



# Healthcare Security Management Perception Versus Reality

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A large, modern hospital building with a mix of brick and glass facades. The building has multiple stories and a curved section. In the foreground, there is a well-maintained lawn with several young trees and a paved walkway. A banner is visible on the building's facade.

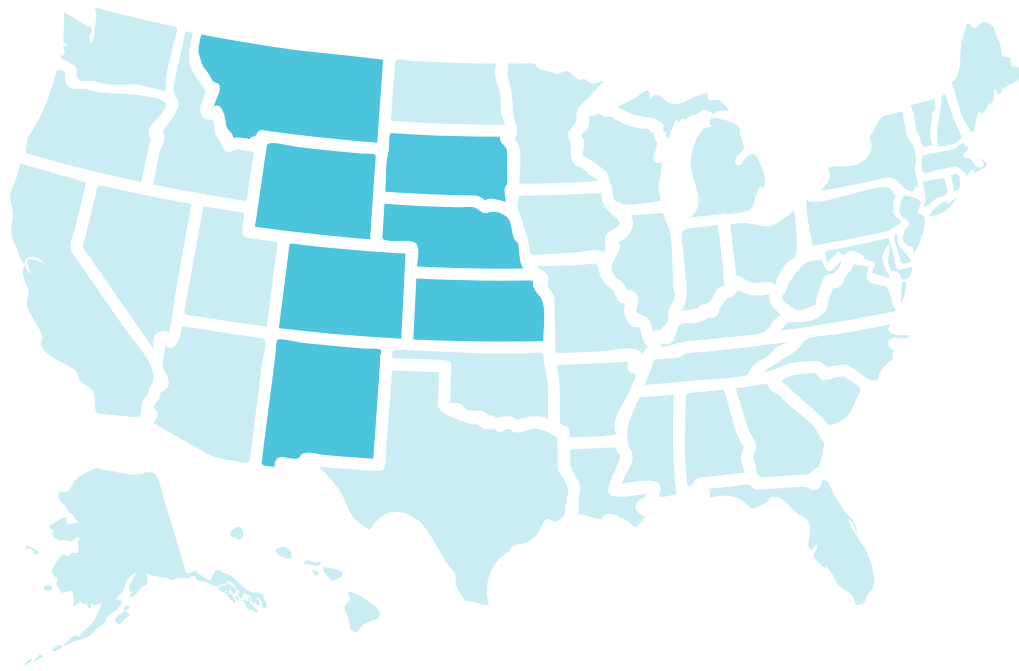
Children's Hospital Colorado



# NATIONALLY RANKED

As one of the Best Children's Hospitals  
by the *U.S. News and World Report*  
for more than 20 years





We see more, treat more,  
and heal more kids than  
any other hospital in our  
**SEVEN-STATE  
REGION**

- Colorado
- Kansas
- Montana
- Nebraska
- New Mexico
- South Dakota
- Wyoming



# Objectives

1. Understand how security perception impacts reality
2. Understand the role of security
3. Understand the components of an effective security program
4. Understand contributing factors to workplace violence
5. Understand the relationship between Security and Continuity of Operations (COOP)





**QUICK!**

**What Comes to Mind When You  
Think of Workplace Security ?**



# Is This What You Think About...?





# What is Security?

Security is the discipline which ensures property and people (patients, visitors, and staff) are safe from harm.

It is based heavily on perception!

Would you agree?



# Perception versus Reality

- **Misperceptions**
  - Not a profession (rent a cop)
  - Give it Security
  - Security just sits around and watches monitors
  - I'm unsafe, we need metal detectors
- **Reality**
  - Much more going on than you realize
  - Extensive training and customer service
  - Concentric rings of security
  - Large responsibility
  - Visibility is critical
  - You are safe!





# Personal Perception

How a person perceives their own personal security is based on multiple factors

- Past Victimization
- Workplace Violence Training
- Job Class
- Gender
- Leadership Support
- Shift Worked
- Age
- Working Alone
- Critical Access
- Education
- Length of Employment



# Healthcare Challenge

- Service industry with public access and multiple entrances
  - Access control, visitor identification
- Department start and end times vary
- Apprehension versus prevention
- Emotions may be extreme
- Community perception
- Level of security
- Many variables/human factors



# Hot Security Issues

- Workplace Violence
- Metal detectors and wands
- Armed versus unarmed
  - Level of response
- Active shooter drills
- Photo identification
- Bulletproof vests
- Panic buttons
- Tazers



Risk Assessment is the key!!



# Common Security Responsibilities

- Theft
- Stalking
- Contractors
- Investigations
- Drug Diversion
- Missing Person
- Lost and Found
- Behavioral Patients
- Aggressive Behavior
- Parking Enforcement
- Staff/Patient Assistance
- Changing perpetrator behaviors



# Components of an Effective Program

- Security Risk Assessments
  - Security Sensitive Areas
  - Rounding/Inspections
- Policies and Procedures
- Annual Evaluation
  - Metrics
- Communications
- Security Toolbox
  - Cameras, card access
  - ID Program
- Drills/Exercises
- Training



# Annual Review

- Intended to demonstrate the effectiveness of the Security program
- Speak the language of the Administrative team
- Should review the objectives, scope, effectiveness, and performance of the prior year
  - Metrics/Benchmarking
  - Major incidents



# Sample Metrics

- # of security requests
  - Staff/Patient assistance
- # of reported versus actual thefts
- # of aggressive behavior incidents
- # of behavioral health assists
- Local, regional or state benchmarks
- Damaged property or vehicles
- Door unlocks
- Lost/Missing identification
- Satisfaction surveys







# Sensitive Areas

- Locations which may require additional or unique security features
- Common sensitive areas
  - Money
  - Drugs
  - Behavior
  - Emergency response
  - Infants
  - Hot lab
  - Administration
  - Data Center
- Multiple or concentric lines of security may be used



# Security Toolbox

- Regulatory requirements
- Panic buttons
- Cameras
  - Covert surveillance
- Card access
- Buddy system
- Background checks
- Law enforcement assistance
- Identification program
- Policies and procedures (codes)
- Restrictions
- Trend analysis
  - CAP analysis
- Visitor logs
- **Everyone!!**



# Identification Program

- Ongoing Issues
  - First name - last name on badge
  - Photographs
  - Internal use of photographs
  - Lanyards and clips
- Temporary badges
- Visitor badges
- Contractors
  - Pastoral care, social work, mortuary
  - Facilities, delivery
- Access control



# Security Trends

- Pokemon Go
- Piggybacking/tail gating
- Scrub shoppers
- Padlock swapping
  - Generic keypad codes
  - Never changed codes
- Codes written on door frames
- Art work
- Surgical equipment/monitors
- Wheelchairs
- Unsecured personal property
- Lack of mental health facilities



# Training

- Internal versus external programs
- Certifications
- Officer training
  - Competencies
  - Applicable laws and authority
- Staff training
- Frequency



# Drills/Exercises

- Discussion based exercises
  - Workshop or Seminar
  - Tabletop exercise
- Operations based exercises
  - Drills
  - Functional exercise
  - Full scale exercise
- After Action Reports (AAR)



# Communications

- Two-way radios
- Clear text communications
- Code response
  - Standardized codes
- Panic buttons
  - Pendant panic buttons
- Internal numbers
- Mass notification



# Active Shooter

- Active shooter events
  - Local, national, international
- Brandishing Vs. Active shooting
- Training: Run, hide, fight
- Drill philosophy





# Workplace Violence

**Definition:** Workplace violence is any physical assault, threatening behavior, or verbal abuse occurring in the work setting\*

A workplace may be any location either permanent or temporary where an employee performs any work-related duty\*



\*OSHA, <https://www.osha.gov/dte/library/wp-violence/healthcare/slide2.html>

# Workplace Violence Can Include:

- Suicides
- Near-suicides
- Shootings
- Psychological traumas
- Threats or obscene phone calls
- Intimidation
- Harassment of any nature
- Being followed, sworn at, or shouted at
- Stalking
- Brandishing





## Contributing Factors

- A weak or non-existent policy
- Failure to take immediate action
- No mechanism for reporting violent or threatening behavior
- Past victimization
- Learned helplessness
  - Belief that this is part of the job



# Contributing “Work Related” Risk Factors

- Anger
  - Over disciplinary action or negative feedback
- Resistance to change
- Dissatisfaction
  - Layoffs
  - Uncertainty
- Feelings of personal failure
- Actual or perceived injustice



# Contributing “Home Factors” Risk Factors

- Declining health of self or family members
- Problems with children and/or parents
  - Sandwich generation
- Domestic abuse
- Drug/Alcohol abuse
  - Legal, illegal
- Financial problems and/or general economic pressures
  - Increasing debt or wage garnishments
- Failing personal relationship
- Feelings of personal failure
- Unwillingness to ask for help
- Road rage



# Leadership Response

- Zero tolerance policy
- Encourage employees to promptly report incidents
- Take incidents seriously and conduct an unbiased investigation
- Conduct leadership and staff training
- Conduct employee briefings/debriefings
- Work with others to improve security
  - Law enforcement partnership
- No retaliation program
- Culture of openness
- Risk assessments



# Personal Safety Plan

- Environmental design
- Time, Opportunity, and Desire
- Natural Barriers
- Visibility
- Plan your escape routes
- Be aware of your environment - “Know what is happening around you”
- Look for suspicious people
- Watch their hands and maintain eye contact
- If it looks suspicious, then it probably is. **Report it!**



# Continuity of Operation (COOP)

- What is it?
- A quick internet search:
  - Care of Older Person
  - Coastal Ocean Processes
  - Cook's Petrel (bird species)
  - Craft of Opportunity Program
  - Consideration of Others Program
  - Cooperative Observer Program
  - Critically Out of Position
- “COOP” It’s Where the Chickens Roost!







# Continuity of Operations

## FEMA

Continuity of Operations, ..., is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies.



# Children's Definition

- **Continuity of Operations (COOP)** is the initiative that ensures that all departments, at the *modality level*, are able to continue operation of their essential functions under a broad range of circumstances.
- A modality driven approach to COOP provides the facility with a more comprehensive understanding of operations.
  - “All hazards”
- Emphasis on Downtime and Recovery



# Activation

Any event which disrupts or threatens to disrupt normal business operations for an extended period of time

- Active shooter event
- Child abduction
- Lock down or restricted access
- Criminal investigation
- Social unrest/rioting
- Security threat





# COOP Questions

- What is your plan?
- Have you completed a Business Impact analysis?
- Have you analyzed your risk assessments to determine critical vulnerabilities?
- Did you adopt an “all hazards” approach?
- What does this look like in a healthcare coalition?



“I know you believe you understand what you think I said, but I’m not sure you realize that what you heard is not what I meant”  
– Robert McCloskey

# QUESTIONS?

