizations can be classified into three main categories: organizational, cultural, and resource-related challenges. Organizational barriers often stem from a lack of clear accountability and ownership for risk management processes within the organization (Kunduru, 2023). This might manifest as unclear roles and responsibilities regarding risk identification and mitigation. Moreover, siloed approaches to risk management, where different departments operate independently, can hinder the organization's ability to comprehensively address risks. Insufficient integration of ERM into strategic planning and decision-making processes further exacerbates this issue, as it diminishes the alignment of risk management efforts with overarching organizational goals.

Cultural barriers include staff risk aversion and change resistance. Hierarchical organizational cultures with centralized decision-making and limited communication channels may discourage employees from raising concerns or risk information (Kim et al., 2022). Fostering an open culture where all employees participate in risk management processes helps overcome these cultural barriers. Resource-related barriers include funding, expertise, and technology infrastructure. Limited budgets and resources may hinder robust ERM initiatives (Kim et al., 2022). Risk management experts are scarce, which can make it harder for the company to identify, assess, and mitigate risks (Schulte et al., 2020).

Outdated technology infrastructure further complicates matters by hindering data collection and analysis, which are essential components of any effective risk management strategy.

Furthermore, healthcare organizations must contend with regulatory complexities and compliance requirements, which add an additional layer of challenge to ERM efforts.

Navigating the intricate landscape of healthcare regulations and standards requires significant time, effort, and expertise.

4.2.2 Analysis of Challenges Faced in ERM Implementation

One of the key challenges in ERM implementation in the healthcare sector in Riyadh City is the fragmentation of risk management processes across different departments and functions.

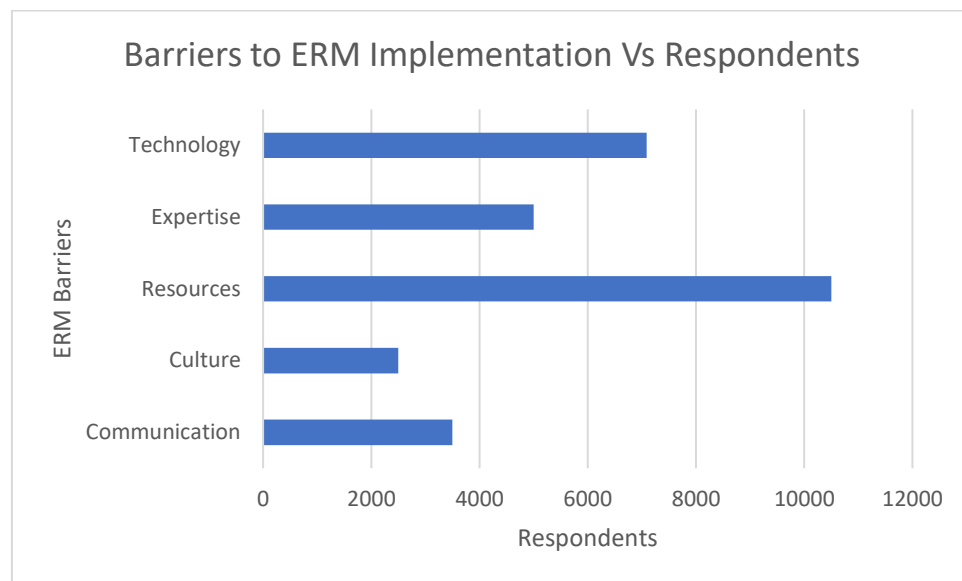


Figure 5 Barriers to ERM Implementation

Fragmentation causes duplication, inconsistent risk assessment methods, and risk coverage gaps. Healthcare organizations struggle to communicate and coordinate risk due to the lack of standardized risk taxonomy and terminology. Change resistance and cultural risk management struggles are also major issues. Healthcare organizations commonly prioritize operational goals over strategic risk management (Zamzam et al., 2021). This mindset prevents risk management integration into organizational culture and decision-making, resulting in poor practises. Lack of funding, expertise, and technology infrastructure hinders ERM implementation (Kulathunga et al., 2020). Healthcare

organizations struggle to invest in risk management processes, training, and technology for proactive risk identification and mitigation without enough resources.

4.2.3 Strategies to Overcome Barriers and Challenges

To overcome barriers and challenges to ERM implementation in the healthcare sector in Riyadh City, healthcare organizations can adopt several strategies. First, organizations should establish clear governance structures and assign risk management accountability at all levels. This includes integrating ERM into strategic planning, appointing risk management teams, and raising staff risk awareness and accountability. Healthcare organizations should educate risk managers. This includes comprehensive ERM training for all staff, cross-functional collaboration and communication, and continuous learning and improvement. Businesses should use technology to streamline risk management, data collection and analysis, and risk reporting and monitoring. This may require ERM software, data analytics, and risk management system integration with other organisational processes. Finally, to stay current on risk management regulations and best practices, healthcare organizations should engage with regulatory bodies, industry associations, and external stakeholders. Healthcare organizations can better manage risk and navigate regulatory complexities by working with regulatory authorities and industry peers.

4.2.4 Research Summary

The research delved into the significance of ERM awareness within the healthcare sector in Riyadh City, Saudi Arabia, especially considering the transformative goals outlined in Vision 2030. The study aimed to address the gap in ERM awareness among healthcare professionals and stakeholders, recognizing the critical role of ERM in enhancing organizational resilience, patient safety, and operational efficiency. Through a comprehensive literature review, the study identified key concepts and frameworks relevant

to ERM implementation in healthcare settings, highlighting the importance of tailored ERM approaches and systematic risk assessment methodologies. The research objectives were structured to evaluate the current level of ERM awareness, identify barriers and challenges hindering effective ERM implementation, explore potential benefits associated with heightened ERM awareness, and formulate actionable recommendations to enhance ERM practices within Riyadh City's healthcare sector. The study hypothesized that increased ERM awareness among healthcare sector employees would positively influence the successful implementation of risk management practices. Utilizing a descriptive research design, the study surveyed a representative sample of healthcare sector employees in Riyadh City, comprising doctors, nurses, administrators, and support staff. The data collected were analyzed using SPSS data analysis tools, allowing for the identification of patterns, trends, and insights regarding ERM awareness, implementation, and associated challenges. The findings revealed the benefits of effective ERM implementation, including improved patient safety, organizational resilience, and cost-effectiveness. Moreover, the study identified various barriers and challenges to ERM implementation, categorized into organizational, cultural, and resource-related factors. Strategies to overcome these barriers were proposed, emphasizing the importance of clear governance structures, comprehensive training programs, collaboration, and communication strategies, and adherence to policy and regulatory frameworks.

4.3 Recommendations

4.3.1 Enhancing ERM Awareness Among Healthcare Professionals and Stakeholders

Enhancing ERM awareness among healthcare professionals and stakeholders in Riyadh City is paramount for effective implementation. Healthcare organizations should hold regular awareness campaigns, workshops, and seminars to teach staff how ERM improves patient safety, operational efficiency, and financial sustainability. ERM training in

healthcare professional development programs can also help healthcare professionals adopt risk management practices. Open communication channels and a culture of transparency and accountability regarding risk management initiatives can also encourage stakeholder engagement.

4.3.2 Training and Education Programs for ERM Implementation

Implementing comprehensive training and education programs tailored to ERM in the healthcare sector is essential. These programmes should address risk identification, assessment, mitigation, and monitoring. Clinicians, administrators, and support staff receive specialised ERM training to ensure they understand their roles and responsibilities. ERM education in healthcare-related academic curricula can also help train future healthcare workers to manage risks.

4.3.3 Collaboration and Communication Strategies

Promoting collaboration and communication strategies is vital for successful ERM implementation in Riyadh City's healthcare sector. Healthcare organizations should form multidisciplinary risk management teams with department and function representatives. Together, these teams can identify, assess, and mitigate risks using diverse perspectives and expertise. Effective communication channels like meetings, electronic platforms, and reporting enable the organization to share risk-related information and updates (Jean-Jules & Vicente, 2021). Open dialogue and feedback keep stakeholders informed and engaged in ERM initiatives, fostering a collective risk management approach.

4.3.4 Policy and Regulatory Implications

Addressing policy and regulatory implications is crucial to support effective ERM implementation in Riyadh City's healthcare sector. Healthcare organizations should follow national and international ERM standards, guidelines, and regulations. Keeping up with

healthcare regulations and adapting ERM processes to ensure compliance and reduce regulatory risks is required (Jean-Jules & Vicente, 2021). Advocate for government policies and incentives to encourage ERM investment and risk management excellence in the healthcare ecosystem. Develop industry-specific ERM guidelines and best practices for healthcare with regulatory bodies and industry associations to strengthen the regulatory framework and improve risk management.

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5. Appendix:

Appendix1: The Questionnaire before Expert's Opinion Review:

Dear Responden

We are a Master candidate for Enterprise Risk Management at Midocean University The purpose of this research study is to explore the **impact of Enterprise Risk Management (ERM) awareness on the effective implementation within the health sectors of Riyadh City**. Your participation in this study is entirely voluntary, and all responses will be kept confidential and only for academic purposes. We appreciate your time to participate in this questionnaire.

Note: Kindly find the definition of Enterprise Risk Management (ERM) for your reference: a methodology that looks at risk management strategically from the perspective of the entire firm or organization).

Information:

1. Gender:

- A. Male.
- B. Female.

2. Experience in Health Care Facility:

- A. Less than 3 years.
- B. 3 years till 6 years.
- C. 7 years till 9 years.
- D. 10 years and more.

3. Education Level:

- A. Diploma.
- B. Bachelor's degree.
- C. Master's degree.
- D. Doctorate degree.

4. Background:

- A. Administrative.
- B. Health care provider.
- C. Other.

Section A:

1. Did you have any course/ lecture or any awareness session about Enterprise Risk Management?

- A. Yes, I did.
- B. I cannot remember.
- C. No, I didn't.

2. Are you interested in having awareness about Enterprise Risk Management?

- A. Yes, I do.
- B. Natural.
- C. No, I don't.

3. Have you had the chance to have an Enterprise Risk Management course before from your institution?

- A. Yes, I did.
- B. I cannot remember.
- C. No, I didn't.

4. Has the level of Enterprise Risk Management awareness among the staff of your organization increased over time?

- A. Yes, it did.
- B. Not sure.
- C. No, I didn't.

5. How effective do you believe the Enterprise Risk Management training programs have been in increasing awareness and understanding among healthcare professionals?

- A. Yes, it did.
- B. Not sure.
- C. No, I didn't.

Kindly answer the below question based on the practice in your respected institution:

1. How has ERM awareness influenced the reporting of risks or incidents within your organization?

- a) Increased reporting and identification of risks.
- b) No noticeable impact on reporting behavior.
- c) Not applicable, as there is no ERM awareness.

2. Enterprise Risk management in your organization involves ensuring that the hospital works efficiently.

- a) Yes.
- b) Not sure.
- c) No.

3. Is your organization encouraged to report potential risks or incidents within your organization?

- a) Yes, there is a formal reporting system in place.
- b) Yes, but the reporting process is informal.
- c) No, reporting is not actively encouraged.

4. Have you observed any positive changes or improvements in the implementation of Enterprise Risk Management as a result of increased awareness among the staff?

- a) Yes, significant improvements
- b) Yes, moderate improvements
- c) No, no noticeable improvements

Open Question:

Q: Please provide any additional comments or suggestions regarding the impact of ERM awareness on the effective implementation within the healthcare sectors of Riyadh City.

.....

Thank you.

Appendix 2: The Questionnaire After Expert's Opinion Review:

Dear Responden

We are a Master candidate for Enterprise Risk Management at Midocean University The purpose of this research study is to explore the **impact of Enterprise Risk Management (ERM) awareness on the effective implementation within the health sectors of Riyadh City**. Your participation in this study is entirely voluntary, and all responses will be kept confidential and only for academic purposes. We appreciate your time to participate in this questionnaire.

Note: Kindly find the definition of Enterprise Risk Management (ERM) for your reference: a methodology that looks at risk management strategically from the perspective of the entire firm or organization).

Information:

1. Gender:

- A. Male.
- B. Female.

2. Experience in Health Care Facility:

- A. Less than 3 years.
- B. 3 years till 6 years.
- C. 7 years till 9 years.
- D. 10 years and more.

3. Education Level:

- A. Diploma.
- B. Bachelor's degree.
- C. Master's degree.
- D. Doctorate degree.

4. Background:

- 1. Administrative.
- 2. Health care provider.
- 3. Other.

Section A:

1. Did you have any course/ lecture or any awareness session about Enterprise Risk Management?

- A. Yes, I did.
- B. I cannot remember.
- C. No, I didn't.

2. Are you interested in having awareness about Enterprise Risk Management?

- A. Yes, I do.
- B. Natural.
- C. No, I don't.

3. Have you had the chance to have an Enterprise Risk Management course before from your institution?

- A. Yes, I did.
- B. I cannot remember.
- C. No, I didn't.

4. Has the level of Enterprise Risk Management awareness among the staff of your organization increased over time?

- A. Yes, it did.
- B. Not sure.
- C. No, I didn't.

4. Do you believe the Enterprise Risk Management training programs have been in increasing awareness and understanding among healthcare professionals?

- A. Yes, it did.
- B. Not sure.
- C. No, it didn't.

5. Enterprise Risk management is about identifying possible threats to patients, staff, visitors, and the organization.

- A. No it didn't.
- B. Not sure.
- C. yes, it did.

6. Identifying large number of risks makes the area safer for patients, visitors, and the worker.

- A. Yes, it did.
- B. Not sure.
- C. No, it didn't.

Kindly answer the below question based on the practice in your respected institution:

1. in your opinion does ERM awareness influence the reporting of risks or incidents within your organization?

- a) Yes, it did.
- b) Not sure.
- c) No, it didn't.

2. Enterprise Risk management in your organization ensures that the hospital works efficiently.

- a) Yes.
- b) Not sure.
- c) No.

3. How do you report the potential risks or incidents?

- a) There is a formal reporting system in place.
- b) The reporting process is informal.
- c) Reporting is not actively encouraged.

4. Have you observed any positive changes or improvements in the implementation of Enterprise Risk Management as a result of increased awareness among the staff?

- a) Yes.
- b) Not sure.
- c) No.

5. How much do you believe the awareness of ERM will improve the implementation?

- a) Yes, significant improvements
- b) Yes, moderate improvements
- c) No, no noticeable improvements

Open Question:

- **Q: Kindly share with us the barriers and challenges on the implementation on ERM in your organization.**

Thank you for your cooperation.

The Questionnaires were Reviewed by:

1. Dr. Nada Bin Othaimin.

(Chairperson of Risk Management department in on of the largest medical City in the Saudi Arabia).

2. Dr. Mohammed Gafar

(Senior Risk Manager Specialist and researcher in the largest medical City in the Saudi Arabia).

أثر التوعية في إدارة المخاطر المؤسسية على فعالية تنفيذها وتطبيقها في القطاعات الصحية
بمدينة الرياض.

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العام الدراسي:

2024

المستخلص:

تحمل إدارة المخاطر المؤسسية أهمية كبيرة بسبب القيمة العالية لإدارة المخاطر المؤسسية في رؤية المملكة العربية السعودية 2030 للقطاعين الخاص والحكومي ، والرعاية الصحية هي واحدة من القطاعات المهمة لتنفيذ إدارة المخاطر المؤسسية. حثت هذه الدراسة في تأثير الوعي بإدارة المخاطر المؤسسية على فعالية تنفيذها في قطاع الرعاية الصحية في مدينة الرياض. وبلاستفادة من المعلومات الإحصائية التي تم جمعها من الدراسات الاستقصائية التي أجريت بين المتخصصين في الرعاية الصحية وأصحاب المصلحة، يهدف البحث إلى سد الفجوات الحرجة في الوعي بإدارة المخاطر المؤسسية وتوضيح تأثيرها على المرونة التنظيمية وسلامة المرضى والكفاءة التشغيلية. من خلال مراجعة شاملة للدراسات السابقة، وضعت الدراسة سياق أهمية مناهج إدارة المخاطر المؤسسية المصممة ومنهجيات تقييم المخاطر المنهجية في إعدادات الرعاية الصحية. تم تنظيم أهداف البحث لتقييم المستوى الحالي للوعي بإدارة المخاطر المؤسسية، وتحديد الحواجز والتحديات التي تعوق تنفيذها، استكشاف الفوائد المحتملة المرتبطة بزيادة الوعي ، وصياغة توصيات قابلة للتنفيذ لتعزيز ممارسات إدارة المخاطر المؤسسية. باستخدام تصميم البحث الوصفي، تم مسح عينة تمثيلية من 28,591 موظفاً في قطاع الرعاية الصحية في مدينة الرياض. سهل التحليل الإحصائي باستخدام أدوات تحليل البيانات في SPSS فحص الأنماط والاتجاهات والرؤى المتعلقة بالوعي بإدارة المخاطر المؤسسية والتنفيذ والتحديات المرتبطة به. وأكدت النتائج على فوائد التنفيذ الفعال لإدارة المخاطر المؤسسية، كما يتضح من التوزيعات الإحصائية: 91٪ من المستجيبين حاصلون على درجة البكالوريوس أو أعلى، مما يشير إلى وجود قوة عاملة متعلمة جيداً قادرة على استيعاب مبادئ إدارة المخاطر المؤسسية. علاوة على ذلك، يتمتع 63٪ من المشاركين بخبرة تزيد عن 6 سنوات في مرافق الرعاية الصحية، مما يشير إلى وجود قوة عاملة متمرسة تتمتع بخبرة محتملة في ممارسات إدارة المخاطر. وكانت فوائد تنفيذ إدارة المخاطر المؤسسية واضحة، حيث سلط 20.99٪ من المشاركين الضوء على التحسينات في السلامة، و 27.98٪ في الكفاءة، و 26.23٪ في المساءلة، و 24.80٪ أعربوا عن زيادة الثقة في العمليات التنظيمية. ومع ذلك، استمرت الحواجز التي تحول دون تنفيذ إدارة المخاطر المؤسسية، حيث أشار 36.72٪ من المجيبين إلى أن قيود الموارد تشكل عقبة كبيرة، يليه 24.80٪ من المجيبين إلى عقبة القيود التكنولوجية. بالإضافة إلى ذلك ، تم الإبلاغ عن تحديات التواصل من قبل 12.24٪ من المستجيبين ، بينما حدد 8.74٪ الحواجز الثقافية. ساهمت هذه الدراسة في الرؤى الإحصائية للنهوض بممارسات إدارة المخاطر المؤسسية في قطاع الرعاية الصحية في مدينة الرياض، بما يتماشى مع أهداف رؤية 2030. ومن خلال معالجة الثغرات الحرجة في الوعي بإدارة المخاطر المؤسسية وتقديم توصيات قائمة على الأدلة، يهدف البحث إلى تعزيز ثقافة التميز في إدارة المخاطر، مما يعزز في نهاية المطاف الكفاءة التنظيمية وسلامة المرضى والمرونة في مشهد الرعاية الصحية في مدينة الرياض.