

Championing a Culture of Security & Safety in Healthcare: Fostering Meaningful Stakeholder Collaboration

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Objectives



Highlight key clinical and healthcare partners who provide the best opportunity for collaboration and meaningful outcomes.



Discuss collaboration strategies that build relationships and improve overall safety & security in healthcare.



Review how security and healthcare partners utilize collaboration strategies to champion a culture of safety & security within the healthcare organization.



Collaboration in Healthcare

Health care professionals assuming complementary roles and cooperatively working together, sharing responsibility for problem-solving and making decisions to formulate and carry out plans for patient care.

*Healthcare organizations should **assess, understand and effectively use** current security resources.*

Identify Partners and Stakeholders

Partners

- take an active role in implementation
- have influence in the organization



Stakeholders

- those impacted by the process
- more engaged in end when involved



Opportunities for Collaboration

Operational Culture

Workforce Resources

Education & Training

Communication

External Factors

Design

Operational Culture

- The underlying **values and beliefs** and how they are represented and reinforced through the processes and systems of the organization.
- The quality of cohesion, adaptiveness, and resilience is predominantly determined by the strength of this culture.



Operational Culture Challenges

24 hr. vs business hrs.

Ineffective leadership training

Lack of attention to BH & Emotional state of staff

Increased workload & pressures

Non-participatory decision-making processes

Culture of blame & punishment

Weak org. culture education

Team dynamics

Laxed culture regarding security processes

Laxed waiting room processes

Operational Culture

Collaboration Goal

Organizations should endeavor to foster a culture where the *security & safety* of everyone is the foundation of the operation.



Operational Culture

Collaboration Initiatives

Leadership Is Educated About Security

- More educated leadership team is more engaged
- Facilitates a more security inclusive look at all processes
- Include in WPV initiatives
- Provide context for understanding “reported” vs. “known” events

Operational Culture

Collaboration Initiatives

Properly design processes to reduce safety & security risks

- Conduct risk assessments based on:
 - Role
 - Location
 - Operational hours
 - High activity times
- Ask Stakeholders
 - Expectations for management of waiting spaces
 - Access control needs/concerns

Lack of thoughtful process development

Leaves staff to improvise

- Creates disparity in processes

Leads to under utilization or misuse of resources

- Exacerbating existing challenges

Increases potential for unsafe conditions to exist

Operational Culture

Collaboration Initiatives

Effective staff training

- Develop with input from affected staff
- Consider multi-disciplinary training team
- Training must clearly delineate responsibilities for each role in the process/response
- Use training modality appropriate to topic (classroom vs online)

Leads to improved

- Improved Outcomes
- Lower injury rates
- Elimination of the blame game
- Effective Team dynamics

Workforce Resources

Total number of **employees** that
work in an organization



Workforce Resource Challenges

Clinical vs. Support territorial disputes

Staffing

Turnover

Younger Staff

Agency Staff

Staff Burnout

Increased Workload

Supply Shortages During Critical Events

Unresolved reports of malfunctioning security equipment

Patient Watches

Workforce Resource Collaboration Goal

Organizations should facilitate the **integration of security processes** into all aspects of the organization, taking full advantage of the resource to improve the staff and patient experience.



Workforce Resources

Collaboration Initiatives

Spotlight Security Processes

- Provide opportunities to foster relationship building between departments
- Provide info about local law enforcement resources
- Discuss security processes at staff meetings
- Train together as a team

Staff Huddles

- Staffing issues
- Patient issues
- BH patients
- Visitor issues
- *Awareness of security concerns allows for more appropriate preparedness and response to potential issues.

Workforce Resources

Collaboration Initiatives

Encourage Early Intervention

- Notify Security/Law Enforcement or Leadership – it's not part of the job
- Before escalation – contact security or other staff in area on first signs of non-compliance
- Easy communication – provide easy, clear mechanism for contacting security

Encourage Reporting – Make it Easy

- Incidents – define what is included
- Issues – follow up before they become incidents
- Suspicious people – have defined process for managing
- Mild aggression – may be verbal, threatening, bullying
- Security Concerns – internal or external

Workforce Resources

Collaboration Initiatives

Develop processes for known high risk events that **may** require security assistance, like:

- Patient Watch
- Known aggressive patients
- Termination/Separation

Unplanned reassignment of security = vulnerability

Ignoring or tolerating unacceptable behavior often leads to increased aggression and higher risk of harm to staff and others.





Workforce Resources

Collaboration Initiatives

Department Meetings

- Security topics on agenda
- Align expectations
- Educate on processes
- **Listen to staff concerns**

Follow Up

- On reports of aggression with reporter
- Validate effectiveness of new processes
- Directly address concerns with action plans and timelines

Education & Training

Staff often correlate the amount of an organization's **investment in security training** for staff to the level of concern the organization has for their safety.



Education & Training Challenges

Training/Education Effectiveness

Staff shortages=quick orientation

Scheduling staff for training vs shift

Online vs. in-person/hands on

Capacity to train all stakeholders

Education & Training

Collaboration Goals

Training should address identified organizational security concerns such as Workplace Violence.

Healthcare staff deserve effective, high-quality security-related training; organizations should be expected to provide it.



What is at Risk?

- When we facilitate the least expensive, shortest and easiest way to deliver training without vetting the quality of the training, we are **only checking a box not providing effective training** – and we fail our staff.

Education & Training

Collaboration Initiatives

Training BY Outside Security Resources*

An effective way to build **trust & confidence** with Law Enforcement

- Can provide training to staff on a wide range of topics:
 - Managing patient or visitor aggression
 - Active shooter response
 - Theft mitigation for staff & patients
 - Self-protection strategies
 - ***Use your Security team if you have one.**

Education & Training

Collaboration Initiatives

Training **FOR** Security *

Training determined by **organizational expectations**

- Security officers should receive extensive training that prepares them to meet the expectations of the staff in specific areas
 - Patient aggression
 - Acts of violence by staff or visitors
 - Active Shooter event
 - Patient events like elopement, mental health holds, leaving AMA

Education & Training

Collaboration Initiatives

Training Together

Most effective way to **improve teamwork**

- Staff who train together have a more cohesive and effective response to:
 - Patient aggression
 - Active shooter events
 - Acts of violence
 - Noncompliant visitors/family



Education & Training Collaboration Initiatives

- Security impacts everyone and planning for **effective, high-quality** training is most successful when all stakeholders are involved.
- Factors for consideration include:
 - Selection of trainers
 - Content to be included based on staff needs, wants, perceptions
 - Timing of training to accommodate various work schedules/staffing
 - Modality of training to provide greatest ROI

Education & Training

Collaboration Initiatives

Quality Training

- Reduces turnover
- Improves efficiency
- Improves productivity
- Creates consistency

Effective Training

- Improves job satisfaction
- Addresses employee concerns/vulnerabilities
- Increases engagement

External Factors

Elements that **influence** a business' results and performance from the outside.



External Factors Challenges

Unfavorable location

Unsafe environment

Increased violence in community

Increased patient aggression

Patient/Family/Visitor aggression

Fear of Change-Org mergers/systemization

Lack of Situational awareness

Lack of cultural awareness of various demographic groups served

Domestic issues

Child services issues

Disasters – mass casualty, weather, epidemic

External Factors

Collaboration Goal

An **effective security program** allows clinical staff to concentrate on patient care; not addressing security concerns.



External Factors

Collaboration Initiatives

Using a multidisciplinary team, **proactively** create process to address known distractions to patient care or operations

Domestic, child services
issues

Political climate

Significant
Organizational change



Lack of planning for such inevitabilities can result in lack of available resources when needed, clinical staff put at risk, disruption to patient care or disgruntled staff.



External Factors

Collaboration Initiatives

Address staff concerns about personal safety as it relates to the external environment surrounding the facility

- Routes to access site
- Surrounding streets
- Parking lots and garages

Collaborate with local law enforcement

- lean on security relationships



External Factors

Collaboration Initiatives

Using the multidisciplinary team, ensure:

- Response protocols are designed to appropriately address staff fears
- Local Law Enforcement or your security team is aware of the organization's response to public backlash

Design

Purpose, planning, or intention that exists or is thought to exist behind an action, fact, or material object.

Process. Renovation. New Construction.



Design Challenges

Planning phase lacks security considerations

Design phase lacks security considerations

Attempt to add “security” measures after construction complete

Lack of system integration and growth capacity

Failure to rely on security expertise for process creation

Design Collaboration Goal

Proactively consider security measures from the initial stages of any renovation/design project to mitigate issues, minimize costs & provide a secure/safe environment.

*Consider use of outside security experts if not in house



Design Collaboration Initiatives

Solicit input from stakeholders to ensure functional design of spaces

- Parking
- Building access
- Clinical spaces
- Waiting spaces



Design

Collaboration Initiatives

Solicit input from stakeholders to ensure functional design of process

- WPV Program
- Visitor Management
- Patient behavior management
- Forensic patient management
- Cash handling
- Disaster response



Communication

- **Imparting or exchanging** information
- Successful **conveying or sharing** of ideas and feelings



Communication Challenges

Limited feedback to clinical staff

Follow up from reports submitted

Violent incidents not often reported

Aggression against staff considered “part of the job”

Lack of role definition/expectation

Lack of debriefing/follow up after incident

Lack of communication about changes, events, resources

Lack of customer service skills

Contributes to lack of trust in leadership

No confidence that anything will change

Communication Collaboration Goal

Establish processes that promote **effective information sharing** about security issues and concerns.

Can contribute to increased trust and confidence in leadership.



Communication Collaboration Initiatives

Include a security resource on WPV Committee

- Chair or co-chair with clinical representative. May be local Law Enforcement representative

Correlate all data collected

- Incident Reports
- Patrol information
- Calls for service (patient aggression, patient watch, theft)



Communication
Collaboration
Initiatives

Facilitate an **expectation** of safety

- Follow up on all reported incidents of WPV
- Publish WPV data
- Share data on security incidents with staff
- Offer “town hall” style events for staff to ask questions and get answers

Communication Collaboration Initiatives

- Facilitate debriefing sessions after aggressive events requiring intervention
 - Participation by all involved
 - Immediate
 - Honest feedback based on observation of actions vs training
 - No blaming



Wrap Up

Operational Culture

Workforce Resources

Education & Training

Communication

External Factors

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Thank You

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