



Culture of Safety: Security Assessment

June 20, 2018

Background

In December 2017, the agency hired *EaglesOne* security firm to conduct an agency-wide security assessment. The assessment identified and ranked a variety of security risks, recommending countermeasures to reduce, mitigate or eliminate identified risks. *EaglesOne* completed 27 focused interviews with a broad spectrum of staff across the agency, as well as with community members. In addition to in-person interviews, 64 staff members also completed an online survey.

Assessment Results: Surveys

I. Sense of security in the workplace

Staff members were asked about security in four general categories: (1) personal sense of security (2) security of their co-workers; (3) general level of security; and (4) security of clients.

Key points:

- Overall, the majority of staff feel *personally* secure in the workplace, feel their *co-workers* are secure and are satisfied with the *level* of security.
 - Staff at Baltimore County and West Baltimore express greater concern in these three categories.
- Staff members across all sites have an elevated sense of concern regarding the *safety of clients* while they are on-site.
- 421 Fallsway-based medical, dental, behavioral health and clinic administration staff have elevated concern across *all four* categories.
- There is only one security officer assigned on Saturdays who is unable to address security concerns both within the building and externally.

II. Sense of security in the area surrounding our locations

Utilizing the same four categories, we asked staff about their sense of security in the immediate environment around each of our locations.

Key point:

- The majority of staff do not feel secure, do not feel that co-workers are secure and do not feel that clients are secure.

Next Steps in 2018

As a result of the security assessment, staff concerns and a management commitment to continuously improve the safety and experience of clients, staff and visitors; we have begun implementing the following measures:

1. Improve the safety of staff, clients and visitors in our workplaces

- Across all clinical locations
 - Install, test and maintain panic buttons
 - Reinforce that we are a “weapons free” zone through standardized signage
 - Work to improve conditions in areas surrounding our locations:
 - West Baltimore and Baltimore County: Increased communications with hospital and county security supervisors and their contracted security providers
 - Baltimore County: Gain access to cameras installed in our space and begin monitoring. HCH staff are engaged in regular meetings regarding EFRC security needs
 - 421 Fallsway: Assess external building lighting needs; upgrade camera system and proactively monitor cameras; meet with parking lot operator; identify risks associated with after-hours congregation on agency property. Security officers will be rotating their schedules to allow for two security officers during Saturday Clinic
 - 201: Engaging with property management to discuss staff concerns and identify appropriate security measures
- Staff who conduct outreach
 - Research and install a cell phone panic notification application
 - Development of portable care policy
 - Provide respective supervisors with access to the vehicle GPS monitoring system

2. Provide greater support to the security team at 421 Fallsway

- Develop a training program for the security team
 - Identify clinicians willing to assist with training development and delivery
 - Develop onboarding training for new security team members
 - Introduce ongoing tactical training for security team members, including methodologies such as de-escalation, conflict resolution, scenarios, online modules, as well as role play and discussion
- Identify and purchase protective vests and uniforms for on-duty security team members
- Consider creating a Safety Committee sub-committee focused on security issues, as well as staff roles in promoting a safe and secure workplace
- Develop and implement protocols, procedures and post orders
- Consider increasing the number of security team members when budgeting for 2019

3. Develop and implement trainings for staff as part of creating a culture of safety

- Provide routine all staff training including de-escalation, conflict resolution, evacuations, fire drills, active shooter, etc. Trainings will occur upon hire, annually and periodically throughout the year and will help staff to understand that safety is everyone’s concern and responsibility.