



Security Management & Consultive Services
Mitigation of COVID 19 as a Security & Liability Risk



SMSI Inc. is a security consulting firm. SMSI provides two broad based services. **First, we provide comprehensive security assessments, primarily to those industries that serve the public, such as hospitals, shopping malls and the lodging industry, to name just a few.** Additionally, we have been retained as **court certified security experts on over 230 occasions.** Most of our litigations have been applicable to those industries that generally serve the public. *Pursuant to these cases, we have been retained on behalf of both defendants, as well as plaintiffs.* After over 20 years years of providing these litigation services, we have become well informed in our role as consultants, with a comprehensive understanding of risk mitigation. It is important to note, that first and foremost, security is an anticipatory, and preventative discipline. Finally, Security is also an anticipatory discipline.

Security is also a situational discipline. In other words, the ambient threat environment is in part, affected by the level of criminality, pursuant to the clients being served, as well as the overall ambient threat environment including the ongoing pandemic, and its impact on human behavior. **Some see the pandemic as an opportunity to take advantage of chaos.** The first objective in the assessment process, is to define and quantify threat. Given our extensive experience, we believe that now is the time to focus on **COVID-19** from the perspective of the current security milieu, with the goal of reducing threats, and consequentially reducing liability, by ensuring the reasonable safety of employees and invitees, and with hospitals: Criminal behavior flourishes in times of chaos. Patients. The **SMSI Team** is composed of well credentialed security professionals. The **SMSI** team members are all certified protection professionals **CPPs, as well as CPTED** Certified. **CPTED** is the abbreviation for **Crime Prevention Though Environmental Design**. **CPTED** will be further addressed within the next few pages.



The current pandemic continues to affect many industries, especially those industries that serve the public. Those industries with a high-risk environment, may be adversely affected. A stressful work environment may in turn invoke aberrant behavior from both employees, as well as invitees. Consequentially, aberrant behavior often engenders liability consequences to the service provider, such as hospitals, shopping malls and even the lodging industry, to name just a few.

From the mitigation perspective, within the healthcare arena, there must be symbiosis between the clinical services being rendered, within the overall milieu of security and loss prevention programs. Clearly **healthcare facilities**, and to a lesser degree, public enterprises such as **shopping malls, entertainment venues** as well as **sports venues**, all have unique situational threat environments. Stress, in of itself can exacerbate the total ambient crime environment. Even within a defined vertical, stress is always unique to **each location**, and to **each industry**.

For example, rural hospitals have a set of security needs that are differentiated from urban hospital. The same can also be said of **office buildings, shopping malls** and **college campuses**, to name just a few. The ambient crime milieu is situational impacted.

Most industries that serve the public, will likely be affected by the pandemic, one way or another. Security programs must be driven by the identified ambient needs. Therefore, shopping malls, hospitals, hotels, and residential complexes, all have security needs that both site specific, as well as industry specific. Each of these classifications must reflect a security strategy of modification that are appropriate to the industry being affected and the local threat milieu.

Therefore, the implementation of a security and loss prevention program will require a security plan that also supports the mission of the affected industry. This first objective is mitigation, followed by containment. The goal for each vertical is to define and site-specific reasonable standard of care. As pertains to hospitals, clinical objectives, such as containment, requires synergy with security and the goals of risk management. In times, such as we are dealing with, traditional access control may not be sufficient. Effective security programs are all about effective **behavior modification**. SMSI has served all these industries as consultants, as well as forensic security experts.

Given the reality of this present catastrophic event, the standard of care, pertaining to maintaining a safe environment will be site specific. According to the most recent **Healthcare Executive** periodical, hospitals on an individual basis, are having to make several situational adjustments, to deal with the treatment, and containment of **COVID-19**. **Clearly, the security program must also adjust.**



History has also shown us that there are those among us who will try to take advantage of a perceived chaotic milieu.

This time for the development of effective, need driven, security programs. This applies those industries that generally cater to the public: (hospitals, shopping malls, educational institutions, and entertainment venues). *Security is, and will always be, an anticipatory, situational endeavor.* All security programs must be need driven, and responsive to the ambient threat environment. Even within a given vertical, no two facilities have the exact same security needs. **Every security program design is therefore unique. Because security is a situational discipline, adjustments are needed to ensure effectiveness. With almost any crisis, there is a security component.**

The issues raised by SMSI, are applicable today, and they will have relevance moving forward. However, it is not out of the ordinary to find security programs that are less than adequate, in part, because they did not adjust to the current dynamic the threat environment. The notion of being proactive, by definition, requires periodic review.

Of note: especially applicable to hospitals, ***the potential litigant pool is not only limited to patients and visitors.*** Outsourced contract service providers, such as dietitians, housekeepers, and other support service providers, may bring a cause of action against the hospital claiming inadequate security, because they are contracted employees, they do not fall under the workers compensation umbrella. This reality is applicable to all industries that contract out various support services.

No matter what industry is affected, there is clearly a sufficient justification to initiate a comprehensive review of all present security operations and policies, to ascertain that all objectives are being met. This review would be prudent, on a regular basis, even absent to crisis. Security is a forward-looking discipline.

As security consultants, all our services are proactively driven. *Because our team is frequently retained as security expert witnesses pursuant to claims of negligence, and/or intentional torts, including the excessive use of force, we are well positioned to anticipate and to mitigate these threats moving forward.* From our perspective, security is not a hypothetical.

As consultants, our preferred role is preemptive. SMSI will also include site specific Crimecast data, including trend analysis. This data will be included in our final. The SMSI Team has over 40 years of collective experience, as our CVs will attest to comprehensive expertise **(CVs will be provided upon request.)** Our collective expertise is considerable and diverse. If chosen, *this customized hospital security review will deliver an outcome, need-driven security program.*



Contrasting the traditional hospital *universal precautions model*, hospital security programs should be driven by a very specific set of ambient requirements. *SMSI brings no conflicts of interest to the table.*

Bill Nesbitt is a former Navy Corpsman, having been stationed at the United States Naval Hospital in Philadelphia for the duration of his tour. **Drew Neckar** has several years of inhouse security management with a major hospital and educational organizations, with a level of excellence known worldwide. Our team has been called upon as security expert witnesses on numerous occasions, over the last 27 years. Collectively, most of our clients, including assessments and litigation support, have in common: public access, as well residential and academic environments.

Both Bill and Drew understand the application of security systems such as CCTV, access control systems, alarm systems and lighting. We understand that all employees can become part of the solution.

Furthermore, SMSI is also offering to provide a unique, customized security management support program, predicated on a comprehensive security evaluation. The support services offering, may be an ongoing service, will be *subjected to a monthly fee*. Because *security is a situational discipline*, it is our intention, under any circumstances, to provide a **virtual security needs assessment, by partially minimizing the need for onsite presence. However, if mutually agreed upon, ongoing security management support is desired, we will be happy to meet your needs, subject to one-year increments.** Hospitals are our largest vertical, and hospitals are always held to the highest standard of care.

Remember, security is an anticipatory discipline. This means that over time, all security programs must adjust to new, and emerging threats. SMSI brings the expertise needed to this offering. We also understand the standards of care are specific from one industry to another, as pertains to the ambient threat environment, as quantified by the CAP Index. CAP Index reports are included.

Our 250 plus litigation cases have encompassed over 30 states, plus Puerto Rico and the Virgin Islands. Our leading vertical, as expert witnesses and as consultants, has been within healthcare industry. In our role as consultants, we have helped numerous hospitals, residential living complexes and shopping malls create comprehensive security and loss prevention programs, such as the minimization of litigation pursuant to claims of inadequate security. We also have experience with institutions of higher learning, the lodging industry, strip malls, housing complexes, and office complexes.



Parenthetically, the differential between being retained as security expert for, as compared to the offering of consultative services, is **that one offering is reactive, and the other offering is proactive.** As security consultants, our mission is to reasonably anticipate, and reasonably mitigate security breakdowns. We also provide a quantitative **CrimeCast Report from the CAP Index.**

SM SI also understands that security is a dynamic, situational discipline, which is in a constant state of flux. In other words, the threat environment is dynamic. The present pandemic will very likely impact and define hospital security reasonable standard of care for several years to come, as well as many other verticals.

As previously alluded to, we may be *tea leaves from a distance*. Remember, we will make use of the CAP Index. In some cases, we are able to conduct effective staff interviews telephonically, as well as onsite. Our interviews will generally include selected members of the C-Suite, risk management and the security management team, whether outsourced or in-house.

The present pandemic will likely affect hospital security needs for the several years to come. There is a likelihood that the defined standard of care, given the pandemic, may require some adjustment going forward. As a service provider to healthcare organizations, we must also adjust our practices to your new need-driven environment, and to do so, cost-effectively. To know where you are going, you must first understand from whence you have come.

All security assessment reports will include a **CAP Index Crimecast Report.** The **CAP Index** will define and **quantify** the ambient threat environment, as well as quantifying specific local emerging trends. We understand that the security needs of a hospital in **Clarksburg, West Virginia**, are differentiated from a hospital in **Tulsa, Oklahoma, or Los Angeles, California.** *That differential is determined by the ambient threat environment.* Ignorance of these factors and others, can cause a security program to become a liability, as opposed to reducing liabilities.

Finally, the ambient threat environment is also subjected to periodic adjustments. The best way to track change, to be followed by relevant corrective action, is to use security *management software* systems such as **OMNIGO.** We recommend the ongoing use of security management software. **This security software product exposes emerging trends at the incipient stage when corrective actions are most effective.**

As **security consultants**, we prefer to conduct security assessment reviews before-the-fact, when remedial measures are most cost-effective. Hospital security programs should, especially engender the full participation of the entire staff, including subcontractors. With a minimal amount of training, every employee, from top to bottom, will make the hospital safe for both patients



and staff, including subcontractors. Our security awareness training, for all employees, from top to bottom, will ensure that the hospital is reasonably safe for both patients and staff, including subcontractors. These services are applicable to any enterprise that serves the general public, manufacturing operations, notwithstanding.

In summation, the services provided by SMSI are situationally determined. This includes meeting the special needs of the vertical, being served, within the context of the ambient threat environment. The cost of being proactive is significantly lower than reaction, after-the-fact.

The following pages will provide some information as to the methodologies that SMSI Inc. will employ. **The security assessment process will be need driven.** No two clients have the same set of risks, nor the same set of security needs, as determined by the ambient threat milieu. **SMSI Inc** will also recommend the use of **OMNIGO** security management software, providing information of patterns and trends, needing corrective actions.

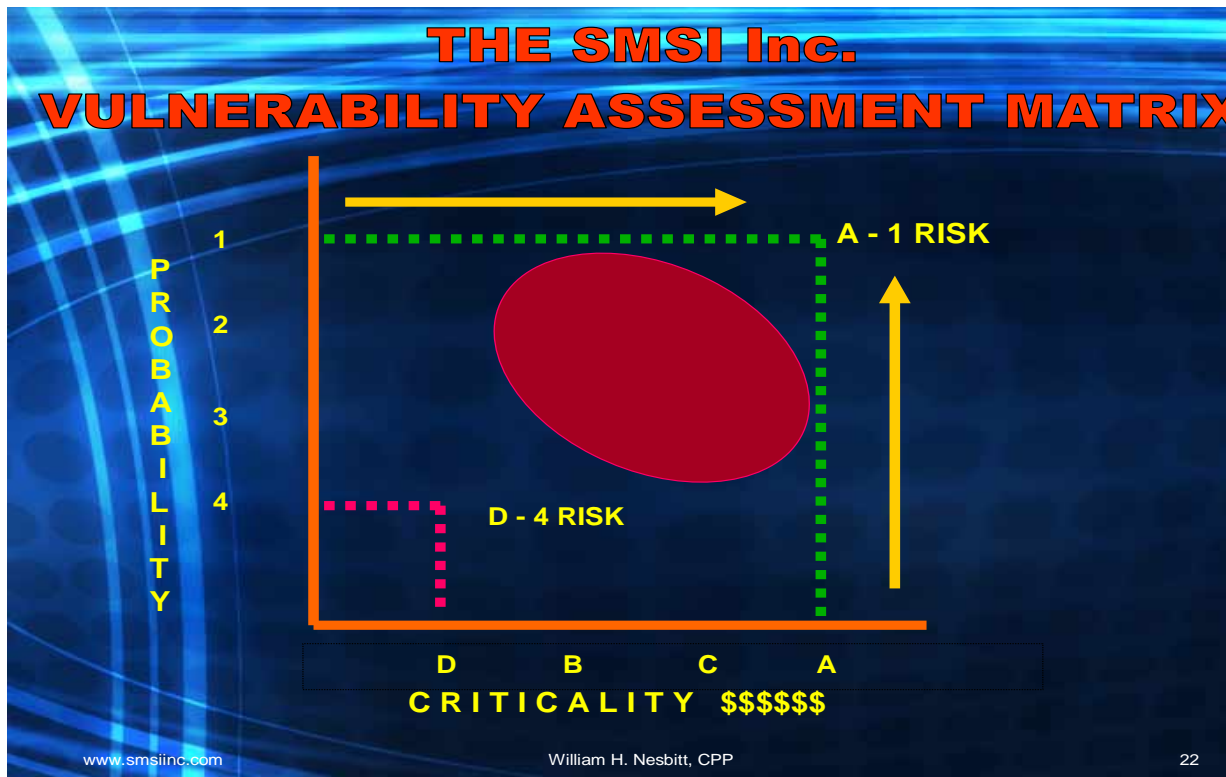
The following paragraphs will illustrate the dynamic components of evaluation process. If your enterprise has not had an objective security assessment, within the last three years, your security program likely needs a comprehensive review.

Security is an anticipatory, proactive discipline. Security professionals evaluate the ambient threat environment. The security evaluation is two dimensional, in terms of the likelihood of occurrence, on one axis, and the financial impact, both direct, and indirect. The security assessment will evaluate, and identify plausible threat scenarios, followed by the introduction of mitigation strategies, both technical and behavioral. This process will measure the perceptions of key employees, as well as available of hard data, including statistical data, both internal and external from reliable internal and external sources, including industry specific patterns.

The following pages will illuminate some of the assessment methodologies we will we plan to provide. We think it is important to not only identify risk, but to also quantify risk. This model will therefore provide a framework relevant budgetary strategy. These methodologies will be present on the following pages.



The Vulnerability Assessment Matrix illustrates the relationship between **Probability** and **Criticality**. This model quantifies risk in terms of probability of



occurrence, as well as the cost of a security breach. Remember, security is a situational discipline which may be in a constant state of flux.

*The recent, and ongoing pandemic will likely impact security needs and criteria for years to come, especially applicable those industries that serve the public. There will be a new normal defining a reasonable standard of care. These industries include, but are not limited to **hospitals, shopping malls, housing projects, condominium complexes, educational complexes, and entertainment venues.** We believe that all security programs should be dynamic and driven by a set of specific needs, including those needs that may evolve with the passage of time. The goal is to achieve a security program, **wherein the whole is greater than the sum of the parts.***

We believe that all security programs should be evaluated at minimum of once every three years, assuming that all previous corrective actions have been noted, if and/or, when breaches occur. Those organizations that have not made adjustments within the past year, or so, *may be in greater jeopardy.* As **security consultants**, we prefer to conduct security program reviews before-the-fact, as *opposed to waiting for the wheels to come off.* Our mission is to evaluate your security program, and if needed, offer solutions for those vulnerabilities which are not being adequately addressed. **However, in our role as expert witnesses for security litigation cases, our perspective is limited to 20/20 hindsight.**

Those entities who apply a combination of security methodologies, including the use of security management systems, such as **Omnigo**, are more likely to stay ahead of the curve. **Omnigo** is a security management system. **Omnigo** supports



the notion of dynamic, need driven security. **Omnigo** is like hunting with a rifle, instead of a shotgun. **Omnigo also speaks the language of the C-Suite.** Omnigo will provide trend analysis data, as well as quantify threat going forward.

The previously noted *vulnerability assessment* matrix demonstrates the relationship between the probability of a security breach occurrence, in relation to the cost of such an occurrence. This model is applicable to most institutions, such as hospitals, shopping malls, educational campuses, as well as public access facilities.

The **security department** of every hospital, mall, office complex, and/or residential complex, and others, all deserve periodic comprehensive security reviews. The common denominator, alluded to herein include business entities that serve the public, directly and indirectly. Our goals are not replacing your present security program. **Our mission is to find out what is working, and how can we make it better, and more cost-effective.**

The present **Corona Virus** is a universal threat, subject to interpretation on a case by case basis. Clearly the general staff and, most importantly, the security/loss prevention team must project competence and professionalism. ***This also means that access control begins at the perimeter, but it must not end at the perimeter.*** Hospital and shopping malls must also secure inner space. This means that access management requires consistency.

Keep in mind, that when it comes to security, hospitals are held to highest standard of care. According to recent polls, the **Coronavirus** will be the number one factor in the upcoming presidential election. In other words, it cannot be ignored. It is clearly a major component in the day to day concerns of every hospital. It is “the elephant in the room.” **The Corona Virus will potentially exaggerate the perception of all security breaches unless proactive mitigation occurs as so as is feasible.**

The following pages will provide an overview of some of the methodologies used within the assessment process. Because no two industries are alike, and even within verticals, there is variation, SMSI views each client as unique. The following pages will provide a roadmap for security programs that render demonstrable return investment, while also reducing liability.

The next few pages will help to define some assessment methodologies and the components of an effective security operation in place. We have provided graphic models that will illustrate the structural model of the methodology being offered. It is important to bear in mind, one more time: Remember: **Security is a Situational Discipline. Therefore, one size does not fit all, because there is variation in the ambient threat environment, according to risk and industry specificity.**



This target hardening graphic provides a multidimensional model for hardening any target with a multidimensional approach. This model supports the notion that “the whole is greater than the sum of the parts.”

For years, SMSI has promulgated the notion that security is a situational discipline. This admonition has never been truer. As security professionals, SMSI Inc. offers two broad based services. The first service is our consulting-support services.

Our consulting services are characterized by comprehensive security evaluations, resulting in comprehensive recommendations that will ensure that your security program is meeting a reasonable standard of care, given the consideration of the ambient threat milieu.

Secondly, as previously alluded to, we are frequently retained as security experts for security-driven litigation. This litigation experience, over the past 30 years, has enabled SMSI to continue to remain current, meeting today’s challenges.

The SMSI Inc. principles, Bill Nesbitt, CPP and Drew Neckar, CPP are also Certified CPTED practitioners. *If you are not familiar with CPTED: Crime Prevention Through Environmental Design* a little research is well worth your time. CPTED can be the glue that holds the entire security program together. CPTED will also make every security program more effective and most importantly, cost effective.

As briefly alluded to, the second service we offer is litigation support, as court-certified security experts. These services are offered to both plaintiffs and defendants. These services are generally required when a plaintiff or a defendant legal team is looking for experts relative to litigation. We have been retained as experts approximately 300 times, on behalf of both defendants and/or plaintiffs. For these services, we are usually retained by attorneys This experience has well served or consulting offerings, especially in term of reasonable, and effective mitigation. Our preferred role is to endeavor to mitigate inadequate security lawsuits. We repeat this offering for the benefit of risk mamangement.

The Security Assessment Team

Bill Nesbitt, CPP and Drew Neckar, CPP have significant security expertise within the healthcare industry. Drew has substantial hospital security management experience, primarily with the *Mayo Clinic* group. Bill also has extensive hospital experience, beginning as a *Navy Corpsman*. After his corpsman training and his



subsequent training as a neuropsychiatric practitioner, Bill was assigned to the *Philadelphia Naval Hospital* until his discharge. We are familiar with the optimal application of security technology, as well as the optimal application of uniformed security personnel. **(CVs are available upon request)**

The Virtual Security Assessment Methodology

The concept of a *virtual security assessment* represents the evolution of our extensive experience and expertise. **This expertise allows us to some to offer some our assessment expertise online.** This methodology may reduce some of our need to be onsite by as much as 80%, thereby reducing our fees. ***Some site presence may still be required, depending on the size and mission of the of the project.*** If required, we may be able to limit our onsite presence to only one to two days. If onsite presence is not required, costs will be reduced, including travel and lodging expenses.

The specifics of our offering herein will be submitted in a comprehensive, need driven, proposal. Our 30 years of individual experience has taught us that the costs (both direct and indirect) of an inadequate security lawsuit is three to four times the cost of mitigation. We can initially become familiar with the scope of your hospital using the **AHA Guide**, with questions to follow.

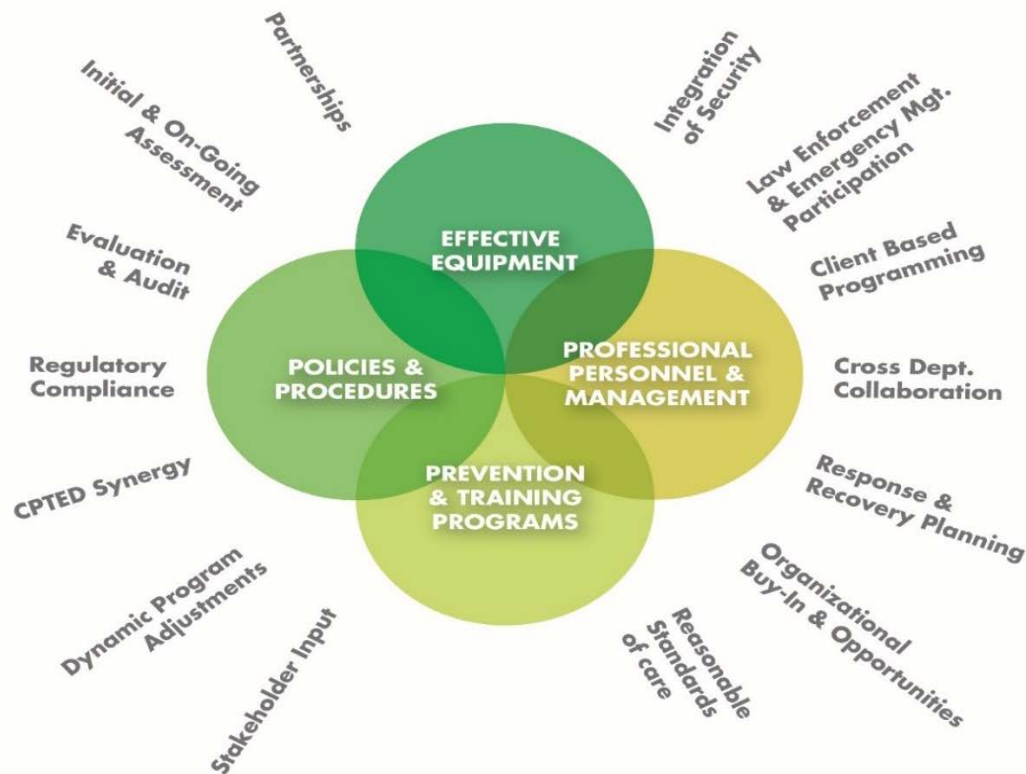
Remember that security is both a situational and an anticipatory discipline, with the primary objective of mitigation. Consider the ways that your organization is vulnerable to a wide range of internal and external breaches. For example, some organizations are vulnerable to theft of information, personal assaults, as well as the theft of property and information. These threats will likely emanate from both internal and external forces.

Finally, a periodic comprehensive security assessment is a must. Deterrence is achieved when the perception of being caught is greater than the thought of succeeding. Security breaches increase during times of chaos and fear. When it comes to the bad guys, the goal is to increase perceived likelihood of getting caught over the notion of being successful. Once the security assessment has been concluded, the SMSI team can provide ongoing security management support services, if and/or when needed.

Furthermore, if you choose, ongoing security mamangement support is available. Under this plan, **SMSI** will periodically monitor your **OMNIGO** incident reporting system, and we will offer up needed remedial measures.



This next section will briefly address our ongoing security mamangement support offering.



SMSI, Inc. SECURITY PROGRAM MANAGEMENT

The security mamangement support offering can be provided in the wake of a **comprehensive security assessment**. Security management support, as depicted herein, will help to meet foreseeable needs, including those challenges posed by the present pandemic. Security problems are much easier to mitigate, before-the-fact, as opposed to acting after-the-fact, under the theory of probability.

Contact us today. After a phone conference, the SMSI Team will submit a personalized, need-driven proposal for your consideration. Finally, since the threat environment is dynamic, if your hospital has not had a comprehensive security within the last three years, now is the time to act.

Furthermore, separate and distinct to this offering, your organization requires a security litigation expert, feel free to contact **Bill Nesbitt, CPP**, directly. We have provided our expert-witness services in approximately **33 States, plus Puerto Rico and the Virgin Islands**. We have served both plaintiffs as well as law firms providing defense services. Our 30+ plus years as forensic security experts have taught us that being proactive is usually a fraction of the cost of being reactive. We also understand the need to adjust to the ambient milieu.

Summary

Given the pandemic threat and the risks associated with travel and onsite exposure, the virtual alternative may be worthy of consideration. When, and/or if security breaches occur that invoke litigation, the potential damages, both direct



and indirect, are likely to be considerable. We offer this opinion predicated on over 30 years of expert witness experience.

*Additionally, given the cost to hospitals of the pandemic, the time for strategizing outside the box is now. With over **275** lawsuits under our belts, we understand the need for reasonable mitigation, to be determined on a case by case basis.*

*Upon request, **SMSI Inc.** will provide a comprehensive **Proposal**, specific to your needs, after we have had a chance to do an encapsulated a needs assessment phone conference. Regrettably, there are those security programs fail to adjust to changes in the ambient threat environment.*

*Finally, SMSI is not in the guard business, nor do we sell, and/or install security systems such as video surveillance, access control and/or security alarm systems. Upon request, we can support the hospital's request in dealing with a wide range of security system purveyors. **SMSI** does offer Security Management Support Services, including RFP guidance in your dealing with security vendors, if needed. If you have any questions, call the number below. Our goal is to serve your unique needs.*

*Additionally, **SMSI** would be pleased to provide our CV's, and/or a consultation proposal. After a needs' assessment conversation, we will provide a needs-based proposal for your consideration. Letters of Reference will be provided upon request. If you would like to discuss this offering more thoroughly, do not hesitate to call. Our mission is to meet your needs*

In addition to the previous verticals mentioned herein, SMSI has served Executive Office facilities, Shopping Malls, Educational Institutions, professional sports venues, residential complexes, both public and private. The SMSI team is well acquainted with security guard operations, alarm systems, video surveillance systems, access control systems and **CPTED** (both **Bill & Drew** are **Certified CPTED** (crime prevention through environment design) **Practitioners**. We have owned and operated contract security operations. **SMSI is also offering onsite, or virtual, security awareness workshops pursuant to your needs and desires.**

Bill Nesbitt, CPP, and Drew Neckar, CPP, may be reached at **805-241-3800**. If you would like a virtual security assessment proposal, please let us know. **Bill and Drew fully understand the need for situational mitigation. The cost of reaction is significantly more expensive than the cost of being proactive.**

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