THE NORTH GROUP CASE STUDY

How The North Group combined security and intelligence to guide a healthcare network to a safer and more productive environment.

OVERVIEW

After an onset of problems began to plague operations, a metropolitan healthcare network hired The North Group (TNG) to overhaul their security program. These problems included assaults, protests, vandalism, outdated policies, ineffective security management & training, and damage to their brand. Employees were fearful of coming to work after the loss of a patient triggered threats and violence toward hospital staff. In addition, the atmosphere in the Emergency Department lent itself to frequent assaults on doctors and nurses.

The security systems throughout their facilities were outdated and lacked integration. Cameras did not have the technology to provide actionable information, such as analytics. There were multiple issues with the access control system, such as poorly operating locking mechanisms and employees being unable to badge in and out successfully. An excessive number of staff members possessed hard keys to the facilities – presenting its own set of security concerns – and alarms had limited monitoring. Ultimately, the existing system did little to protect employees, patients, visitors, and resources.

Furthermore, frequent criminal activity occurred in the parking lots and garages of the network's multiple locations. The abundance of vehicles present without proper security mechanisms to monitor activity enticed vandalism and habitual theft.

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APPROACH

• TNG acted immediately by utilizing our internal risk mitigation process to determine the root cause of the issues. We quickly deployed Crisis Response Teams (CRTs) to gain control of the situation and we applied intelligence to security for maximum effectiveness. This commbined presence of physical security on the ground and analysts in our 24/7 global security operations center (GSOC) showed rapid improvement.

• We conducted threat, risk, and vulnerability assessments (TVRAs) of campus facilities and outlying clinics. This allowed us to identify physical security concerns and provide the considerations necessary to mitigate negative opportunities.

• TNG brought in an on-staff training expert to give employees the skills and confidence to stay safe, situationally aware, and prepared to respond when threats presented themselves.

• By embedding a Chief Security Officer (CSO) and Security Director, TNG successfully overhauled the security department into a fully-staffed operational branch – drastically reducing incidents.

• Our crisis communications team worked with the Human Resources Department to assist in providing more positive messaging and improving their overall brand reputation.

• In conjunction with our system integration partner, TNG initiated a program to install new security technology across all locations. The system will now be properly integrated, provide high-resolution imagery, and allow for the use of analytics to quickly identify and respond to threats. This subscription-based model will save the organization the burden exorbitant up front costs and never become obsolete.

RESULTS

92%
reduction in violent incidents within the emergency department

14
consecutive months of decreased property crime

86%
reduction in staff call-offs due to security concerns

CONCLUSION

In today's world, our medical professionals face a plethora of challenges; however, security should never be one of them.

Employing a combination of physical security measures, intelligence analysis, and system assessments, TNG was able to turn the tide on the negative issues confronting this healthcare network. Our ability to mitigate risk resulted in a much safer environment for staff, patients, and visitors, as well as reduced stakeholder liability. TNG still monitors all situations at the main hospital campus and outlying facilities and a CRT remains on standby – ready to deploy at a moment's notice.

Our one-hundred-plus years of combined military, law enforcement, and program management experience have guided a myriad of private, public, and government organizations in improving the overall safety and security of their personnel and assets.

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