Healthcare Security

SECURITY MANAGEMENT SUPPORT FOR HOSPITALS

The **Security Management Support Program** for Hospitals (**SMSP**) is offered by **SMSI Inc.** as a unique and innovative approach to managing of all facets of a hospital security and loss prevention programs in a very cost efficient way. This service model is applicable to moderate and smaller hospitals -50 to 150 bed facilities, as well as large regional medical centers, including urgent care facilities and a variety of specialized treatment center clients. The **SMSP** services may also be applied to large hospital groups as well, where there is a potential for economies of scale.

Unlike many clinical disciplines, which operate in an environment where universal precautions have application, security is very much a "*situational discipline*". The security needs of each hospital are unique, as dictated by neighborhoods, the clients being served, the range of services being offered (including the level of emergency services offered) and the ambient crime environment. For example, hospitals with behavioral health units and/or hospitals with a Level One trauma center have a set of security needs that are differentiated from hospitals that do not offer these services.

Hospitals also offer a unique security challenges because they offer a relatively open and welcoming environment, which at times, is antithetical to sound security practices.

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Healthcare facilities frequently offer many points of ingress and egress. At the same time, hospitals have a special duty for the protection of patients. Hospital parking facilities are frequently threatened by both property crime as well as crimes against persons. Hospitals are also loaded with numerous consumable inventories, such as drugs and even cash that are often vulnerable to criminal threats, both internal as well as external. Metaphorically, some hospitals are like a retail business minus a check-out counter.

Assumptions

The concept of offering of security support services is not a unique concept, given the present practice of many hospitals to outsource a variety of support services. Healthcare organizations regularly outsource management support functions such as:

- Dietary/Food services management
- Facilities Management
- Housekeeping
- Emergency Department Physicians
- Pharmacy Management
- Parking Management

Presently healthcare organizations also outsource services, such as guard services, HVAC support services, as well as various temp-services.

Hospital security programs deserve and require professional, objective and unbiased security management, which means implicitly, there should be a separation between the outsourcing of guard services and the actual management of security operations. The security management team, must not only understand security guard operations, they must also understand the application and functionality of cutting edge security technology, such as: Access management systems, intrusion detection systems, information security systems, video surveillance systems, contemporary lighting systems, barrier systems and, most importantly, **CPTED** design. The **SMSI Inc**/**SMSP** team provides these service without favor or bias to any particular security vendor. The **SMSI** team believes there should be separation between the security management function and the provision of specific security services such as alarm systems, video surveillance and guard services.

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SMSI Inc. team has also been engaged in the provision of litigation support services, as expert witnesses for over 35 years. We have been retained as expert witnesses in hundreds of litigations, many of them involving hospitals. *Although we are not a guarantor, we understand the consequences of ill-conceived security operations.* Security litigation provides an example of learning lessons the hard way. *This experience is one of the key reasons that we believe there should be separation between outsourced security services and* ***security management****.*

Under the **SMSP** program **SMSI** would offer support to an in-house security lead, such as a retired law enforcement officer (at a fraction of the payroll burden of a fully qualified and well-experienced security professional), who would be a direct employee of the hospital. This security lead will function at a high level with the support of the **SMSP** program. The **SMSP** would also ensure relevant and cost effective security design.

It is possible that over time, that this security lead would earn certifications and would become self-sufficient. This could create a situation where the **SMSP** would no longer be required and/ diminished to some degree. Both of these scenarios are wholly acceptable to **SMSI Inc**.us, in part, because it would reflect our good work.

Therefore the **SMSP** will support this security lead employee with management support, training, including the development of site specific training programs for all security officers as well as ongoing training for the security lead. The **SMSP** program would participate and advise any business done with any vendors providing security related services, including the development of RFPs.

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Phase One of SMSP: The Security Assessment

The security assessment will essentially provide the predicate for all that follows. Periodic Security assessments are very important, with or without the **S**ecurity **M**anagement **S**upport **P**rogram. ***SMSI Inc.*** *has been evaluating hospital security programs for over 25 years.* The assessment process will provide a baseline for all that follows, as well as ensuring, going forward, that the security program is need driven and relevant. The assessment process will also ferret out the vulnerabilities, given the ambient threat environment, to both people (patients, visitors, & employees) and assets (clinical equipment, drugs, supplies, & cash).

The security assessment will thoroughly evaluate the existing security strategy, including the current use of security personnel, the level of employee involvement in the exist ion security program, inventory control protocols, as well as use and application of

security technology such as video surveillance systems, access management systems, internal crime prevention activities, well as the application of security personnel. All of these systems will also be evaluated to ascertain if the net effect of these various components actually reduce liability

CPTED FOR HOSPITALS

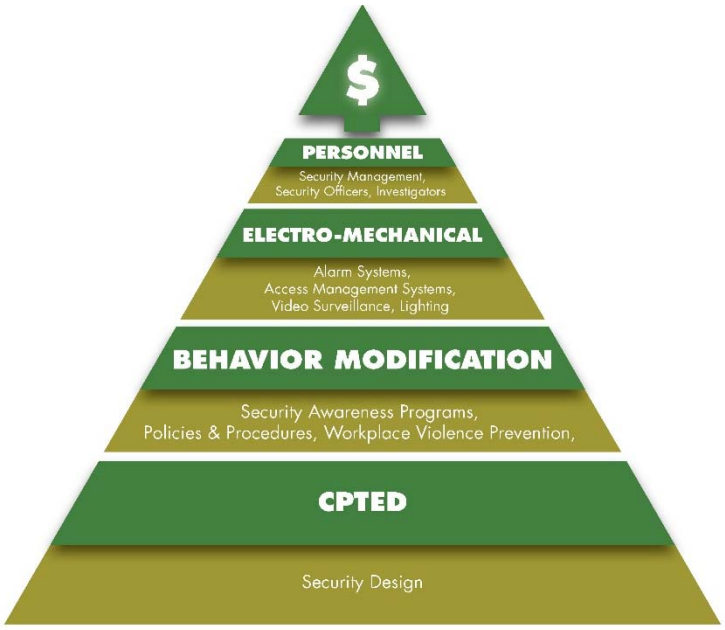
Potentially one of the most important components of the security matrix are application of **CPTED** (Crime Prevention Through Environmental Design) strategies. **CPTED** has the potential to synergize all the disparate components of the security matrix.

The robust application of **CPTED** strategies is often a missing component, yet it is often one of the most important components. The application of **CPTED** strategies will greatly improve to **ROI** of all other security strategies which in turn will ensure *that the whole is greater than the sum of the parts*. **CPTED** affects perception in a positive by improving the deterrent of the security program in the aggregate. A good security program that is perceived as weak, will have *diminished value as an effective crime prevention strategy*.

At the end of the Security Assessment phase, **SMSI Inc.** will submit a written Report of our findings and recommendations. We present these finding to the Hospital Management for approval and modification, including both additions and omissions. The assessment process will include a CAP Index CrimeCast Report(s). We will also sample employee perception thought the use the SMSI Security Questionnaire, a Likert style questionnaire intended to measure employee perception when each participant is guaranteed anonymity.

As we have been doing for several years, the comprehensive **H**ospital **S**ecurity **A**ssessment continues to be offered independent of the **SMSP. This assessment may precede a decision to move forward with the SMSP.**

Phase Two of SMSP, Implementation



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SECURITY SOLUTION HIERARCHY

The **Security Solution Hierarchy** is a hypothetical construct designed to provide a logical hierarchical approach to the development and implementation of any security program.

As you can see, the idea is to apply less costly remedies first, thereby ensuring maximizing the return on investment for more costly countermeasures as we build our way up the Hierarchy. **SMSI** created this model over 20 years ago and this model has provided a logical pathway way forward ever since.

Putting together a security program is not unlike assembling a complex puzzle in the all the desperate pieces must work harmoniously together toward a common goal, while at the same time, adjusting to changes in the threat environment. Security is always a dynamic discipline. A secondary goal is to endeavor to assure the each part of the puzzle enhances the effectiveness of all of the other pieces.

The implementation process would include the assessment of the effectiveness of current security practices and systems, and or the vendors providing those services. This would also include the evaluation of security design and the relative effectiveness of the technology being predicated on today's standards. The good news is that much of the security technology available today, in many cases, is less expensive than those same puzzle pieces five or ten years ago. In the aggregate, technology has also reduced some of the reliance on security FTEs and the related payroll burden.

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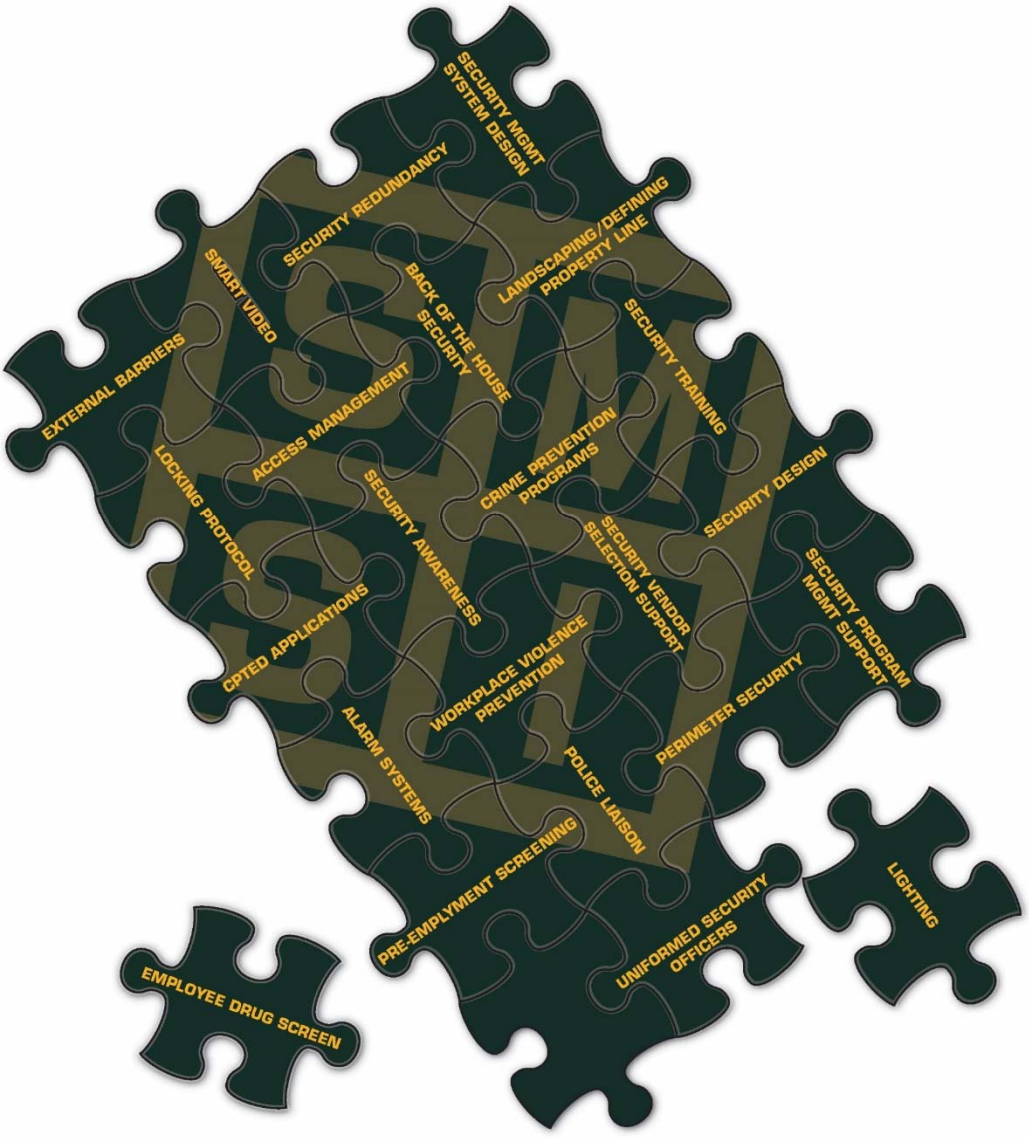
SECURITY SOLUTION PUZZLE



The puzzle presented here, reinforces the notion that no two security programs are alike. Most hospitals may have similar missions in common, but the means for achieving those missions, differ from one hospital to the next, as does the ambient threat matrix.

As the previous **S**ecurity **S**olution **H**ierarchy depicts, the goal is to apply security solutions by applying less costly remedies first and progressing to the more costly remedies only after alterative cost efficient options have been exercised.

Site specific data is critical to putting the puzzle together. In that an effective security program must be dynamic by adjusting to changes in the threat environment, emphasizes the role of the computer based security management system, and why it is an integral component of the **S**ecurity **M**anagement **S**upport **P**rogram.

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Phase Three of SMSP; Day to Day Security Management Services

SECURITY MANAGEMENT SUPPORT

The **S**ecurity **M**anagement **S**upport **P**rogram provided by **SMSI Inc.** will enable the hospital to employ, and/or designate a *security lead*, with no major security management experience, such as a retired law enforcement officer. This security lead would become the day to day point of contact for the **SMSP Team**, and would continue to be an employee of the hospital. This alternative approach would avoid six figure payroll burden and other associated costs, including payroll taxes and insurance, etc. The **SMSP** program will support this individual at every turn security lead at every turn with our team of well diverse-experienced and credentialed security professionals.

Some of these services may include, but are not limited to:

- The application of inexpensive computer based, security management systems, such as **Report Exec** from **Competitive Edge**. These systems would also be available to the **SMSP** team, allowing the team to virtually oversee and advise corrective actions, including physical security modifications. The analysis provided by **Report Exec** would enable the **SMSP Team** to recognize and mitgate adverse security trends while still in the incipient stage. Once identified, some deficiencies may simply require security awareness training for staff, additional video surveillance, including smart cameras or improved access control of exteriors as well as interior space.

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- Because of the emergence of video analytics, and video networks, the **S**ecurity **M**anagement **S**upport **P**rogram team, would be able to review and analyze archived video images for purposes of mitigation and corrective actions.

- The use of need driven, webinar based training programs, both generic and site specific, for all security personnel

- The implementation and promulgation of a robust **S**ecurity **A**wareness **P**rogram (**SAP**), (*internal crime prevention)* for all employees and outside contractors. This is one of the most cost effective security remedies available, yet frequently overlooked.
    - The security of employee property
    - The security of patient property
    - The security of hospital property (supplies, equipment and other fixed assets)
    - Workplace violence prevention
    - Employment bulling
    - Safety in parking facilities
    - Drug diversion mitigation

- Interface support in dealing with all security vendors including
    - The development of RFPs
    - Proposed equipment & design specification review:
        - Access control systems
        - Video surveillance systems
        - Lighting systems
        - Barrier systems
        - Locking systems & key control
    - High security system design review
        - Infant and Pediatric security systems
        - Behavioral Health Units
        - Emergency Department
            - Weapons control
            - Triage safety system
        - Material Management

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- Cash management systems
- Employee Child-care Centers
- Pharmacy/Drug Security
    - Pyxis
- Business Office
- Walk-in clinics

The predicate for these on gong services, and others not mentioned here, will be mutually determined during the initial assessment. Remember, Security is a Situational

Security Management Support Summation

The **SMSP** strategy will provide each client with a team of qualified security professionals without any payroll burden and the associated costs. Current technology, such as computer based security management systems and network based video analytics enables the **SMSP** Team to support your security program, without the need to be continually on campus. These systems will provided the necessary information to take corrective actions such as adjustment in security design, training of the security staff and promulgation of employee security awareness programs (internal crime prevention program development). Employee **S**ecurity **A**wareness **P**rograms (**SAP**) are one of the most cost effective security methodologies.

The first step, in the process, is a comprehensive security assessment of all affected facilities and locations. This assessment will provide the roadmap of the **SMSP** to follow. Remember, security is a situational discipline and no two security programs are alike.

If you would like to discuss this service further, please feel free to contact me at any time. The hundreds of litigations we have been retained for has taught us the lesson that: cost of reaction, is two or three times the direct cost of being proactive. The cost is even higher, when one factors in the indirect cost.

William H. Nesbitt, CPP
President

Memberships: ASIS International, IAHSS, ASHRM & ACHE

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