



Protecting What You Value Most: Patients, Visitors, Customers, Vendors and Caregivers

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19 November 2013

Hospitals Are Not Safe Havens...

Vulnerable Population

Multiple Entry Points

Stressful Environment



Hospitals are not safe havens. They are complicated structures easily targeted by criminals and filled with vulnerable people in various stages of consciousness, surrounded by expensive technology, drugs, and a stressful environment for family, visitors, and the attendant workforce. These circumstances require a thoughtful, coherent, professional, and experienced approach to security.

24x7 Visitation

Culture of Compassion
and Trust

High Value Items
(+retail)

Hospitals have numerous inherent risks . . . and this is a dangerous area.

A way

Risks

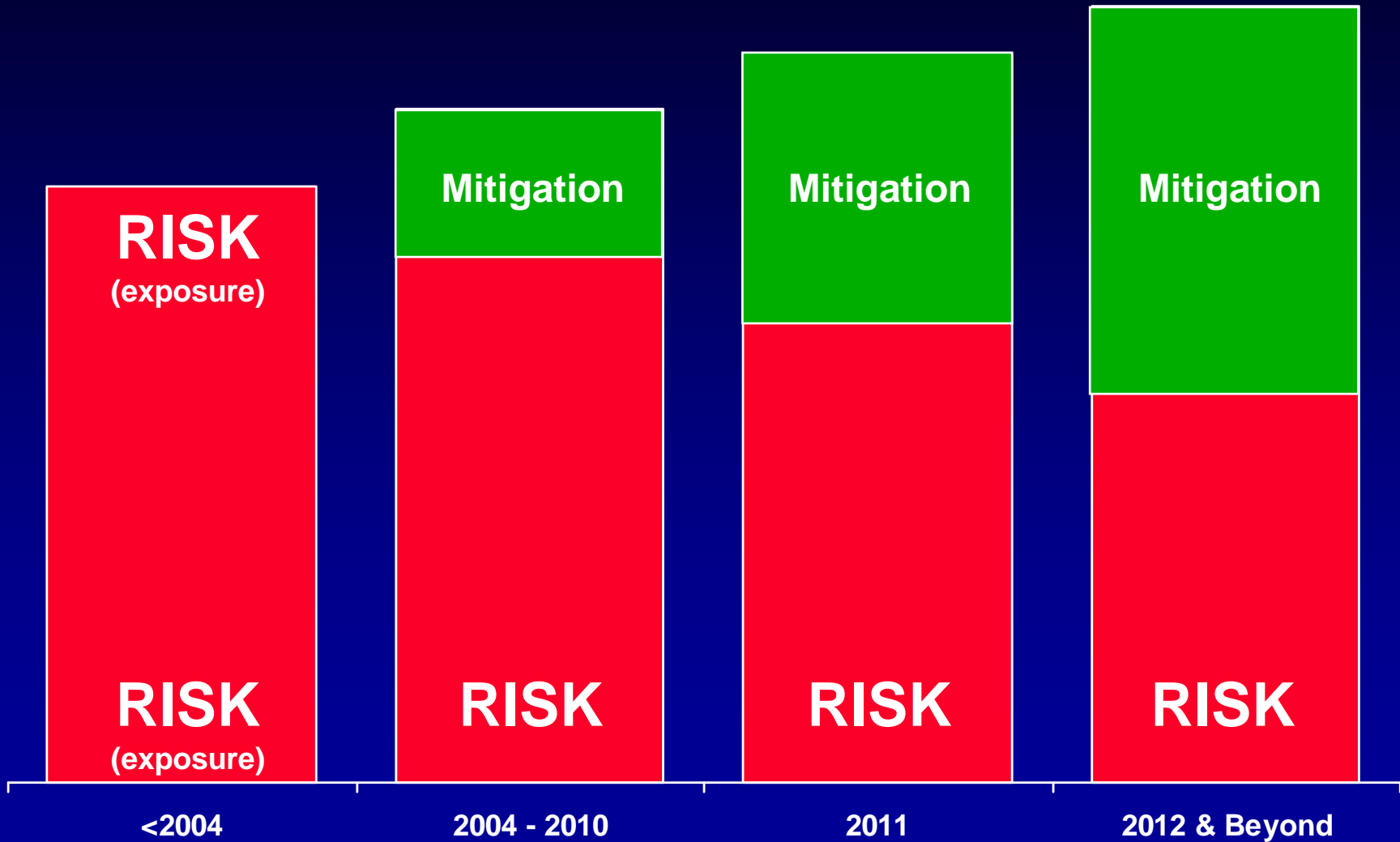
Security

**HIDDEN SLIDE:
BACKDROP (PART I) OF SLIDE 4**

Another way:

- Understand and align risks with strategy
- Break into manageable pieces
- Assign
- Resource
- Focus
- Mitigate
- Measure
 - See, decide, act
 - Demonstrate value (ROI)

Risk Environment



Risk Environment

- **Integrated security strategy**
 - **Technical (service and equipment)**
 - **Post/patrol**
 - **Policy / procedure**
- **Risk Based Staffing**
- **Security Assessments**
- **Integrated Background Screening**
- **International Travel Program**
- **Crime Prevention / Security Awareness**
- **Personal Safety Plans**

Risk Environment

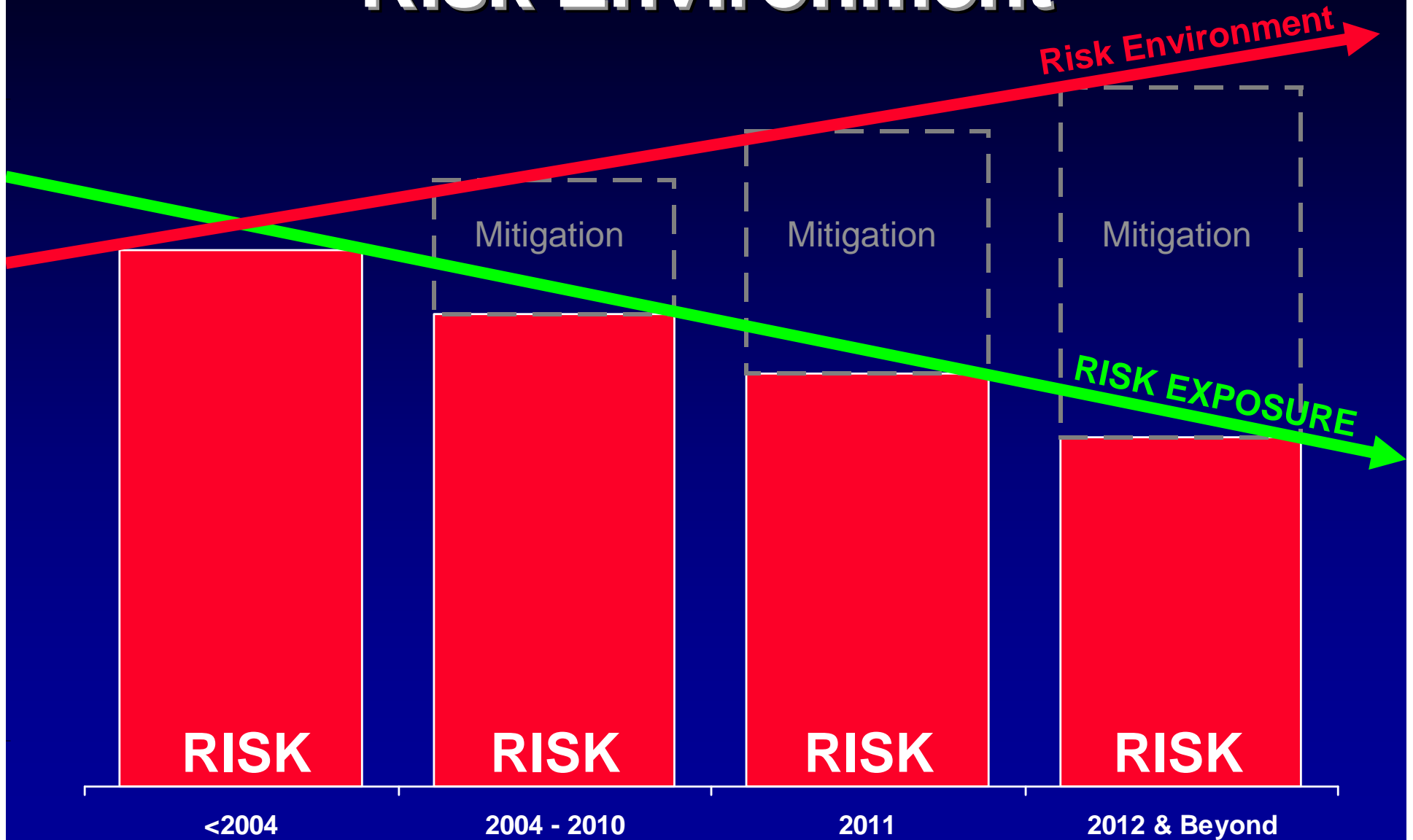
- **System Integration**
 - Risk-based staffing
 - Visitor Pass
 - Business Review
- Medication Recovery
- Unified Security Contract

- 103 IACP recommendations
- PD C2 / structure
- Integrated security strategy
 - Technical
 - Post/patrol
 - Policy / procedure
- Risk Based Staffing
- Security Assessments
- Enhanced Background Screening
- International Travel Program
- Police Escorts
- Crime Prevention / Security Awareness
- Mobile Data Terminals
- Pedestrian / Traffic Safety
- Emergency Response (911/CIT/Panic)
- Personal Safety Plans

Risk Environment

- CALEA
- System
 - Risk-based staffing
 - Visitor Pass
 - Business Review
- Traffic Enforcement
- Officer Fitness
- Medication Recovery
- ED Safety / Security
- Tasers; Rifles; SA pistols
- Police Integration
- AD/ RMS
- Comms Center Integrat
- Lindberg Bell (Cmty Ho
- Home Healthcare
- ED Safety and Security

Risk Environment



Risk Elements Removed and Mitigated



Based on crimes per capita, persons on CC campus are 9 times less likely to be a victim of a crime than persons in surrounding neighborhoods (72 times less likely – violent crime)

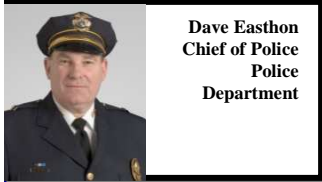
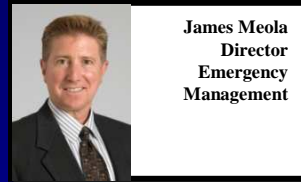
Protective Services -- Issues / Considerations

Categories	Risks	Programs
<p>Personnel</p> <ul style="list-style-type: none"> - Faces of announcement - HR, Media, Ops, Legal, OmB - Patients/visitors/employees - Security Team Transition 	<ul style="list-style-type: none"> - Workplace violence - Safe and secure environment <ul style="list-style-type: none"> * Reality * Perception 	<ul style="list-style-type: none"> - Dignitary / Executive Protection - Access control; Posts/Patrols; mail screening - Termination/severance Notification Assistance - Personal Safety Plans - Residential Safety Plans (site and family) - Site Advances; counter-surveillance - Awareness, Reporting, Intervention
<p>Property/Facility/Site</p> <ul style="list-style-type: none"> - Main (sensitive; not cited) - Huron (sensitive; not cited) - Other CC Facilities - Residences - Speaking venues / travel - Protest / demonstration sites 	<ul style="list-style-type: none"> - Theft - Vandalism - Sabotage/disruption <ul style="list-style-type: none"> * Facilities * I.T. * Other - Bomb (threats) - Confidentiality breach - Protests; demos 	<ul style="list-style-type: none"> - Site designation; access/inventory controls - Access control (entry/exit control) (scalable) - Visitor Pass - Property Pass System - Surety Checks (Facilities; I.T.; audits) - CCTV; technical security - Mail screening - Response/Evacuation Procedures (bomb threats) - Dock/Delivery Controls - Posts / Patrols - Awareness, Reporting, Intervention - Deter, Detect, Respond
<p>Reputational</p> <ul style="list-style-type: none"> - Incident prevention - Expectation of preparation - "Look and Feel" - Brand Preservation - Liability Avoidance 	<ul style="list-style-type: none"> - Perceptions <ul style="list-style-type: none"> * Employees * Patients/Vis * Community - Media coverage - Lawsuits 	<ul style="list-style-type: none"> - Maximize local law enforcement - Soft presence (plain clothes) - Verbal disengagement skills - Non-lethal force options - Assets scalable to risks; Surge capacity - Operate Incident Command Center(s)

Department of Protective Services



Irene Newcomer
Executive
Secretary



Strategic Goal Linkage:

- Patient experience
- Great place to work/grow
- Safety and quality

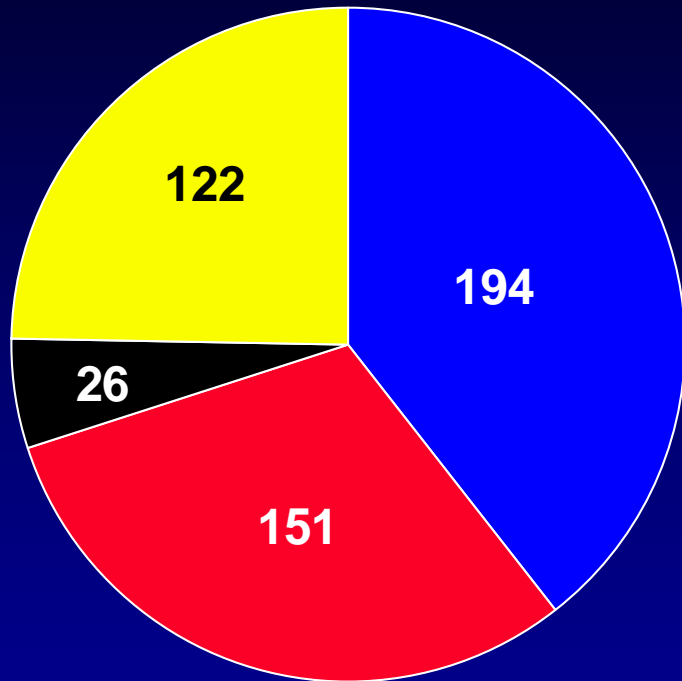
Joint Commission Elements:

- 6 Police
- 6 Protective Operations
- 111 Emergency Management

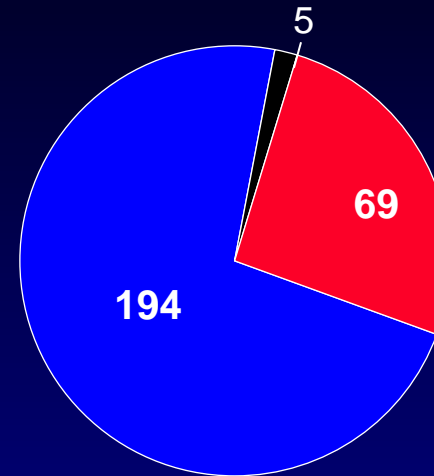
Corporate Role:

- Risk Mitigation
- Loss Prevention
- Brand Preservation
- Liability Avoidance
- Business Continuity

Security Staffing

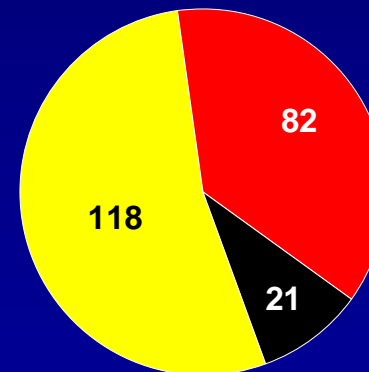


- CCPD Staffing
- Contract Security
- Off-Duty Police
- Proprietary Security



CC Main “+”

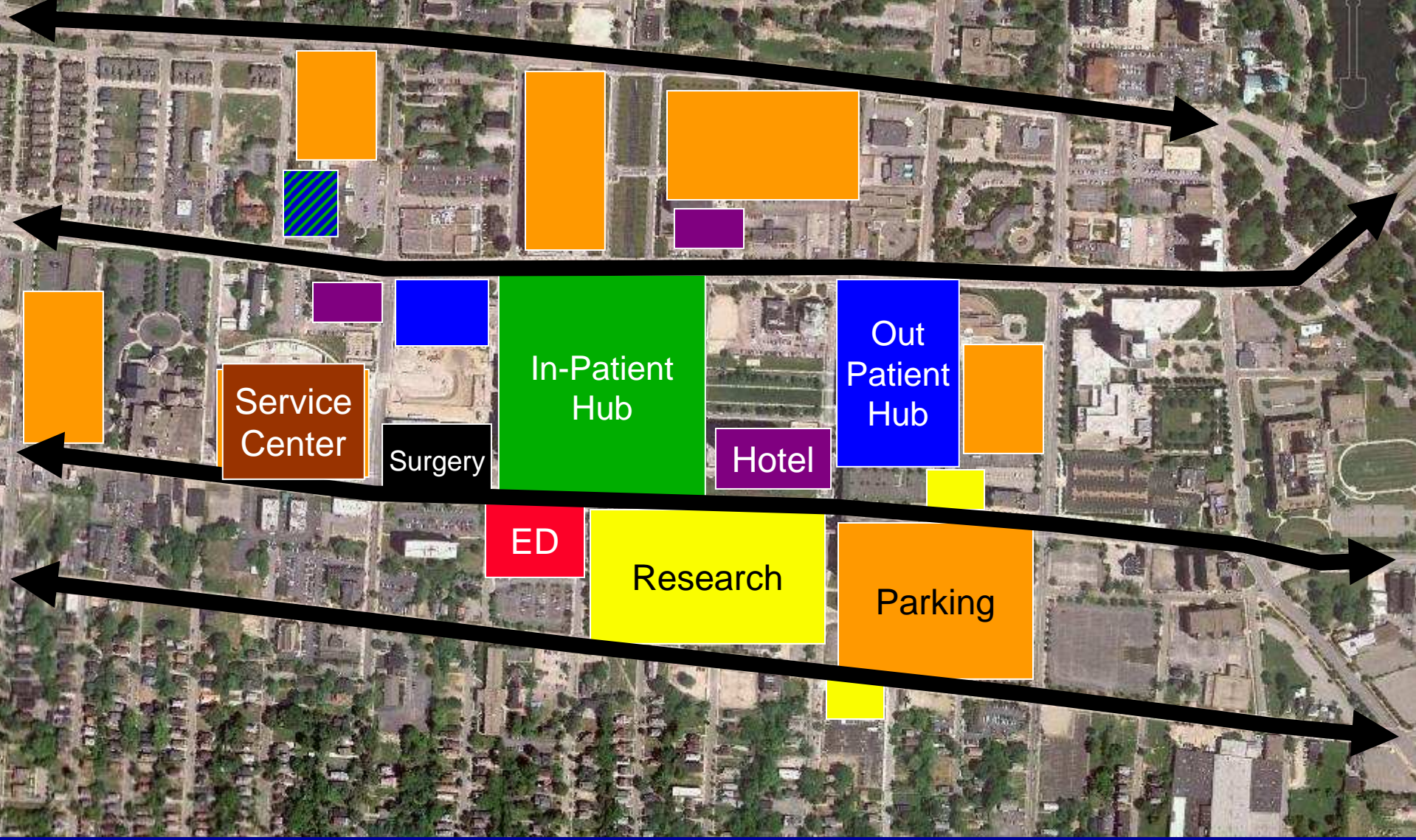
- Main Campus
- Regional Ops (FHC)
- Shaker
- Admin Centers



System

- Hospitals (incl FL)
- Lou Ruvo (NV)
- ACMC

What we're Protecting: MC focus

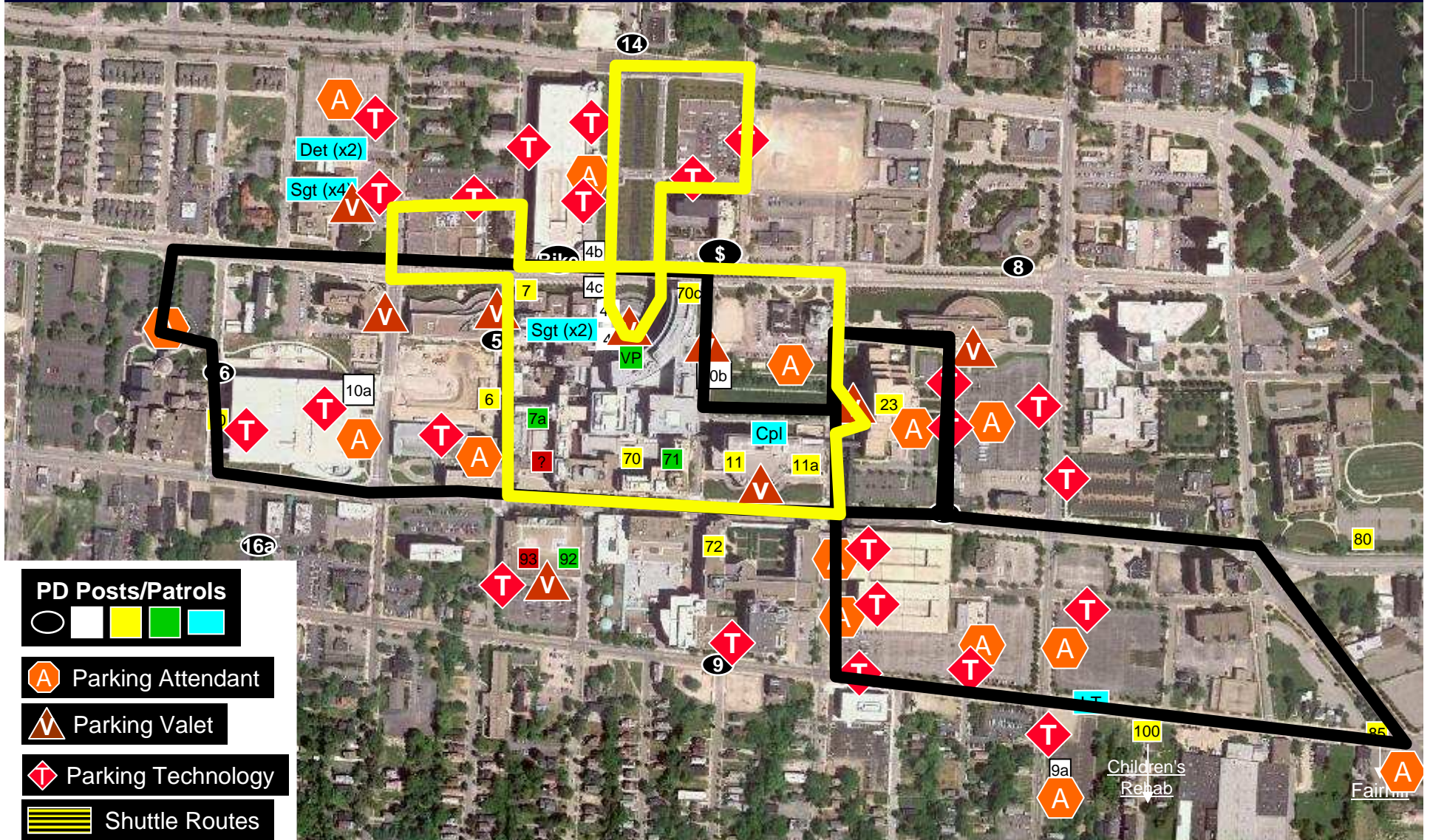


Strategy and deployment

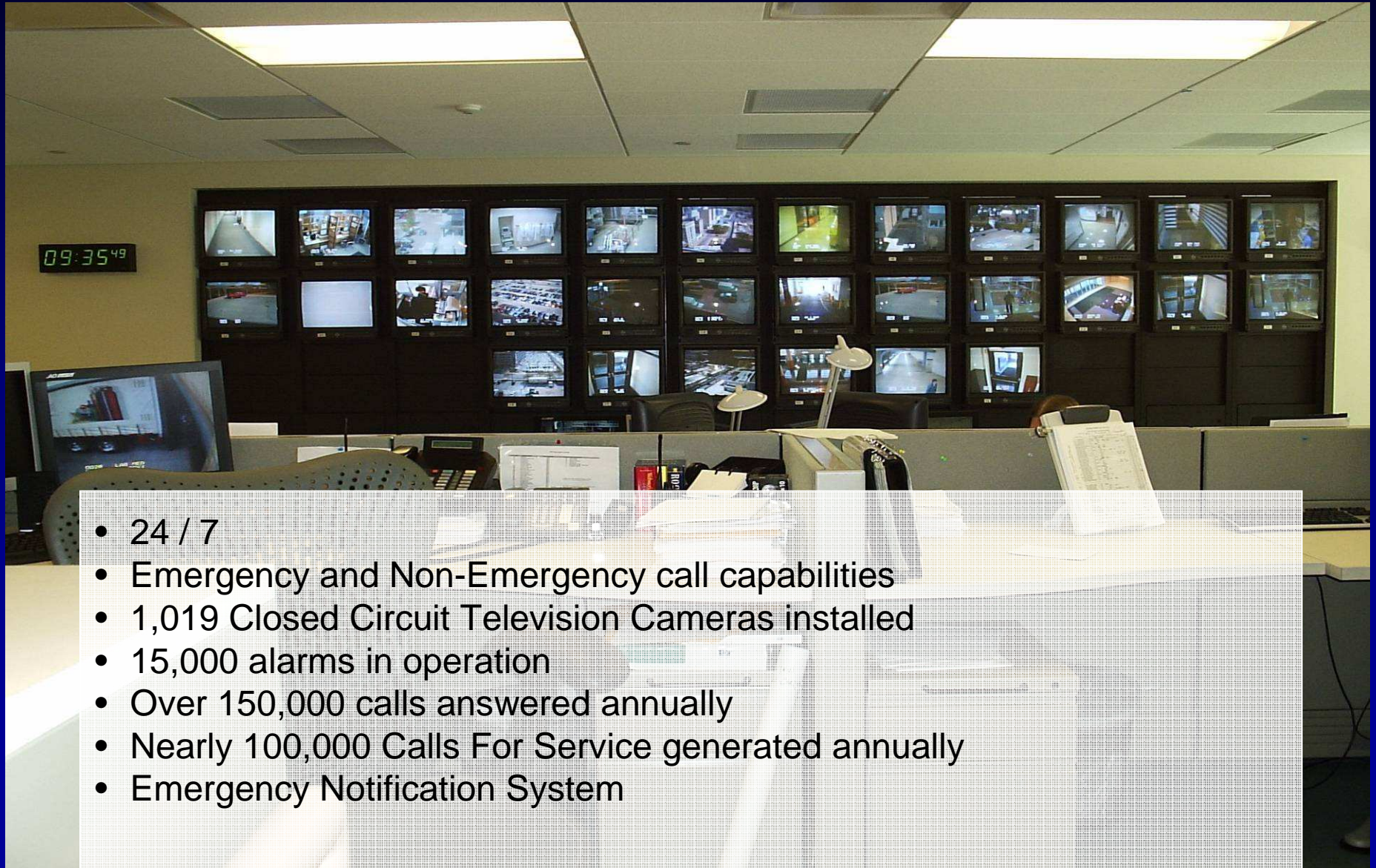
- **Deter:**
 - **Highly visible, uniformed Police presence**
 - **Crime Prevention / Security Awareness**
- **Detect:**
 - **Integration of people, process, technical**
 - **Perpetual event and gap analysis**
- **Respond:**
 - **Arrayed and trained to respond quickly**
 - **Vertical response highly demanding**

Strategy and programs reduce risks . . . and help make *this a safe place.*

How we protect: MC focus only

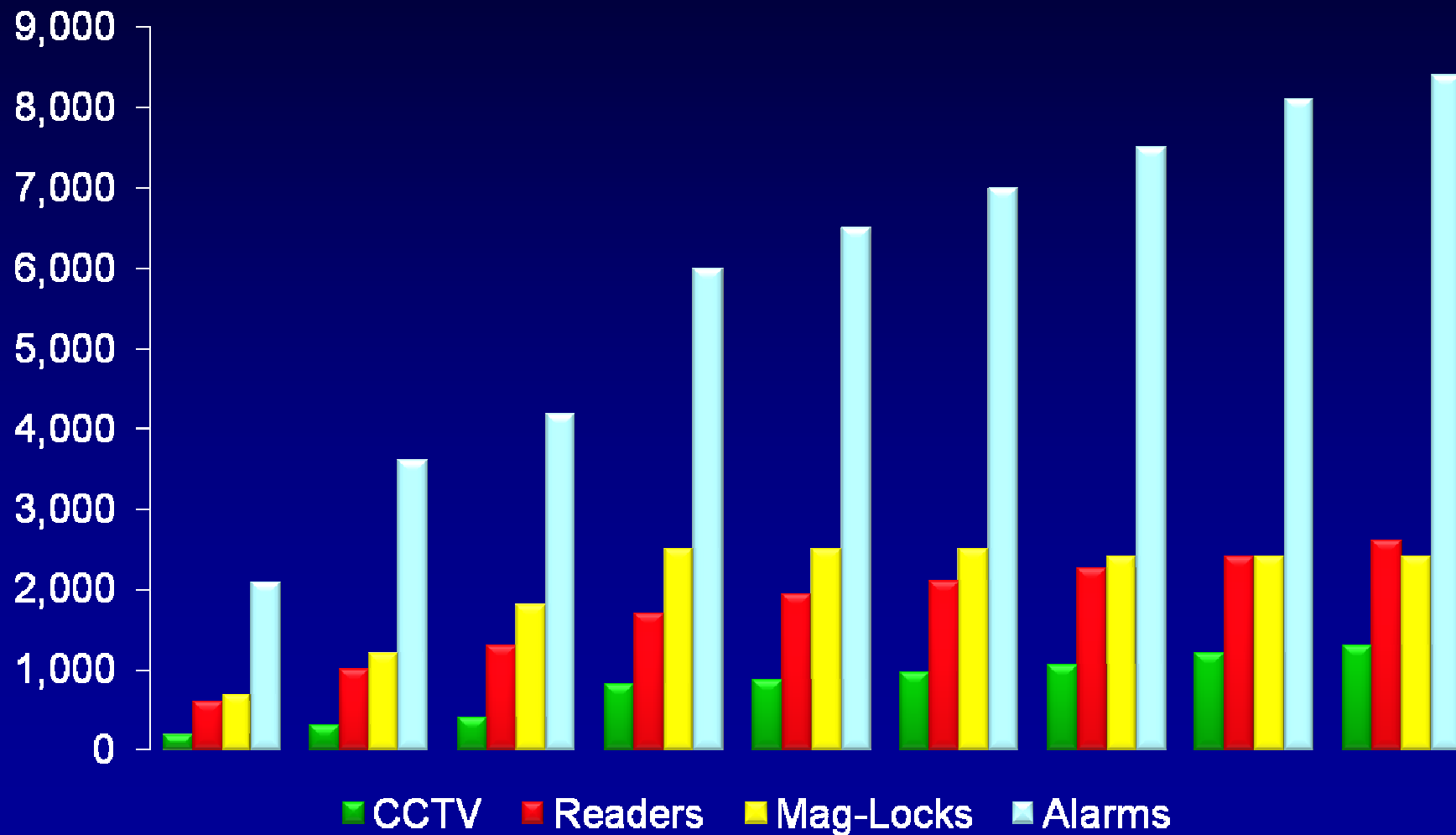


Technology and Systems



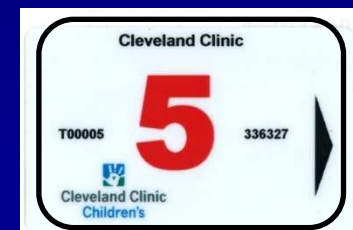
- 24 / 7
- Emergency and Non-Emergency call capabilities
- 1,019 Closed Circuit Television Cameras installed
- 15,000 alarms in operation
- Over 150,000 calls answered annually
- Nearly 100,000 Calls For Service generated annually
- Emergency Notification System

Technical Security Growth: 2000 - 2014

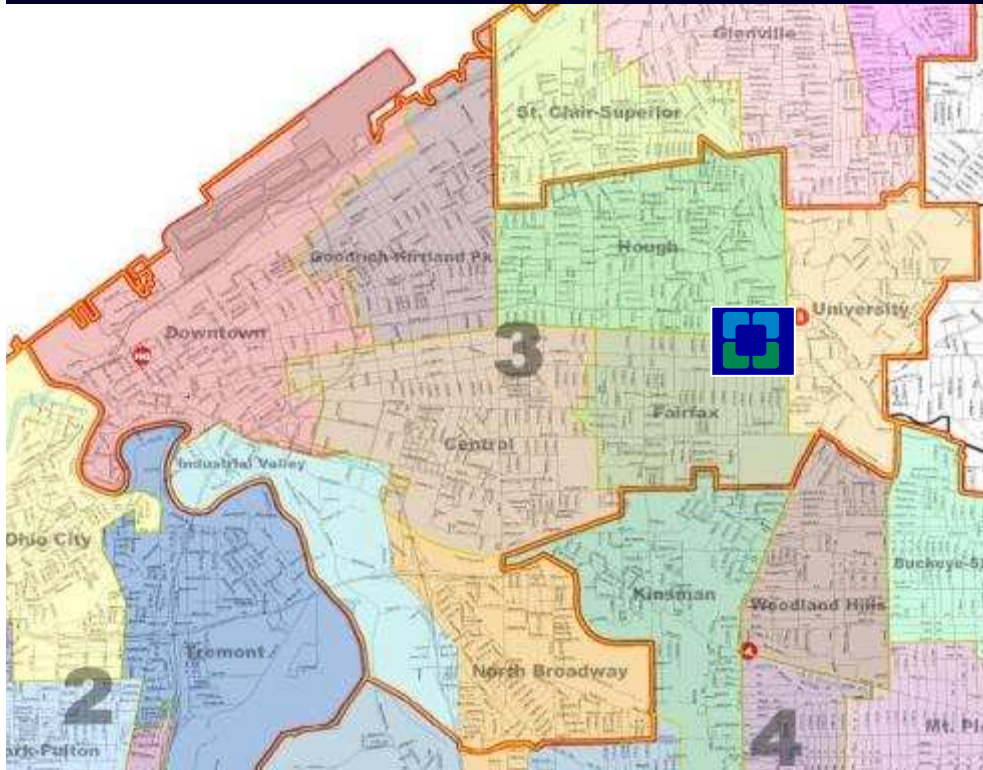


Initiative: Children's Hospital Controlled Access

- M and H Elevators
- M Stairwells
- Caregiver Access



YTD 2013 (Sep) Crime Statistics CC vs. CPD 3rd District



OFFENSE	3rd	CC
HOMICIDE	8	0
RAPE	99	0
ROBBERY	588	12
FELONY ASSAULT	366	5
OTHER ASSAULT	2,392	4
BURGLARY	907	3
THEFT	2,386	301
AUTO THEFT	532	8
CRIMINAL DAMAGING	1,001	31
WEAPONS	248	23
NARCOTICS	743	63
TOTALS	9,270	450

Based on crimes per capita, persons on CC campus are 9 times less likely to be a victim of a crime than persons in surrounding neighborhoods (72 times less likely – violent crime)

Other Risks

Visitor Management

- Reduces crime through deterrence
 - positively identifies visitors
 - validates legitimate business
 - aids in investigations
- JC Requirement EC 2.10.5 compliance
- Challenge suspicious persons (*without bias*)
- Honors patient visitation preferences
- Improves patient, visitor and employees perception of safety
- Contributes positively to HCAPS and Engagement scores
- Assists with vendor management; captures visitor data
- Strengthens liability defense
- Preserves brand by creating ability to effectively message to patients, visitors, employees, and the public-at-large (via media) when incidents do occur



Protective Operations Roles & Responsibilities

1. Special Investigations

- General Counsel
- Ombudsman
- Human Resources
- Pharmacy
- HIPAA

2. Internal Coordination

- Police Department
- Parking Department
- Transportation

3. Dignitary Protection

- Foreign, Domestic, Cleveland Clinic

4. Special Event Security

5. Threat and Security Assessments

- System Hospitals
- Family Health Centers
- Other Cleveland Clinic entities

6. Background Screening Program

- Health System On-Boarding
- Vendor, Students, Contractors

7. Global Security

- CCAD, SKMC, Toronto

8. Technical Operations

- ID Badge, Matrix, CCTV, Visitor Mgmt.

9. Intelligence

- Foreign Visitor
- Subversive Groups

10. International Travel Program

- iJET, SOS, OSAC, American Express

11. Nuclear Regulatory Commission

12. Federal, State, Local government liaison

Security Assessments



DEPARTMENT OF PROTECTIVE SERVICES
OFFICE OF INSPECTION
Initial Security Assessment of
Hillcrest Hospital

High Profile Visits



in Cleveland, streams away the wrinkles and folds Wednesday in an American
President Barack Obama's visit today at Shaker Heights High School.

Cleveland Clinic visit highlights a role model for patient care

MARK NATHAN
AND SARAH JANE TRIBBLE
Plain Dealer Reporters

President Barack Obama is visiting the Cleveland Clinic today because he considers it a role model in making patient care a priority, he said during a news conference Wednesday night, but he does not expect the Clinic to endorse his proposal to expand health care.

"You know, I'm going to be visiting ... the Cleveland Clinic to

show -- to show why their system works so well. And part of the reason it works well is because they've -- they've set up a system where patient care is the No. 1 concern, not bureaucracy, what Kenza here to be filled out, what do we get introduced for.

"These are changes that I think the American people want to see."

His choice of the Clinic for a short visit underscores the complicated task of selling his health-care reform plan.

VIA OBAMA | A2



Charla Nash- victim of chimpanzee attack



Connie Culp- Face transplant patient

President Obama visits Cleveland Clinic

Emergency Management

Establish and maintain an effective response to and recovery from internal and external disasters or large-scale emergencies that impact on the environment of care.

Four Phases:

- Mitigation of risk**
- Preparedness and planning**
- Response to emergencies**
- Recovery to full capacity**

Emergency Management: Regional Exercise



Active Shooter A.L.I.C.E.

- Alert police / employees about situation
- Lockdown = “secure-in-place”
- Inform as possible, provide updates
- Counter actions that interrupt / disrupt
- Evacuate if able with relative safety



John Hopkins (Sep 2010)

Intelligence Program

Animal Rights Activists

The logo for PETA (People for the Ethical Treatment of Animals) features the word "PETA" in a white, stylized, sans-serif font on a blue rectangular background.The logo for Mercy For Animals features the words "MERCY FOR" above "ANIMALS" in a white, sans-serif font. Between the two lines of text are three blue squares, each containing a white silhouette of a different animal: a bird, a fish, and a pig.

People for the Ethical Treatment of Animals (PETA) and Mercy For Animals both have a presence in Cleveland, OH. These groups pose a threat to the Lerner Research Institute.

Anti-Stem Cell Research Groups



Pro-life, anti-genetic engineering, anti-cloning, and conservative religious organizations pose the biggest threats to the Center for Genomics Research.

International Travel Program

- 2,500 trips taken in 2011
- Number of countries traveled: 85
- Travel Support
 - Lebanon- Terrorist Attack (Jul- 2006)
 - Colombia- FARC Attacks (Apr-2007)
 - Mumbai- Terrorist Attack (Nov-2008)
 - Mexico- Earthquake (Mar- 2012)
- International SOS Program

Cleveland Clinic Abu Dhabi

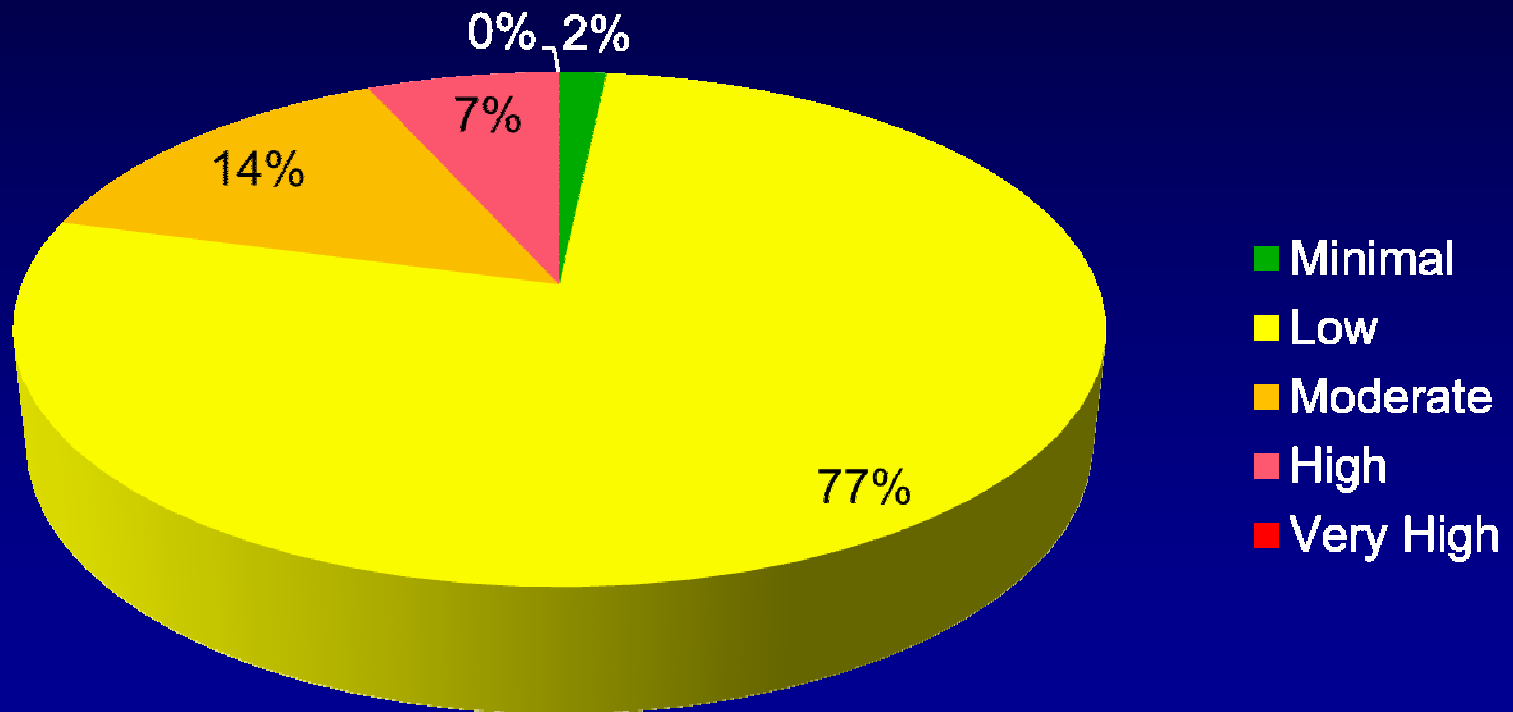


- 58 Expatriate Employees
- Crisis Evacuation Plan

About iJET Worldcue

- **24/7 Operation**
- **Tracks and monitors daily intelligence.**
 - **Sends automated reports, updates, alerts and warnings to international travelers and Protective Services employees**
- **Tracks the countries employees are traveling to by day, month, quarter, year or any other date range of interest.**
- **Advanced emailing capabilities that allow us to get in contact with any of our travelers through the main alert dashboard**

Country Security Level Breakdown



About International SOS

- **Emergency Evacuation Service**
 - Civil unrest, terrorism, natural disaster, medical emergency
- **24/7 Operation**
 - Subject-matter experts available
- **Supply hospital and doctor recommendations during travel**
- **Support includes:**
 - Lebanon/Israel War (2006)
 - Mumbai Attacks (2008)
 - Mexican Earthquake (2012)

Worldwide reach
Human touch

International SOS

If you need medical or security advice or assistance, call us
24 hours a day, 7 days a week (call collect where available):

Philadelphia +1.215.942.8226 Singapore +65.6338.7800
London +44.20.8762.8008 Sydney +61.2.9372.2468

www.internationalsos.com

Cleveland Clinic Foundation
11BCPA000059
Corporate Comprehensive Membership



$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

Protective Services

Quality =



Lindberg Bell Award
Cleveland Clinic, 2010
Best in Class

Service, Quality, Risk Management

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

Protective Services

Quality =



CALEA Accreditation
Cleveland Clinic, 2011
~4% nationally

Service, Quality, Risk Management

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

Safety and Security Risk Mitigation

-- Not limited to Security --

Parking

- Design
- Assignments
- Valet Safety
- Awareness
- Motorist Assistance

Transportation

- Shuttle Driver Safety
- Training
- Awards / Incentives

Fleet Management

- Preventative maintenance
- Surety (license checks)
- Safety Advisories
- Accident Investigations

Parking Services: Achievement



“We’re here to help people heal.”



“Welcome to the Cleveland Clinic”



“Continuity of Patient Care”



“Compassionate Service”



“Freedom to decide (privacy)”



“Warmth; approachability”



“Excellence in Policing”

Competence – Consideration -- Helpfulness



Cleveland Clinic

Every life deserves world class care.