Presenter

- **Steve Wilder**

  - Hospital Risk Manager – 15 years
  - Long Term Care Corporate Risk Manager – 5 years
  - President, Sorensen, Wilder and Associates (2001 -
  - Consultant to over 500 healthcare clients in 49 states
  - Fire Chief (Retired)- Bradley, IL
  - Adjunct Faculty, University of Illinois (1987 – 2012)
  - 2019 recipient of Emergency Preparedness Leadership Award following double homicide in Assisted Living Community in Pennsylvania.

OBJECTIVES

– Review recent acts of violence in healthcare communities that illustrate the criticality of the problem.

– Identify the four steps in the P2T2® system for creating and maintaining a secure environment.

– Learn how to perform a basic security vulnerability assessment (SVA) to identify acts or conditions that may lead to a security breech.

– Discuss the use of a "strategic plan for security improvement".

Assisted Living Facility resident arrested in attack, death investigation launched

A death investigation is underway after authorities say a resident of a Pensacola assisted living facility attacked two residents Monday and one of them later died at a hospital.

Stanley XXXXX, 53, was arrested Monday night after he was accused of battering two of his fellow residents at _____ Place, an assisted living community at 4916 _____ Highway.

Both victims were transported to a hospital for medical treatment, and one of them was later pronounced deceased. That led the County Sheriff's Office to launch a death investigation.

Nursing Home Resident With Dementia Beaten To Death

The frail 82-year-old wandered out of her own room and down the hall where she entered the room of another dementia patient, a man. In his own confusion, *the other patient believed that she was someone who was attempting to break into his home, and he attacked her.*

His attack was so violent that he broke her neck, fractured her nose, fractured multiple ribs, fractured facial bones, and collapsed one of her lungs. Employees weren't sure how long she waited on the floor until she was found. She did survive the initial attack despite the severity of her injuries but died in the hospital three days later due to complications.

75-year-old woman murdered in parking lot of husband's Washington nursing home.

A 75-year-old woman who was strangled to death in the parking lot of her husband's Washington nursing home three weeks ago fought furiously against her attacker.

Jane _____ scratched her assailant so hard that forensic investigators were able to cull a complete DNA profile from the skin cells found under her fingernails, which they then matched to Joseph _____, an employee of *****
Alzheimer's Center, where he helped care for her husband.

Patient assaults four nurses with a metal bar during a violent hospital rampage.
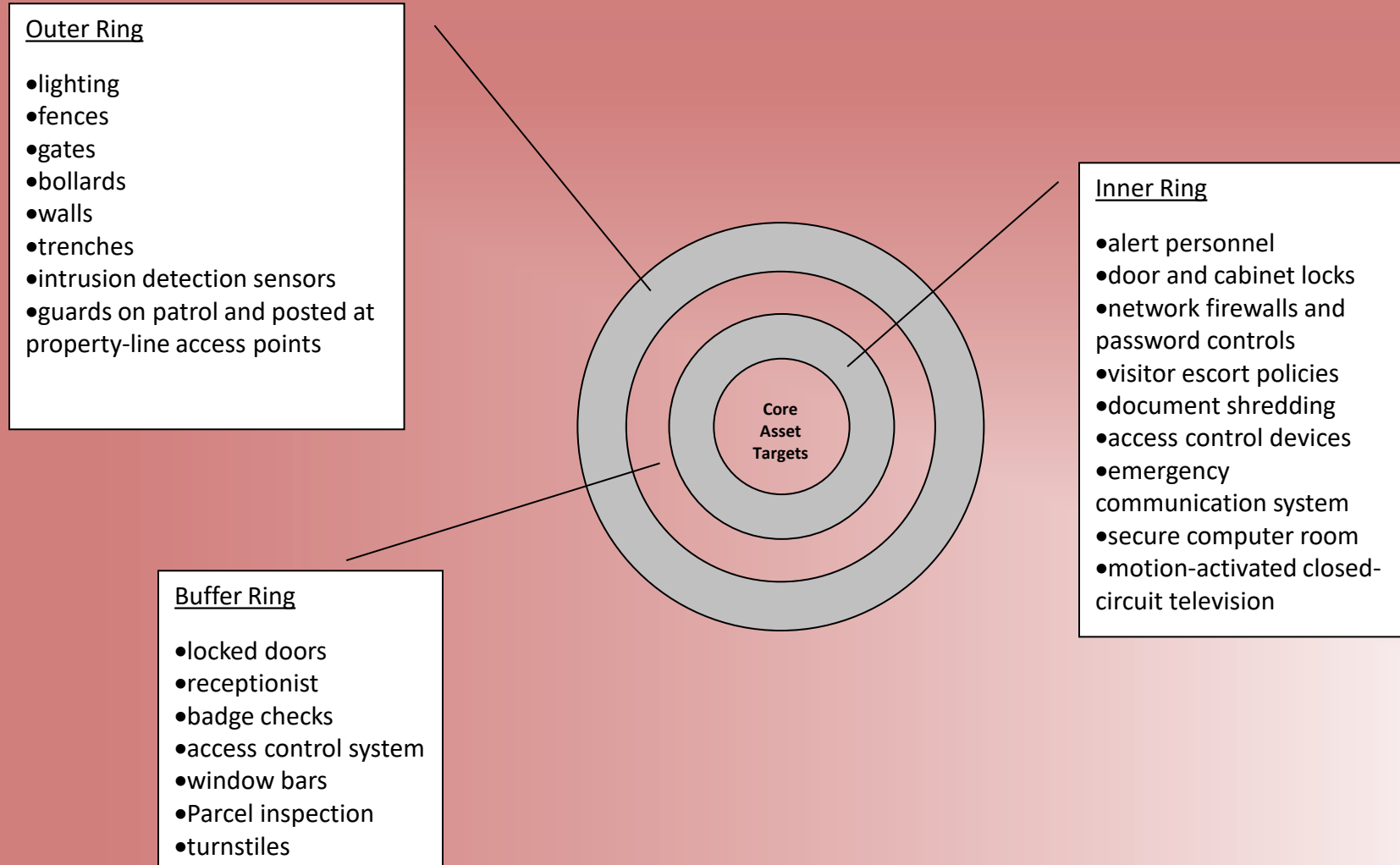
A 68-year-old patient went on a violent rampage through a Minnesota hospital on Sunday, injuring four nurses in a terrifying attack that ended with the patient's death.

ESSENTIALS OF AGGRESSION MANAGEMENT

Understanding Rings of Protection
Starting From the Outside and Working Our Way In

Rings of Protection

Outer Ring

- lighting
- fences
- gates
- bollards
- walls
- trenches
- intrusion detection sensors
- guards on patrol and posted at property-line access points

Inner Ring

- alert personnel
- door and cabinet locks
- network firewalls and password controls
- visitor escort policies
- document shredding
- access control devices
- emergency communication system
- secure computer room
- motion-activated closed-circuit television

Buffer Ring

- locked doors
- receptionist
- badge checks
- access control system
- window bars
- Parcel inspection
- turnstiles

Core Asset Targets

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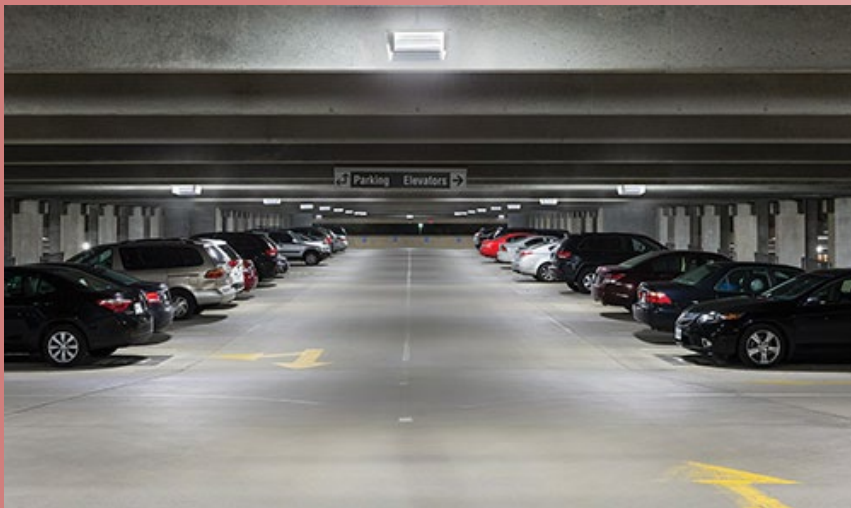ESSENTIALS OF AGGRESSION MANAGEMENT

Outer Rings

Outer Rings

EXAMPLE - LIGHTING

Are the lighting levels in your parking lots, walkways, and entry points consistent with the standards of the Illuminating Engineering Society standards?

www.ies.org

Outer Rings

EXAMPLE – Anti-Ramming

Are anti-ramming bollards used to minimize impact risk at sensitive areas including utilities and entry points?

Car Crashes into Nursing Home

Outer Rings

EXAMPLE - Fencing

Five key benefits:

1. Security
2. Vandal and graffiti deterrent
3. Aesthetically pleasing features
4. Privacy
5. Weather barriers

Buffer Rings

PLEASE DO NOT LOCK THE
FILING CABINETS—LOCKING THE
SUPPLY CLOSET DOOR IS
SUFFICIENT.

THANK YOU!

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ESSENTIALS OF AGGRESSION MANAGEMENT

Buffer Rings

EXAMPLE – LOCKED DOORS

Five key benefits:

1. Enhanced security
2. Visual deterrence
3. Easy to check and monitor
4. Automatically locks when closed
5. Able to secure self / others

Buffer Rings

EXAMPLE - RECEPTIONIST

The use of a staffed reception desk gives you a "first in" set of eyes and ears, and is usually the most resourceful person in the building at any time
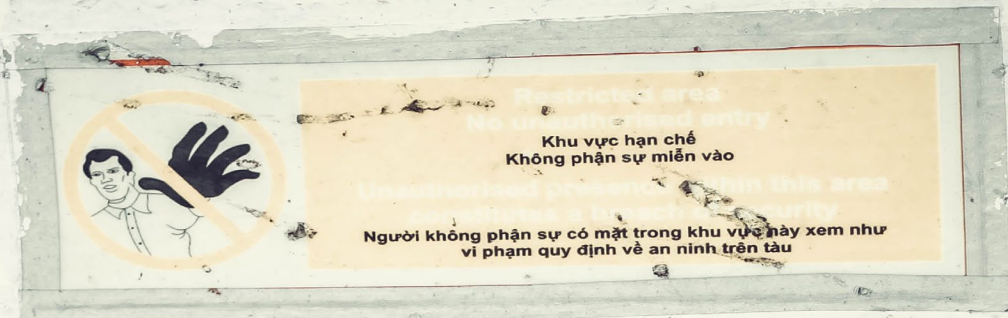
Buffer Rings

EXAMPLE – SECURITY POLICIES AND PROCEDURES

1. Provides guidance and direction for all staff
2. Protects building through proactive policy stance
3. Establishes baseline stance on security
4. Ensures proper compliance with regulations and/or legislation
5. Sets guidelines, best practices, and ensures proper compliance

Inner Rings

Inner Rings

EXAMPLE – YOUR STAFF

Key benefits:

1. They know the building
2. They have a vested interest
3. They know residents and families
4. They likely know neighborhood

Inner Rings

EXAMPLE – DOOR AND CABINET LOCKS

Allows us to secure confidential information and/ or property

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Inner Rings

EXAMPLE – ACCESS CONTROL

1. Peace of mind for resident and families
2. No need for expensive security personnel and software
3. Limited employee and visitor access to security sensitive areas
4. Monitor when anyone enters or exits the building
5. Elevates employee safety with a more secure workplace
6. Immediately restricted access for former employees
7. Eliminate misplaced or duplicated keys

SO…WHAT DO WE DO???

Where we Are Now → How Do we Get There → Where we Want to Be

It starts with a Security Vulnerability Assessment (SVA)

An SVA is a systematic process for identifying the likely level of threats that may apply to the building, organization, etc. Three types of threat levels are generally considered in an SVA, those being outside threats, inside threats, and cyber threats.

* The SVA is an integral part of the HVA required by CMS in the Emergency Preparedness Requirements enacted in 2017

The SVA tells you:

1. What are those forces (interior and exterior) that may put people or the building in harms way? (what are the **THREATS**)

2. What are the "chinks in the armor" that could allow an event to occur at your building? (what are the **VULNERABILITIES**)

3. If an event occurs, what are the potential outcomes? (what are the **RISKS**)

Elements of the SVA

The P2T2® System

An effective healthcare security program must contain the right complement of four basic elements: People, Programs, Training, and Technology (P2T2®).

ESSENTIALS OF AGGRESSION MANAGEMENT

The P2T2® System

1.   PEOPLE

- **STAFF INTERVIEWS:** Probably the single most effective means to identify threats and vulnerabilities in your building.

Your people must be comfortable opening up with you and sharing their concerns, thoughts, and observations.

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The P2T2® System

PEOPLE

BACKGROUND CHECKS – Prescribed by most states, but those requirements are minimal.

- Criminal history – (federal, state, local)
- Credit checks – laws may vary…know yours)
- Social security validation
- Elder abuse registry check
- Education and licensure

The P2T2® System

- **PEOPLE**

  DRUG SCREENINGS: Typically, a five-panel test of street drugs:

  – marijuana (THC)

  – cocaine

  – PCP

  – opiates (e.g., codeine, morphine, heroin)

  – amphetamines (e.g., methamphetamine)

The P2T2® System

PROGRAMS

SECURITY POLICIES:

− Is there a written policy manual with security related policies?
− Are security policies enforced?
− Is the security policy manual comprehensive, or very basic?
− Are policies in alignment with regulatory standards?
− Do employees know how to locate the policies?

The P2T2® System

PROGRAMS

STAFFING AND ORGANIZATION:

- Is there someone dedicated to security?
- If yes, is it contract or proprietary?
- Do staff understand the role of security?
- If other employees are responsible for security, are they trained?
- Is someone held accountable to senior management for security related activities?

The P2T2® System

TRAINING

Is security related training provided for any security staff?

- If contract agency, are training requirements spelled out in the contract?
- Is security awareness training provided for non-security staff?
- Does training address the protection of people and property?
- Is workplace violence training provided? (didactic and hands-on)

The P2T2® System

TECHNOLOGY

- Does the building have an engineered access control system?
- If yes, are time zones and access zones utilized?
- Does the campus have CCTV coverage? If yes, is it monitored? Was it designed by a qualified security professional? Are the right types of cameras being used?
- Is data being stored in such a way to meet industry standards?
- Are duress / panic alarms being used?
- Is there a dedicated communication system that allows all employees to hear emergency messages?

The P2T2® System

TECHNOLOGY

- Is there a visitor management system in place that requires production of formal identification and records a current photograph?
- Are doors equipped with hold open / propped open alarms?

The Physical Plant

Every SVA must include a walk around of the building in order to identify unsafe actions and conditions that may compromise the safety and security of every resident and/or staff member.

What do you see in these pictures that could increase the chances of an adversary striking?
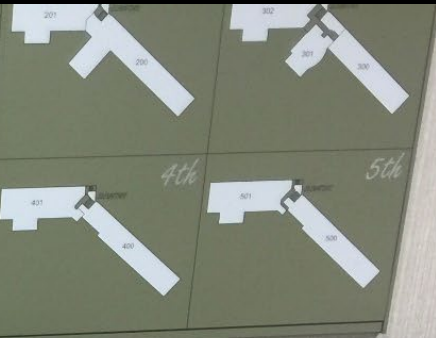
REMEMBER THE 24/36 RULE FOR TREES AND SHRUBS!

Please
Close
Gate

ESSENTIALS OF AGGRESSION MANAGEMENT

THE STRATEGIC PLAN FOR SECURITY IMPROVEMENTS

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You must accept the fact that it is now time to begin budgeting for a security management program
as part of your daily operations.

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Strategic Plan for Security Improvements

A strategic plan for security improvements is a management activity that is used by security administrators to:

1. Set priorities
2. Focus energy and resources
3. Strengthen operations
4. Ensure that employees and other stakeholders are working toward common goals
5. Establish agreement around intended outcomes/results
6. Assess and adjust the organization's direction in response to a changing environment.

Strategic Plan for Security Improvements

1. Take all of the recommendations from the SVA report and break each one into one of four categories:

   HIGH RISK EXPOSURE / HIGH COST TO CORRECT

   HIGH RISK EXPOSURE / LOW COST TO CORRECT

   LOW RISK EXPOSURE / HIGH COST TO CORRECT

   LOW RISK EXPOSURE / LOW COST TO CORRECT

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Strategic Plan for Security Improvements

1. Move all "low cost" recommendations over to operations side, as these are usually the easiest and least expensive improvements to make.

2. Develop a listing of "high cost" recommendations and determine budgetary requirements for each.

3. Determine what order these activities must be in. (i.e. you wouldn't want to buy cameras until you have the right server in place…)

4. Determine what your available financial resources are each of next 3 – 5 years.

5. Build the plan.

Example from an SWA Plan

...at the same time, those vulnerabilities that require significant capital investments need to be amortized over a longer time frame. SWA has identified approximately $700,000 worth of capital investments that are needed to bring the engineered security systems at ABC123 Retirement Community to the point where vulnerabilities are minimized when the systems are properly used. The engineered systems that SWA is addressing herein include:

1. The Lock and Key System currently in place at the community.
2. Integrated Security Management systems that include:
   a) Access control
   b) CCTV and surveillance systems
   c) Mass notification systems
   d) Burglar alarm systems and duress alarm systems
   e) Elopement protection systems

Example from an SWA Plan

Opportunities for improvement were identified in all of the previously mentioned engineered systems, and each is in need of critical upgrades.

In discussions with the Director of Facilities / Engineering / Public Safety, it was learned that the intent of ABC123 is to allocate approximately $250,000 per year for each of the next three years for security system improvements.   This being the case, SWA has prioritized the system upgrades in the following order, over a three-year period.

Year 1:   Access control and Wander / Elopement Prevention
Year 2:   CCTV / Surveillance systems and Mass Notification System
Year 3:   Expansion and upgrades to systems

Changing locks / cylinders	1. Maintain computerized records of keys 2. Employees keys returned to Maintenance prior to new key issued	**$75,000**
Access control systems	1. Replace all keypads with proximity card readers 2. Replace keypad in Memory Care with proximity card readers 3. Replace keypad on door leading to Rehab with proximity card readers 4. Install proximity card reader in entry door to "Green Mile" corridor 5. Install proximity card reader in Beauty Salon 6. Install proximity card reader in Administration area 7. Install proximity card reader in stairway door leading to Administration 8. Install proximity card reader in Administration area back door 9. Install proximity card reader on perimeter Loading Dock Doors	**$150,000** **Includes software**
Video intercom system	1. Upgrade intercom in Memory Care to video intercom 2. Upgrade intercom in Admin to video intercom 3. Upgrade intercom in Parking Garage entrance to video intercom	**$7,500**
Security desk at the south entrance	1. Redesigned to ensure there are no blind spots 2. 24/7 coverage 3. All CCTV systems redirected 4. All CCTV surveillance monitored 24/7 5. Monitor hospital-wide alarm system at Call Center	**TBD**

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