



## San Francisco Health Commission

### Department of Public Health - Security Update

# 2016-2017 Annual Security Management Program Report

#### References:

Joint Commission Accreditation Manual for Hospitals, Environment of Care Standards, EC.02.01.01

California Code of Regulations, Title 8, Sections 8 CCR 3203 *et seq.*

California Code of Regulations, Title 22, Sections 22 CCR 70738

Health & Safety Code, Section 1257.1, 1257.8

## I. SCOPE:

The scope of the Security Management Plan is to assure the ongoing provision of a safe, accessible, and secure environment for staff, patients, and visitors at all San Francisco Department of Public Health facilities. To that end, it is the overall intent of this plan to establish the framework, organization and processes for the development, implementation, maintenance, and continuous improvement of a comprehensive Security Management Program. This program is designed to provide protection through appropriate staffing, security technology, and physical barriers.

The scope of the Security Management program include:

- Continuous review of physical conditions, processes, operations, and applicable statistical data to anticipate, discern, assess, and control security risks, and vulnerabilities
- Ensure timely and effective response to security emergencies
- Ensure effective responses to service requests.
- Report and investigate incidents of theft, vehicle accidents, threats, and property damage
- Promote security awareness and education
- Enforce various hospital rules and policies
- Establish and implement critical program elements to include measures to safeguard people, equipment, supplies, medications, and traffic control in and around the hospital and the outlying medical offices.

Each management objective is listed in the table below, and is marked as met or not met. If an objective is not met, the DPH Director of Security will review the objective, and develop a corrective action plan.

## II. ACCOMPLISHMENTS:

- Responded to 22,000 service calls, including over 4,000 calls to provide patient/medical assist services, patient standby, and patient restraint support.
- Achieve 100% compliance in all elements of the SFDPH and SFSD MOU. In each of the monthly security provider performance surveys (SPS), the San Francisco Sheriff's Department exceeded the overall performance target.
- Adjusted the SFSD service model from a primary fixed position to a roving patrol model, which allows each of the Primary Care and Behavioral Health Clinic to have access to security support services. The services include increased sheriff's visibility in the Tenderloin District that provides a safe corridor for DPH employee travel to and from work.
- Development of Campus Safety and Security Committees comprised of clinical, administrative, and operations support services at ZSFG, LHH, and Primary Care and Behavioral Health Clinics. The committees ensure that the security management program is aligned with the core values and goals of the organization by providing direction, setting strategic goals, determining priority and assessing the need for change.
- Developed and implemented Security Management Plans for each entity of the San Francisco Health Network that addresses the security vulnerabilities, and establishes the framework, and implements critical program elements to safeguard people, and facility property.
- Developed security response procedures for each entity of the San Francisco Health Network that provide guidelines that educate staff in the appropriate response to security related emergencies.
- Developed a Threat of Violence in the Workplace: Prevention and Management program to address threats and aggressive behavior at the earliest stage; define inappropriate and unacceptable workplace behavior; and establish an effective process for responding to, managing, and reporting acts or threats of violence or aggressive behavior.
- Development of a DPH Employee Security Awareness program that provides security training and education, including service rounding, and measuring employee's security awareness knowledge.
- During 2016-2017, a total of 500 customers, representing hospital patients, and visitors, managers, and directors were surveyed regarding Security Services. Feedback from 92% of the surveys rated their experience as being satisfactory, which exceeded the annual performance target.
- Code Silver – Active Shooter Training was provided to over 2,500 SFDPH employees.

- Implementation of the Zuckerberg New Employee Orientation, Security Services Presentation. DPH Security Services and the San Francisco Sheriff's Department jointly present to new employees information regarding the services provided by the Sheriff's Department, Security Resources, reporting security incidents, Photo ID Badge Policy, Threats and the Workplace Violence Policy.
- The ZSFG Emergency Department, Security Weapons Screening Process resulted in the confiscation of 3,934 weapons and contraband.
- Reported serious incident crimes at ZSFG decreased 5% from 2015-2016. Since 2014 serious incidents have decreased 22%.
- Use-of-force incidents decreased by 31% from 2015-2016.
- Implementation of Non-Violent Crisis Intervention Training, including the certifying a total of 14 ZSFG and LHH nurses and sheriff's deputies as Crisis Prevention and Intervention Instructors. The instructors have embarked on a mission to train all patient care providers by April 2018 to comply with the Cal/OSHA Violence Prevention in Health Care Standards.
- The approval of 12 Security Standard Operation Procedures, which describe in detail LHH's expectations of the contract security provider (San Francisco Sheriff's Department) in all security related incidents impacting the hospital campus.
- Electronic Security System Enhancements, including the repair of existing equipment, installation of additional duress buttons, surveillance cameras, access and visitor control devices.

### III. PROGRAM OBJECTIVES:

Objectives	Met / Not Met	Comments and Action Plans
<p>An annual review of the physical conditions, processes, operations, and applicable statistical data is conducted to anticipate, discern, assess, and control security risks, and vulnerabilities.</p> <p>A security management plan is developed, and monitored, quarterly to address security vulnerabilities, and minimize risk.</p>	Met	<p>A 2016-2017 security risk assessments was completed, and the security risks, vulnerabilities, and sensitive areas were identified and assessed through an ongoing facility-wide processes, coordinated by the DPH Director of Security, and hospital leadership. These processes were designed to proactively evaluate facility grounds, periphery, behaviors, statistics, and physical systems.</p>
<p>Ensure timely and effective response to security emergencies, and service request, including the enforcement of hospital rules and policies.</p>	Met	<p>The daily AOD reporting documents, and crime statistic reports support the effectiveness of security response to security emergencies, and service request.</p>
<p>Report and investigate incidents of theft, vehicle accidents, threats, and property damage.</p>	Met	<p>Through quarterly law enforcement (SFSD) reports, and Unusual Occurrence reports, investigations are initiated for all crimes against persons and property.</p>
<p>Promote security awareness and education</p>	Met	<p>Through Environment of Care rounds, employees are provided security awareness training. Other security awareness and education programs include: Non-violent Crisis Intervention, and Security Alert publications.</p>
<p>Establish and implement critical program elements to include measures to safeguard people, equipment, supplies, medications, and traffic control in and around the hospital and the outlying medical offices.</p>	Met	<p>The Director of Security in partnership with the contract security provider, San Francisco Sheriff's Department, collaboratively establishes, and maintains communication and mutual ownership for outcomes, identification and troubleshooting of emergent safety concerns.</p>

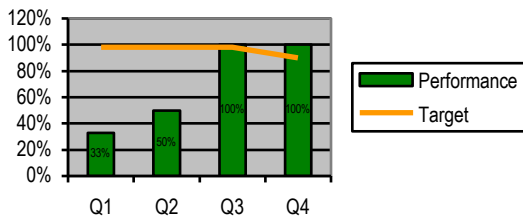
**IV. PERFORMANCE:**

Three performance metrics were selected for Zuckerberg San Francisco General Hospital and Laguna Honda Hospital and Rehabilitation: SFSD Response to Code Green “At Risk” Patient began in during the 4<sup>th</sup> Quarter. Quarter’s 1-3 measured the hospitals response to Code Green “At Risk,” which is now monitored by the Code Green Committee.

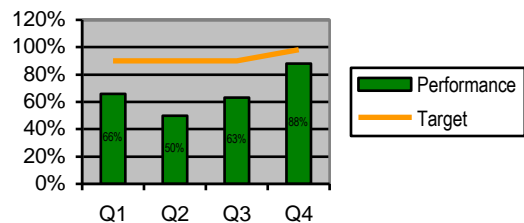
Additional performance metrics include: Customer Satisfaction, and Electronic Security System Functionality. The performance measures were as follows:

ZSFG - Code Green, “At Risk” Patient Alert Response Drills	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b> The contract security provider will be measured on their ability to effectively respond i.e. initial perimeter search, and notification of SFPD, BART, and MUNI as applicable, and documenting the search activity:</p> <p><b>Response-rate Threshold – 80%</b> <b>Response-rate Target – 90%</b> <b>Response-rate Stretch – 100%</b></p>	33%	50%	100%	100%
<p>The contract security provider will be measured on its ability to locate and return an “At Risk” patient, and when the patient is not located, follow the <i>Not Located Procedure</i>.</p> <p><b>Locate/Return-rate Threshold –90%</b> <b>Locate/Return-rate Target – 98%</b> <b>Locate/Return-rate Stretch – 100%</b></p>	66%	50%	63%	88%

ZSFG - Code Green Response Rate Performance



ZSFG - Code Green Return Rate Performance

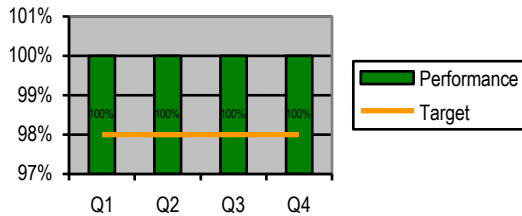


**SFSD at ZSFG Response Rate** – Exceeded the target during the 4<sup>th</sup> quarter, achieving 100%.

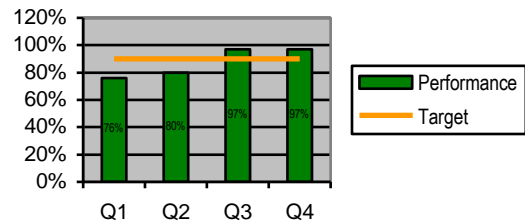
**Code Green Return Rate** – Achieved an 88% in the 4<sup>th</sup> quarter. During Q4 an “At Risk” incident that resulted in SFSD locating the patient; however, the circumstances did not permit SFSD to return the patient to the hospital.

LHH - Code Green, "At Risk" Patient Alert Response Drills	Q1	Q2	Q3	Q4
<b>Performance Metric:</b>  The hospital will be measured on its ability to prevent/return an "At Risk" patient:  <b>Prevent/Return-rate Threshold –90%</b> <b>Prevent/Return-rate Target – 98%</b> <b>Prevent/Return-rate Stretch – 100%</b>  The hospital will be measured on its ability to respond to a hospital-wide activation and search. Hospital personnel should respond according to the Code Green Policy.  <b>Response-rate Threshold – 80%</b> <b>Response-rate Target – 90%</b> <b>Response-rate Stretch – 100%</b>	100%	100%	100%	100%
	76%	80%	97%	97%

LHH - Code Green Return Rate Performance

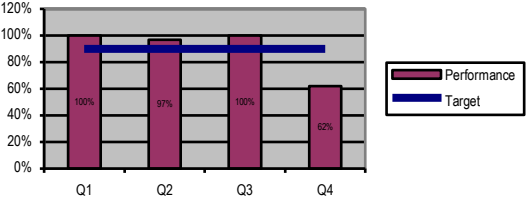
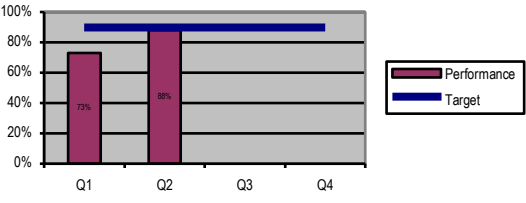
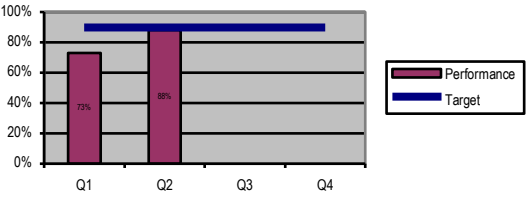


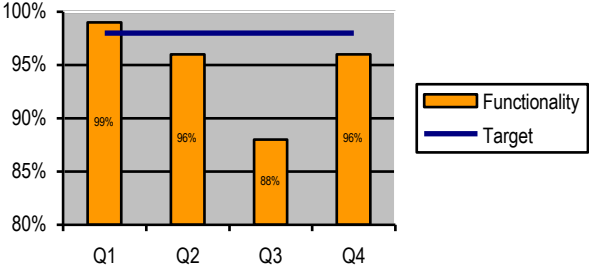
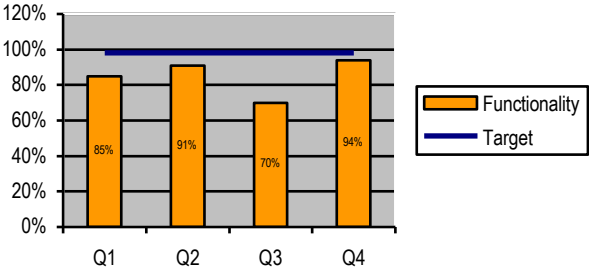
LHH - Code Green Response Rate Performance



**LHH- Prevent/Return Results** – Exceeded the target in each quarter, achieving an overall 100% for the year.

**LHH - Hospital-wide Response Results** – Achieved a 97% in the 3<sup>rd</sup> and 4<sup>th</sup> quarter. The overall response rate for the year was 88%.

ZSFG - Customer Satisfaction	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b></p> <p>On a monthly basis, a sample size of 100 customers, consisting of patients, visitors, employees, and physicians that had a recent contact with Security, will be surveyed on their experience.</p> <p>The Security Department will be measured on its ability to achieve a rating of Satisfied - Very Satisfied:</p> <p><b>Threshold - 80%</b>  <b>Target - 90%</b>  <b>Stretch – 98%</b></p> <p style="text-align: center;"><b>ZSFG - Customer Satisfaction Performance</b></p>  <p><b>Customer Satisfaction Results</b> – The overall satisfaction rate for the year was 90%. Quarters 1 – 3 were based on feedback from patients and visitors. Quarter 4 was based on feedback from hospital employees.</p>	100%	97%	100%	62%
<p><b>LHH - Customer Satisfaction</b></p> <p><b>Performance Metric:</b></p> <p>On a quarterly basis, a sample size of customers, consisting of residents, visitors, hospital leaders, and executives will be surveyed regarding their experience with Security Services.</p> <p>The Security Department will be measured on its ability to achieve a rating of Satisfied - Very Satisfied:</p> <p><b>Threshold - 80% Somewhat Satisfied</b>  <b>Target - 90% Satisfied</b>  <b>Stretch – 98% Very Satisfied</b></p> <p style="text-align: center;"><b>LHH - Customer Satisfaction Performance</b></p>  <p><b>Customer Satisfaction Results</b> – The overall satisfaction rate during the 1<sup>st</sup> – 2<sup>nd</sup> quarter, which was based on hospital leaders and executives feedback was 81%. Residents and Visitors were not surveyed during this period.</p>	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b></p> <p>On a quarterly basis, a sample size of customers, consisting of residents, visitors, hospital leaders, and executives will be surveyed regarding their experience with Security Services.</p> <p>The Security Department will be measured on its ability to achieve a rating of Satisfied - Very Satisfied:</p> <p><b>Threshold - 80% Somewhat Satisfied</b>  <b>Target - 90% Satisfied</b>  <b>Stretch – 98% Very Satisfied</b></p> <p style="text-align: center;"><b>LHH - Customer Satisfaction Performance</b></p>  <p><b>Customer Satisfaction Results</b> – The overall satisfaction rate during the 1<sup>st</sup> – 2<sup>nd</sup> quarter, which was based on hospital leaders and executives feedback was 81%. Residents and Visitors were not surveyed during this period.</p>	73%	88%		

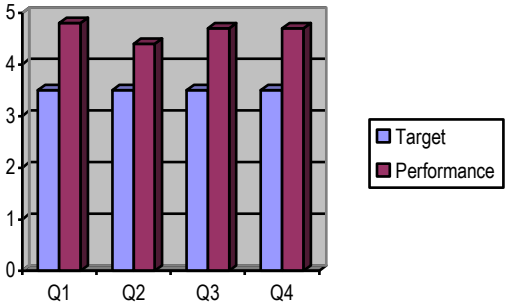
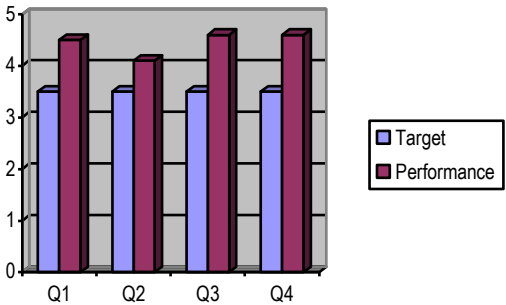
ZSFG - Electronic Security System Functionality	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b></p> <p>On a monthly basis the SOC will inspect every element of the electronic security system for functionality.</p> <p><b>Target:</b> 100% Electronic Security will be inspected, and will be 98% functional.</p> <p style="text-align: center;"><b>ZSFG - Security System Functionality</b></p>  <p><b>Electronic Security System Results</b> – The overall functionality of the system for the year was 95%, which is a 4% increase from 2015-2016.</p>	99%	96%	88%	96%
LHH - Electronic Security System Functionality	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b></p> <p>On a monthly basis the SOC will inspect every element of the electronic security system for functionality.</p> <p><b>Target:</b> 100% Electronic Security will be inspected, and will be 98% functional.</p> <p style="text-align: center;"><b>LHH - Security System Functionality</b></p>  <p><b>Electronic Security System Results</b> – The overall functionality of the system for the year was 85%.</p>	85%	91%	70%	94%



**V. EFFECTIVENESS:**

The functional effectiveness of the 2016-2017 Security Management Plan was reviewed and found to be effective at ZSFG and LHH. The ZSFG 2016-2017 performance exceeded that of 2015-2016 in four of seven performance metrics.

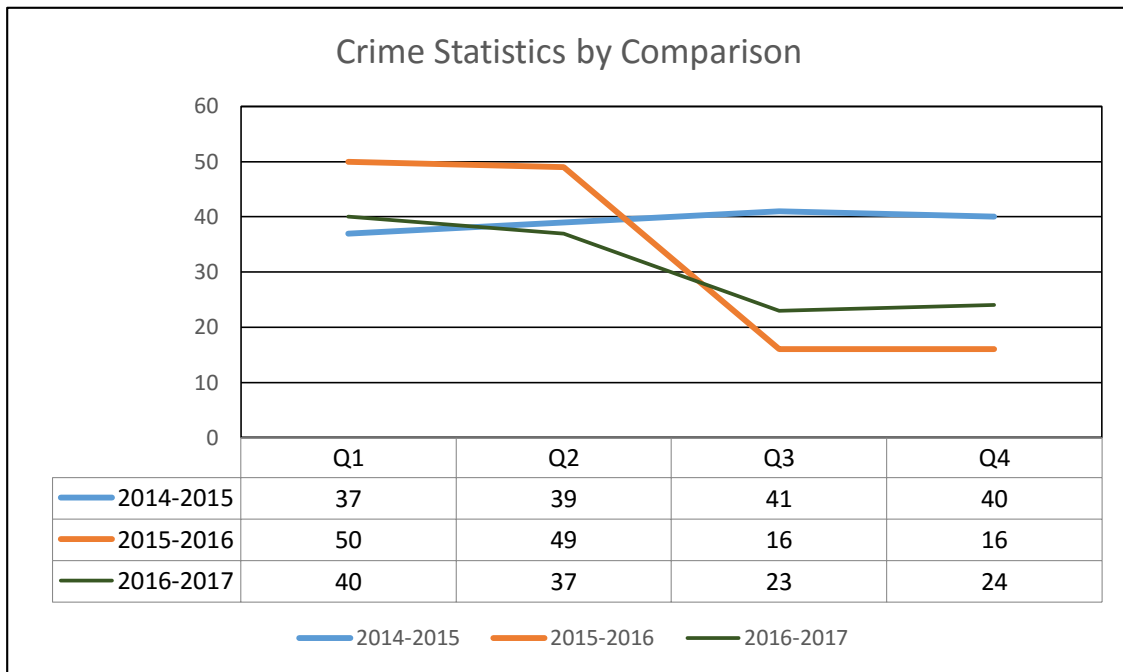
**SIGNIFICANT REPORTING:**

DPH and SFSD, MOU Performance Metrics (ZSFG)	Q1	Q2	Q3	Q4
<p><b>Performance Metric:</b></p> <p>A monthly security provider performance survey (SPS). The purpose for the assessment is intended to validate the security provider's compliance with MOU obligations, operational performance, management responsibilities and finance provisions.</p> <p style="text-align: center;"><b>ZSFG - DPH-SFSD MOU Performance</b></p>  <p>Each line item in the MOU was given a value, which ranged from "1 to 5." SFSD was measured on their ability to maintain scores in the 3-5 range. The overall MOU compliance for the year was 4.7.</p>	4.8	4.4	4.7	4.7
DPH and SFSD, MOU Performance Metrics (Laguna Honda)	Q1	Q2	Q3	Q4
<p style="text-align: center;"><b>LHH - DPH-SFSD MOU Performance</b></p>  <p>Each line item in the MOU was given a value, which ranged from "1 to 5." SFSD was measured on their ability to maintain scores in the 3-5 range. The overall MOU compliance for the year was 4.4.</p>	4.5	4.1	4.6	4.6

### ZSFG Crime Stats

Serious Incident Reporting	Q1	Q1	Q2	Q2	Q3	Q3	Q4	Q4
	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017
SFSD - Facility Theft Reports	28	10	20	16	5	0	13	8
SFSD - Burglary Reports	2	3	2	2	0	4	1	1
SFSD - Battery Reports	16	22	25	17	10	15	1	11
SFSD - Sexual Offense Reports	1	1	0	0	0	1	0	2
SFSD - Assault Reports	3	3	1	2	0	0	1	2
SFSD - Robbery Reports	0	1	1	0	1	2	0	0
SFSD - Homicide Reports	0	0	0	0	0	0	0	0
<b>Total Reports</b>	<b>50</b>	<b>40</b>	<b>49</b>	<b>37</b>	<b>16</b>	<b>23</b>	<b>16</b>	<b>24</b>

Comparing 2015-2016 and 2016-2017 serious incidents decreased by 5% (7 incidents). Battery incidents were the primary driver for the increase during this period. Risk patients in ED and PES were the contributing factors for these crimes. Facility property thefts was the second most frequent incidents reported, which is contributed to the lack of electronic security systems monitoring the medical office buildings.

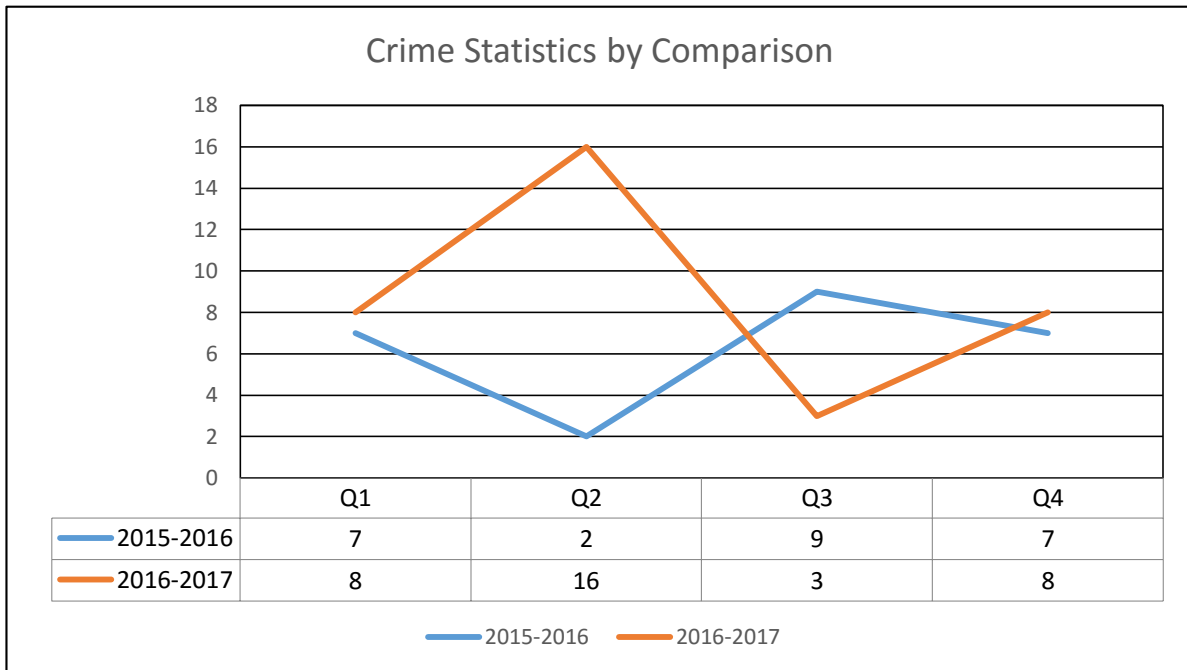


Over a 3-year period, serious incidents have continued to decrease. (22% from 2014.)

Contributing factors including: an effective security personnel resource plan, the collaborative efforts, communication, and mutual ownership by the DPH Director of Security and the SFSD Unit Commander in identifying, and troubleshooting emergent safety and security concerns, and the effectiveness of the Security Awareness Program, which has resulted in an increase reporting of incidents by hospital employees.

### LHH Crime Stats

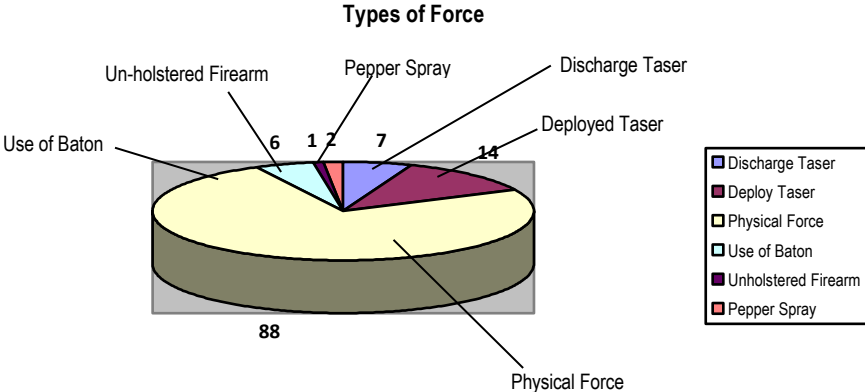
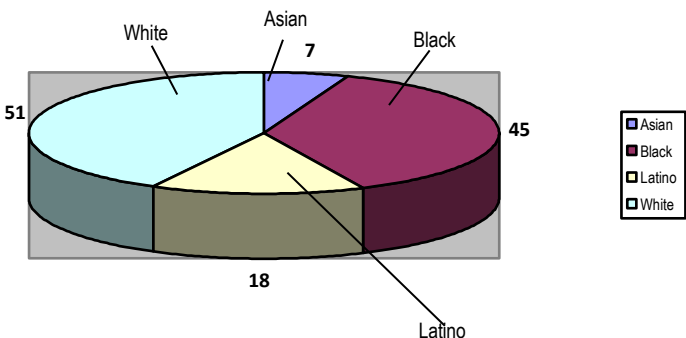
Serious Incident Reporting	Q1	Q1	Q2	Q2	Q3	Q3	Q4	Q4
	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017	2015-2016	2016-2017
SFSD - Facility Theft Reports	5	4	2	5	3	0	2	5
SFSD - Burglary Reports	0	0	0	0	1	0	0	0
SFSD - Battery Reports	2	3	0	2	5	2	2	1
SFSD - Sexual Offense Reports	0	0	0	1	0	0	2	1
SFSD - Assault Reports	0	1	0	7	0	1	1	1
SFSD - Robbery Reports	0	0	0	1	0	0	0	0
SFSD - Homicide Reports	0	0	0	0	0	0	0	0
<b>Total Reports</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>16</b>	<b>9</b>	<b>3</b>	<b>7</b>	<b>8</b>



Comparing 2015-2016 and 2016-2017 serious incidents increased by 40% (10 incidents). Facility Theft incidents were the primary driver for the increase during this period. Incident reports under the *facility theft* category including hospital resident's personal property.

In 2017-2018, only facility property with a value above \$900 will be entered for this category.

## ZSFG & LHH - Use of Force Statistics

2016-2017, Use of Force Statistics		Q1	Q2	Q3	Q4																																																				
<p>Monthly use-of-force data is tracked of all SFSD incidents occurring on ZSFG campus. In 2016-2017, there were 124 incidents involving use-of-force, which is broken down under the following categories:</p> <ol style="list-style-type: none"> <li>1. Type of Force</li> <li>2. Number of incidents</li> <li>3. Cases</li> <li>4. Location</li> <li>5. Demographics</li> </ol>		39	13	48	24																																																				
<div style="text-align: center;"> <h3>Types of Force</h3>  <table border="1"> <caption>Data for Types of Force</caption> <thead> <tr> <th>Type of Force</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Physical Force</td> <td>88</td> </tr> <tr> <td>Deployed Taser</td> <td>14</td> </tr> <tr> <td>Unholstered Firearm</td> <td>7</td> </tr> <tr> <td>Pepper Spray</td> <td>2</td> </tr> <tr> <td>Discharge Taser</td> <td>1</td> </tr> <tr> <td>Use of Baton</td> <td>6</td> </tr> </tbody> </table> </div> <div style="text-align: center;"> <h3>Demographics</h3>  <table border="1"> <caption>Data for Demographics</caption> <thead> <tr> <th>Demographic</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>51</td> </tr> <tr> <td>Black</td> <td>45</td> </tr> <tr> <td>Latino</td> <td>18</td> </tr> <tr> <td>Asian</td> <td>7</td> </tr> </tbody> </table> </div> <table border="1"> <thead> <tr> <th>* Type of Force</th> <th>Cases</th> <th>Demographics</th> <th>Locations</th> </tr> </thead> <tbody> <tr> <td>Physical Force – 88</td> <td>Patients – 50</td> <td>Males – 106</td> <td>Emergency – 24</td> </tr> <tr> <td>Un-holstered Firearm - 1</td> <td>Non Patients – 71</td> <td>Females – 21</td> <td>PES – 33</td> </tr> <tr> <td>Discharge Taser - 7</td> <td>Felonies – 20</td> <td>Asian – 7</td> <td>Psych Wards – 5</td> </tr> <tr> <td>Deploy Taser - 14</td> <td>Misdemeanors – 41</td> <td>Black – 45</td> <td>Inpatient Units – 23</td> </tr> <tr> <td>Use of Baton – 6</td> <td>Mental Health Incidents – 45</td> <td>Latino – 18</td> <td>Campus Buildings – 35</td> </tr> <tr> <td>Pepper Spray - 2</td> <td></td> <td>White - 51</td> <td>Public Streets – 25</td> </tr> </tbody> </table> <p>* The numbers do not equal by category. There are incidents where more than one type of force was used on an individual at a given location.</p>						Type of Force	Count	Physical Force	88	Deployed Taser	14	Unholstered Firearm	7	Pepper Spray	2	Discharge Taser	1	Use of Baton	6	Demographic	Count	White	51	Black	45	Latino	18	Asian	7	* Type of Force	Cases	Demographics	Locations	Physical Force – 88	Patients – 50	Males – 106	Emergency – 24	Un-holstered Firearm - 1	Non Patients – 71	Females – 21	PES – 33	Discharge Taser - 7	Felonies – 20	Asian – 7	Psych Wards – 5	Deploy Taser - 14	Misdemeanors – 41	Black – 45	Inpatient Units – 23	Use of Baton – 6	Mental Health Incidents – 45	Latino – 18	Campus Buildings – 35	Pepper Spray - 2		White - 51	Public Streets – 25
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Comparing 2015-2016 with 2016-2017, ZSFG use-of-force incidents decreased by 31%.