



# Successful Security Strategies and Plans

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NHA Annual Conference

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La Vista, NE



# Mark Lex and TorchStone Global

**Investigator** – States Attorney's Office

Owned and operated security officer company & private investigative agency in Chicago

**CSO** – Abbott, WW Grainger, and Kraft Foods

**Member of Management Team** &

Lead for consulting practice

Formed in 2011 by a former **Director of the Secret Service**

Security advisory firm to corporations, high net worth families, and **associations**

100 + full time employees / 200+ contractors



PROACTIVE PROTECTION, ENLIGHTENED THINKING  
**TORCHSTONE GLOBAL**

# Our Services



Executive Protection



Event Security



Family Services



Protective Intelligence & Threat  
Analysis



Risk Management Consulting



Security Program Management  
& Embedded Services



Global Security Operations  
Center



Security Consulting & Training



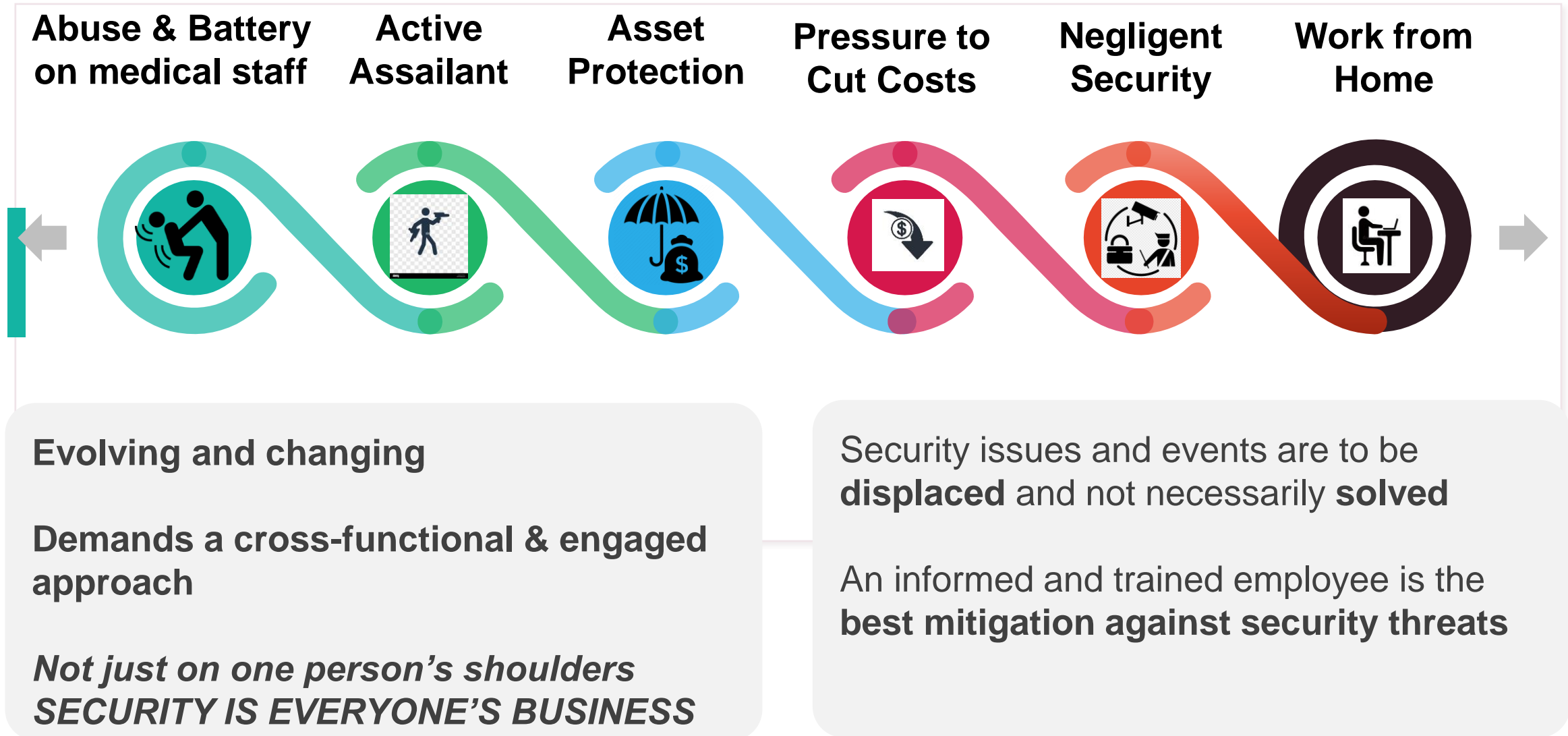
Workplace Violence Prevention  
Training



# Agenda

- Top 6 security risks
- Mitigation and Solutions
- NHA member security survey results
- Interactive Q & A

# Top 6 Security Risks and Issues



# Top 6: Abuse and Battery on Medical Staff

**Abuse & Battery  
on medical staff**

**Active  
Assailant**

**Asset  
Protection**

**Pressure to  
Cut Costs**

**Negligent  
Security**

**Work from  
Home**



## ISSUES

WMA declared an **“INTERNATIONAL  
EMERGENCY”**

Cost to replace a **single nurse:**  
**\$58,000 to \$70,000**

**Overcrowding and staff shortages**

## SOLUTIONS

**Leadership support of HCW**

**Early detection** of violent behaviour

**De-escalation education and training**

**Security staff and medical staff aligned**

# Joint Commission Requirements

## Worksite Analysis

Annual Audit

Capture  
Improvements

Consistency

## Information Gathering

Ongoing  
monitoring

Incident  
recording

Review and  
Investigation

## Training

All levels at  
various times

Specific to job  
responsibility

Measure  
retention

## Accountability

Identifiable  
individual

Knows and  
assigned by  
leadership

Trained and  
capable



# De-escalation Skills: Controlling Your Communication

## Nonverbal Communication

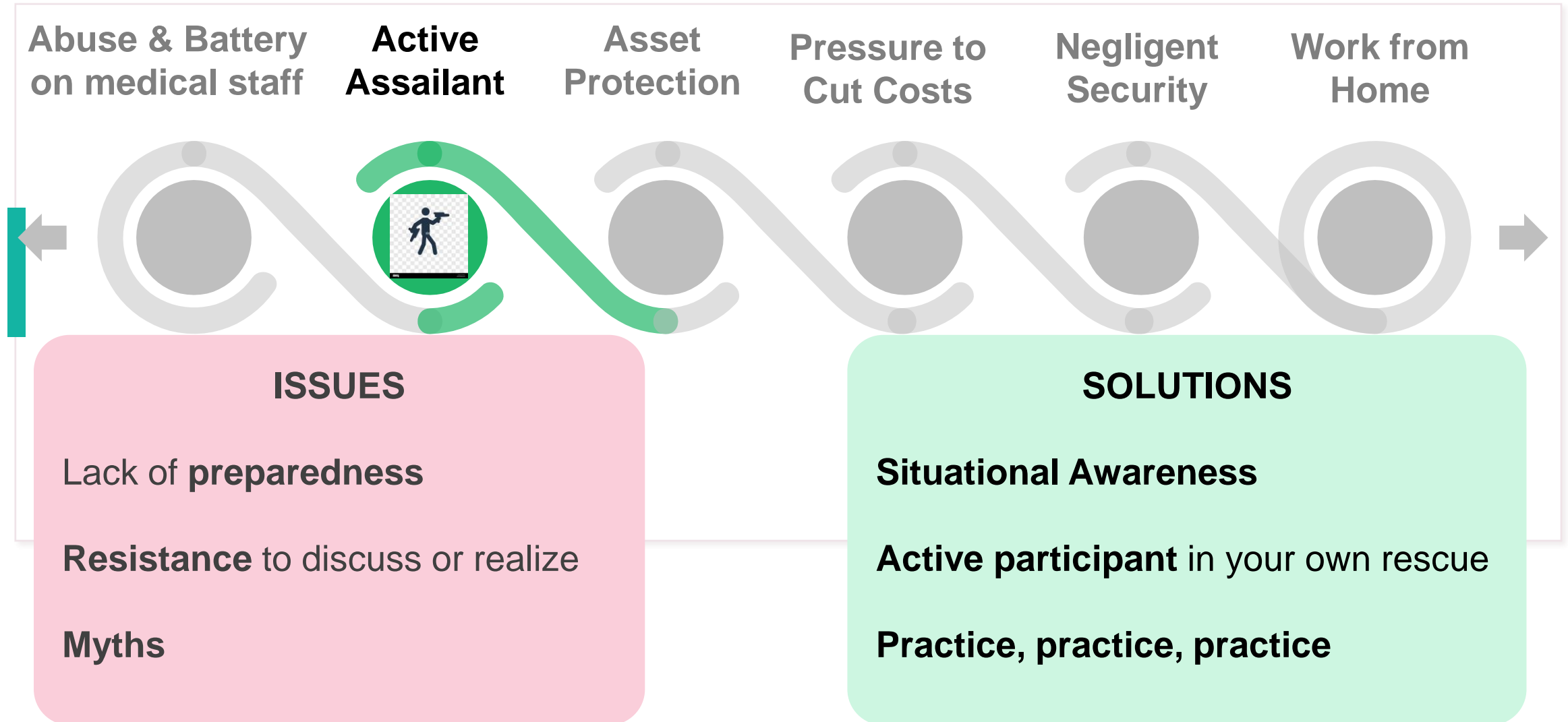
Open body language	Calm and Grounded	Slow and Deliberate Movements
Non-threatening gestures	Body and facial muscles relaxed <b>CONTROL EXPRESSIONS</b>	Maintain appropriate eye contact
	Maintain appropriate space	

## Verbal Communication

Engage in active listening	Fully attentive to conversation	Be clear and accurate in communications
Use words that can be understood	Avoid sarcasm and jokes	Use a calm but firm voice
Use soothing pace of speech	Be respectful and nonjudgemental in responses	Validate feelings
	Allow for some silence	



# Top 6: Active Assailant



# Myths and Truths

## MYTH

"We have a great Police Department - they will handle everything"

"I can protect myself - I have a concealed carry permit"

"I will be able to wing it if something happens"

## TRUTH

**Most Active Shooter incidents end before the Police arrive**

**Police are trained to shoot people with guns**

**People with pre-determined plans survive**

**You MUST be an Active Participant in your Survival**

# Top 6: Protection of Physical Assets

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on medical staff

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Work from  
Home

## ISSUES

Workforce **Loyalty**

Lack of **Physical Controls**

Worsening **economic conditions**

**Less deterrence** for criminal activity

## SOLUTIONS

Expert **analysis and assessment**

Cross-functional **security committee**

**Law enforcement** liaison

**Leadership support** & written policies and guidelines

# Top 6: Pressures to Cut Costs

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on medical staff

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## ISSUES

Failure to justify or **show business case**

**Inefficient** spending

Current spend **does not actually  
mitigate largest risks**

## SOLUTIONS

Professional analysis of “**total cost of security**”

**Prioritized spending**

**Measured and gated approach**

# Top 6: Negligent Security

Abuse & Battery  
on medical staff

Active  
Assailant

Asset  
Protection

Pressure to  
Cut Costs

**Negligent  
Security**

Work from  
Home

## ISSUES

Negligent **Hiring**

Negligent **Retention**

Negligent **Training**

**Duty of Care**

## SOLUTIONS

Expert **analysis and assessment**

Resistance to **plausible deniability**

**Compliance** with established policies, protocols, & procedures

# Security Risk, Threat, and Vulnerability

## Risks

**Loss of Life**  
**Serious Injury**  
**Property Loss**  
**Reputational Loss**  
**Security Negligence**

## Threats

**Workplace Violence**  
**Child Abduction**  
**Natural Disasters**  
**People Crimes**  
**Property Crimes**  
**Terrorist Acts**

## Vulnerabilities

**Public Access**  
**Weak Access Control**  
**Limited Security Presence**  
**Poor Staff Situational Awareness**

# The Importance of Site Surveys

## Suggestions for facility considerations:

- Increase law enforcement (LE) presence as a deterrent to violence. (create a welcoming environment for law enforcement)
- Identify potential safety issues in medical facilities. (Assess access to hospital entrances, make exits more accessible and improve sight-lines for staff to entrance/exits and front desks).
- Improve lighting in remote areas and outdoor spaces.
- Control access to certain areas.
- Assess for needed improvements to security technology (cameras, panic buttons, badge access).





# Crime Forecasting - People crimes

Sites	Aggregate - Crimes against persons	Homicide	Rape	Robbery	Aggravated Assault
Site A	107	122	197	115	93
Site B	101	78	168	116	92
Site C	29	36	60	28	26
Site D	155	69	309	150	142
Site E	242	170	450	223	231

# Crime Forecasting - Property Crimes

Site	Aggregate - Crimes against property	Burglary	Larceny	Motor Vehicle Theft
Site A	88	68	102	53
Site B	171	165	210	71
Site C	171	156	214	57
Site D	341	355	369	173
Site E	601	610	645	346

# Top 6: Work From Home

Abuse & Battery  
on medical staff

Active  
Assailant

Asset  
Protection

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Home

## ISSUES

Digital Nomads

Duty of Care

Tax Implications

Productivity or Time Theft

## SOLUTIONS

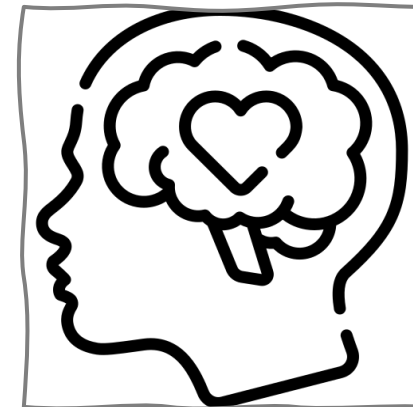
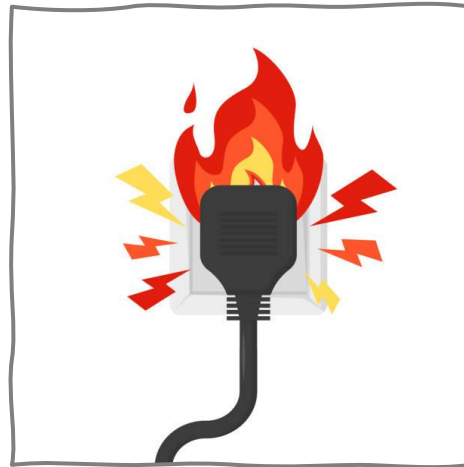
Clear Set of **Policies**

Duty of Care Statement

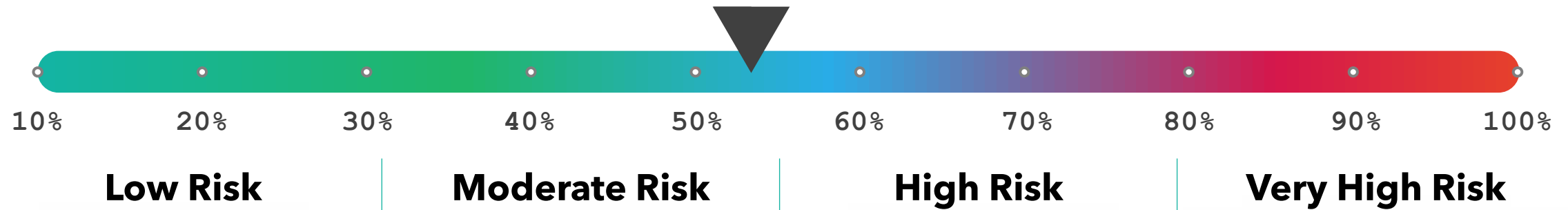
Open line of **communication**

Accountability and more intense level of **supervision**

# Six Common WFH Risks



# Survey Results (22.5% response rate)



## Cross functional teams

- ✓ TMT 5/7
- ✓ Rapid response 8/4
- ✓ CMT 5/8
- ✓ Case Mgt 6/4

## Physical Security

- ✓ Assigned responsibility 5/7
- ✓ Security Technology 9/2
- ✓ Converged with IT 6/6

## Training

- ✓ Active Assailant 7/5
- ✓ General security training 4/8

## Governance

- ✓ Written protocols 12/12
- ✓ Strategy - 0/12
- ✓ Overall Readiness 6/6



Risk, Threat, & Vulnerability assessment will inform on the right level of security needed



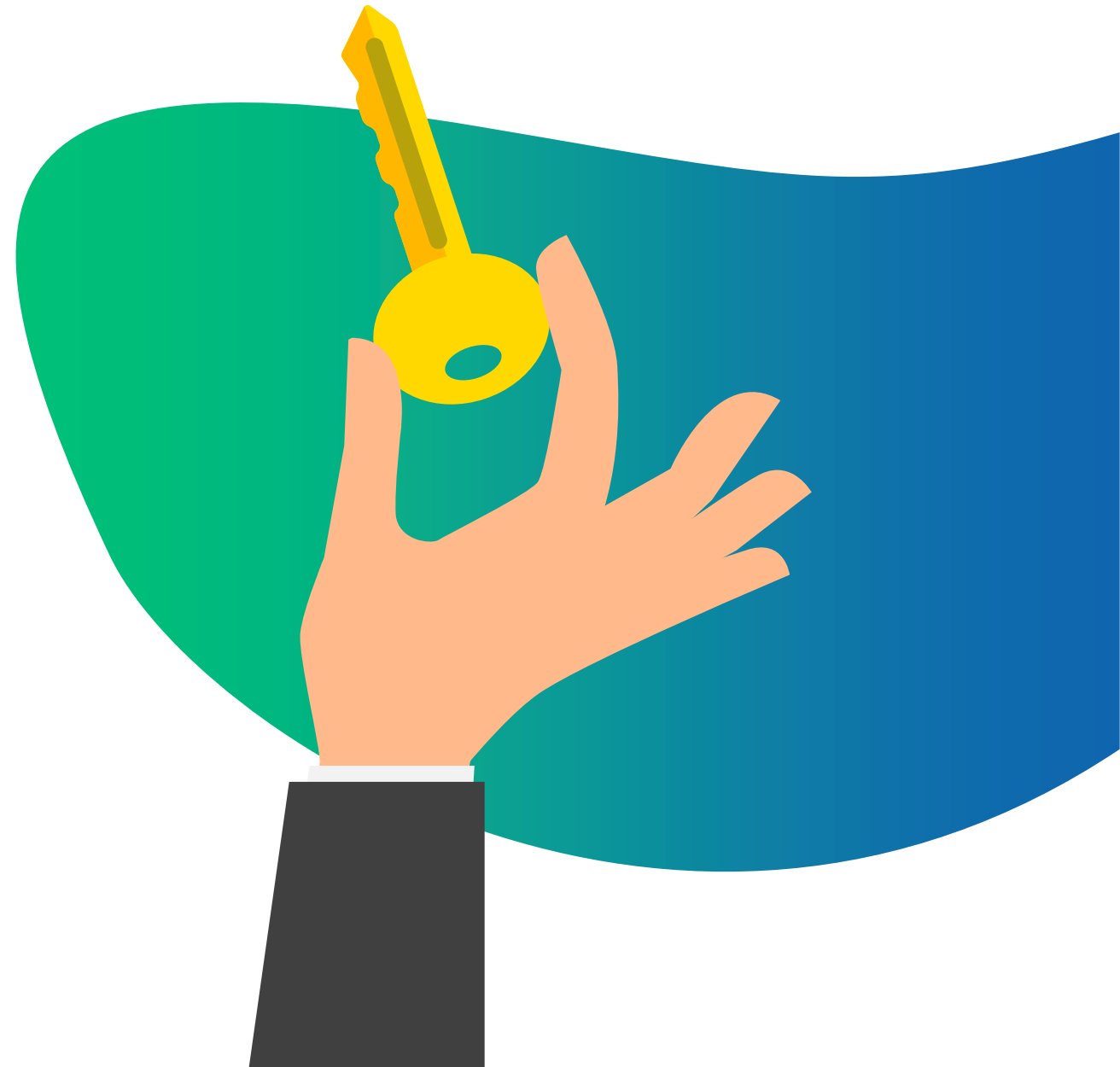
The results of the RTV assessment will determine **how much** and **where** to make security investments



Trained and prepared staff are the best defense against security incidents



Prepared and trained cross-functional teams are a critical component to reducing the impact of security incidents (TMT, CMT, Rapid response preparation)



# Questions and Answers



THE BUSINESS OF BEFORE®  
*Proactive Protection, Enlightened Thinking*

