Public Services Health
& Safety Association™

Your Health. Your Safety. Our Commitment.

Security Toolkit

Resource Manual

Security Toolkit

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Introduction

About PSHSA

PSHSA provides occupational health and safety training and consulting services to various Ontario public sectors. These include healthcare, education, municipalities, public safety and First Nations communities.

As a funded partner of the Ministry of Labour (MOL), we work to prevent and reduce workplace injuries and occupational diseases by helping organizations adopt best practices and meet legislative requirements. To create safer workplaces, employers and employees must work together to identify potential hazards and eliminate or control risks before injuries and illnesses occur.

Workplace Violence in Healthcare

Assault, bullying, vandalism, theft and property damage are unfortunate realities in today's workplace. For this reason, the Ontario Occupational Health and Safety Act (OHSA) requires employers to take every precaution reasonable in the circumstances to protect employees from violence and harassment, whether the events originate from strangers, clients, visitors, co-workers, or the crossover of domestic violence into the workplace. OHSA sections 32.0.1 to 32.0.8 outlines the requirements for workplace violence and harassment prevention, such as policies, workplace violence risk assessment, program development and maintenance, and worker information and instruction for prevention.

Security is an important part of any workplace violence prevention strategy. Within healthcare, security involves preventing and/or protecting individuals from harm or injury and preventing and/or protecting property from damage or theft.

Security is maintained through proactive:

- Measures
- Processes
- Monitoring
- Patrol
- Emergency response plans

It may include implementation of a security safety management plan that includes:

- Policy
- Procedures
- Security activities
- Use of specialized equipment
- Trained personnel

The extent of equipment and personnel required depends on the size of the facility and on the organizational risks, both existing and potential. For instance, many small and medium-sized organizations in community and long-term care don't have security guards. They may instead rely on designated staff to check premises and activate alarms. Senior Management's decision making around this needs to be based on a clear understanding of the hazards and the risks / liabilities involved. A well prepared cost versus benefit analysis will be useful in this process.

Regardless of their size or sector, and whether or not they have a formal security department, all community and healthcare organizations need to:

- Recognize the importance of security
- Identify security program needs, gaps and strengths
- Develop and implement a comprehensive program
- Ensure that roles and responsibilities for security functions and activities are assigned and supported by training
- Evaluate security program using a continual quality improvement process

Employers, managers, supervisors, staff, vendors, and visitors all have a part to play in maintaining a safe and secure workplace. Security can and should be integrated into all aspects of community and healthcare delivery.

The Five PSHSA toolkits

Public Services Health & Safety Association (PSHSA) has created five toolkits to help healthcare organizations protect staff from workplace violence, and meet legal responsibilities for ensuring healthy and safe workplaces. The toolkits are:

1. Organizational Risk Assessment (ORA)

2. Individual Client Risk Assessment (ICRA)

3. Flagging

4. Security

5. Personal Safety Response System (PSRS)

Acknowledgements

Working Group Members

Name	Organization
Brenda Snider	Service Employee International Union
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About the Security Toolkit

This toolkit is designed to help community and healthcare organizations, with or without designated security personnel, establish an effective security program. It aims to increase awareness and understanding of security program functions, program elements, and training requirements, many of which are based on best practices and industry-accepted standards. The toolkit provides sample tools to identify security program gaps and to develop a comprehensive and customized action plan.

The toolkit is not intended to:

- address the security of digital or personal health information
- make recommendations regarding staffing levels.

Understanding Security Program Functions and Roles and Responsibilities

The International Association for Healthcare Security & Safety (IAHSS) has set down key functions of a security management program. They are outlined in the IAHSS Handbook on Healthcare Security Basic Industry Guidelines. These guidelines are helpful for organizational self-assessment, and determining whether designated individuals have the required knowledge, skills, training and organizational support to competently fulfill these security functions.

In integrating these program functions, organizations need to know:

- **How and whether to apply them to their own workplaces.** Some functions would not be applicable to all community and healthcare settings; long-term care, for instance, likely would not require prisoner-client (e.g., patient) security.
- **How to appropriately staff each function**. As an example, building 'access control' might be assigned to both a facility manager and a human resources coordinator. The facility manager might oversee the key-card access system, while the HR coordinator would manage employee badge/key-card distribution.

To help determine which program functions should be implemented, it is important for organizations to complete a:

- workplace violence organizational risk assessment to identify their security risks; and
- security program component gap analysis.

Once program functions requirements are identified, organizations can then determine who will lead, be responsible for fulfilling the functions, and identify specific roles and responsibilities. If required an organization could retain a security services consultant to assist in the assessment processes. The type and level of security should be reflective of the organizational risk assessment, organizational experiences and program component gap analysis.

Organizations should consult and engage with their local police department to obtain additional information about community risks to the organization and to also obtain guidance on police specific requests or requirements that should be incorporated into hospital security programs and procedures. The police consultation will facilitate faster and appropriate police responses, if and when necessary.

Regardless of whether or not an organization has formally-trained security personnel, there must be a security administrator or designated leader who oversees the security portfolio. In a smaller organization where there is no security manager or guards, this responsibility might be delegated to a manager, with other individuals in the organization sharing duties. Either way, it is important that the administrator have the knowledge and training to properly address the security needs, strategy and controls to maintain workplace safety.

Roles and responsibilities for security should be clearly articulated in the security policy and job descriptions. Like safety, security responsibilities are shared. Everyone has a role. In many cases, existing non-security staff may fulfill the security functions and activities such as:

- building security and access control
- video camera surveillance
- routine walk-through inspections; and
- workforce training on safe security practices such as when and how to call the police.

In instances where the workplace violence risks have been identified as very high, trained and qualified security personnel, such as security guards, may need to be hired to fulfill these and other high risk functions. Under the Private Security and Investigative Services Act (2005), a security guard is "a person who performs work for remuneration that consists primarily of guarding or protecting persons or property". Security guard training curriculum and licensing is provided through the Ontario Ministry of Community Safety and Correctional Services (OMCSCS).

For more details on the security program functions and guidelines, refer to Table 1

Table 1: Sample Security Program Functions

Security Program functions	Specific considerations
Program development	- Security management plan - Security risk assessments
Program management	- Security administrator

Security Program functions	Specific considerations
	- Violence in healthcare - Prisoner-client security - Security role in patient management - Security guard/personnel use of physical force - Home/community health security - Security staffing and deployment - Searching clients and client areas for contraband - Security response to a critical incident - Access control protocols (spills-chemical, antineoplastic; code white, damage to property, etc.) - Emergency measures & procedures (e.g. active shooter) - Restricting weapons in the healthcare environment
Training	- Management and general staff security orientation and education - Security guard/personnel training (e.g. CGSB Standard)
Investigations	- General - Covert investigations - Drug theft/misappropriation
Documentation	Security incident reporting
Program measurement/improvement	General
Access control	- Identification system - Facility-restricted access (emergency lockdown) - Approaching persons of interest

Security Program functions	Specific considerations
	▪ Client access
Physical security	▪ Electronic security systems ▪ Use of video surveillance
Areas of higher risk	▪ Security-sensitive areas ▪ Infant/pediatric abduction response and prevention ▪ Security in the emergency care setting ▪ Client elopement or wandering ▪ Behavioural/mental health
Emergency management	▪ General ▪ Security role in an emergency operations centre ▪ Security role in a communicable disease outbreak ▪ Personal Security Response System

Eight Tools for Building and Sustaining a Security Program

This section provides a brief introduction to eight (8) tools that can help you develop and implement an effective security program. These tools can be found in the following appendices:

- Appendix A: Security Program Self-assessment Checklist with Action Plan
- Appendix B: Sample Corporate Security Policy Template
- Appendix C: Sample List of Security-Related Policies and Procedures
- Appendix D: Workplace Security Fast Fact Awareness Tool
- Appendix E: Sample Security Topics for Workers and Managers
- Appendix F: Sample Security Guard Training Duration & Provider Considerations
- Appendix G: Sample Security Guard Training Program Components
- Appendix H: Sample Security Guard Training Checklist for Healthcare Institutions

Note: Each appendix includes instructions on "how to use this tool."

Appendix A: Security Program Self-assessment Checklist with Action Plan

This tool covers twelve (12) areas for self-assessment, providing a checklist of items and suggested resources for a wide range of security-related topics including:

- Senior management commitment
- Security oversight, functions, roles and responsibilities
- Security program needs assessment
- Security program documentation such as policies and procedures, safe work practices, and security training
- Security training and awareness
- Provision and installation of security-related equipment and its maintenance
- Security-related incident reporting and investigation
- Security program evaluation

Participants respond to the statements with 'Yes', 'No' and 'N/A'. The results provide a foundation for action-planning and program development.

The Gap Analysis and Action Plan section of the tool provides the opportunity to list activities/tasks required to address the identified gaps, as well as assign responsibilities and completion dates. The outcome can form the basis of reporting and recommendations to senior management.

Appendix B: Corporate Security Policy Template

The sample policy can be customized to meet the needs of any healthcare organization, regardless of whether or not it has a formal security department and/or security guards. The policy promotes consultation with JHSC/HSR representatives, and it highlights the need to comply with reporting requirements, as outlined in health and safety legislation (Health Care and Residential Facilities Regulation 67/93fnd; Occupational Health and Safety Act [OHSA], 1990).

The policy template covers the following:

- Purpose
- Objectives
- Scope
- Definitions
- Roles and responsibilities
- Communication
- Training; and
- Evaluation

In developing their own policies, organizations should keep in mind the need for the policy to:

- Demonstrate commitment to workplace security
- Provide clarity regarding roles, responsibilities and expectations; and
- Provide direction regarding communication, training and program evaluation

Appendix C: Sample List of Security-Related Policies and Procedures

Intended as an enhancement for Appendix B, this list of policies and procedures serves as additional considerations for security program and policy development. The list is not exhaustive, and organizations will want to select/adapt the various options depending on their own needs and factors such as nature and location of work.

Appendix D: Workplace Security Fast Fact Awareness Tool

Security is a critical component of a healthcare organizations health and safety program. Everyone in the organization needs to understand their related roles and responsibilities. This tool provides two sample fact sheets — one outlining duties for managers/supervisors/workers, and the other offering general security tips for consideration. They are examples of communication materials that might be used to raise general awareness of security among all employees.

Appendix E: Management and Worker Training

This tool provides organizations with a sample list of relevant security topics for frontline staff.

Healthcare organizations such as hospitals, psychiatric facilities, long-term care facilities, group homes, and child and family services are governed under the Healthcare and Residential Facilities Regulation (HRFR). Under the HRFR, employers must provide workers with health and safety (H&S) training and education that was developed in consultation with the JHSC and/or HSR. Under due diligence and leading practice standards, similar processes should be applied in healthcare and community services organizations where the Industrial Establishment (Reg. 851) and/or the Construction Project Regulation (O. Reg. 213/91) apply to the workplace.

Appendix F: Security Guard Training Duration and Training Provider Considerations

For organizations that have security guards or have identified the need for one, this tool provides suggested training duration for various areas of responsibility. It also includes a list of questions to consider when selecting a training provider. The tool is based on a current training model at a large community hospital.

Appendix G: Sample Security Guard Training Program Components & Appendix H: Training Checklist

Security guard training is governed by the Private Security and Investigative Services Act (2005). The Act regulates private investigators, security guards, and companies that provide these services. Licensing of security guards in Ontario is overseen by the Ministry of Community Safety and Correctional Services. See Appendix G for Sample Guard Training Program Components.

For those organizations who choose to contract security services, the information can be used to develop pre-qualification requirements or to supplement their training.

Anyone wanting to become a licensed security guard in Ontario must complete 40 hours of training and a government-mandated test. Upon passing the test, individuals may then apply for a security license.

At the federal level, the Canadian General Standards Board (CGSB) provides a 54-hour training curriculum in the form of the 2008 CGSB Security Training Program (CAN/CGSB-133.1-2008).

Further, employers must demonstrate due diligence by keeping records of:

- Training content
- All new hire orientation and refresher training
- Frequency of training

Appendix H provides a Security Guard Training Checklist for Healthcare Institutions that recommends security topics and training frequency. Organizations with a security guard function can use this sample as a starting point and customize training to meet their needs.

Security Toolkit: Appendix A

Visit: **pshsa.ca/workplace-violence**

Security Program Self Assessment Checklist with Action Plan

How to Use this Tool:

1. This checklist should be completed by a multidisciplinary committee or task force, and followed up with a recommended action plan.

2. Committee membership should be diverse and include: management; staff; joint health and safety committee (JHSC) members and/or health and safety representatives (HSRs); and union members. Members might come from departments such as client care programs; environmental services, maintenance and support programs; human resources and occupational health and safety; education; security services; and other relevant functions as the organization sees fit. Each organization will need to establish its own committee structure. Some may want to use existing groups such as a workplace violence prevention steering committee or JHSC.

3. The committee should include a lead who coordinates activities and liaises with management. Members of management need to be appointed as key facilitators / report reviewers. Common terms of reference should be established to ensure clarity of goals, roles and responsibilities.

4. The completed organizational risk assessment (ORA) should be consulted prior to completing the checklist in order to identify security-related risks and recommended controls.

5. There are 12 areas of assessment in the checklist. Review each of the 12 statements and use a checkmark to indicate 'Yes', 'No', 'Partial', or 'N/A' for not applicable. For each 'Yes', to the 12 statements, check the Key Elements that apply to the workplace. Where 'Partial' or 'No' to the statement is selected you may have some Key Elements in place so check the boxes for the ones in place. Each 'No' or 'Partial' will require further action.

6. Document what is and isn't in place, using relevant documents — e.g., training records — as evidence. Be specific where possible.

7. Ensure all committee members understand how to use the tool prior to commencing its use.

8. When the checklist portion is complete, proceed to the Action Plan portion.

9. Review each statement under 'Security Program Key Elements' to identify gaps e.g. those stating "partial" or "no".

10. Based on the gaps, determine the actions necessary to reduce them. Further investigation may be required, as well as additional resources and training.

11. Assign responsibilities to the appropriate person.

12. Identify a target date for completion. (Enter the completion date only when the activity is completed.)

13. Report on findings from Appendix A, and deliver to senior management for consideration and action.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
1.0	**There is commitment from senior management to develop, implement and maintain a security plan and program.**							
	There is senior leadership commitment to: ☐ Allocate financial and human resources ☐ Appointment of a security program administrator or leader ☐ Establishment of a multidisciplinary steering committee, including JHSC representatives ☐ Provision of adequate training to support assigned security functions and responsibilities ☐ Oversee development, implementation and monitoring of the security plan and program	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	PSHSA (2006) Hollier (2014)	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.
2.0	**There is a security administrator or designated leader who is qualified and authorized to oversee the security program.**							
	The security administrator: ☐ Has primary responsibility within the organization for the security program and training or ☐ Functions in a security capacity that is in additional to the individual's primary role within the organization ☐ Has the training and competency to oversee the program ☐ Has policy-making authority ☐ Has the authority to address an imminent threat of danger, and	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	Competent Supervisor: Occupational Health and Safety Act R.S.O. 1990 Canadian General Standards Board. (2008).	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	implement necessary measures in response to it ☐ Is consulted in building renovations and new building planning — e.g., regarding architectural design principles such as CPTED (Crime Prevention Through Environmental Design) and care principles ☐ Is involved in the workplace violence risk assessment process and the design of all safety plans ☐ Promote and support security awareness campaigns and develop a culture of security, safety and awareness.			International Association for Healthcare Security and Safety (2012) Crime Prevention Though Environmental Design				
3.0	**Security roles and responsibilities are clearly articulated in the job descriptions.**							
	Security guard roles and responsibilities include: ☐ Carrying out responsibilities of a security officer under the Criminal Code, in areas of common law and case law; protection of other persons; defense of property; self-defense, seizure and use of force; and under provincial and municipal legislation — e.g., trespass and provincial-offences legislation and parking by-laws, and duties as outlined by the employer (CAN/CGSB-133-2008)	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	Competent Supervisor: Occupational Health and Safety Act R.S.O. 1990 Canadian General Standards Board. (2008). International Association for Healthcare	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	☐ Conducting patrols and inspections; guarding; and fulfilling routine service requests ☐ Responding to emergencies in compliance with the organization's policies and procedures ☐ Reporting hazards and deficiencies, and ensuring corrective actions are taken ☐ Completing documentation in accordance with accepted security standards ☐ Carrying out other responsibilities as required by the manager/administrator — e.g., representing security on committees, etc. ☐ Participating in investigations related to security matters, and communicating findings to the security administrator as required Security by non-security guard personnel roles and responsibilities ☐ Carrying out responsibilities as required by the security administrator/manager e.g. access control, building security, workforce security training, including having adequate training to support assigned security functions and responsibilities, video surveillance etc.			Security and Safety (2012)				

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	☐ Conducting walk-through inspections and investigations ☐ Responding to emergencies in compliance with the organization's policies and procedures ☐ Reporting hazards and deficiencies, and ensuring corrective actions are taken ☐ Completing documentation in accordance with accepted policies and procedures ☐ Communicating findings to the manager/administrator as required ☐ Other duties as assigned Managers roles and responsibilities ☐ Ensure all employees understand the relevant security policies and procedures. ☐ Ensure employees attend the required training, and maintain records of training. ☐ Enforce security policies and procedures related to your area of authority. ☐ Inspect the workplace under their authority for security concerns and implement corrective actions. ☐ Respond to workplace violence and security reports, participate in investigations and develop corrective actions.							

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	☐ Communicate to employees any security concerns and corrective action taken, if any. ☐ Promote and support security awareness campaigns and develop a culture of security, safety and awareness. Workers roles and responsibilities ☐ Participate in security-hazard recognition and controls. ☐ Comply with security policies and procedures as required. ☐ Respond to a security incident within the scope of knowledge and training. ☐ Attend regular security and workplace-violence prevention training. ☐ Report any security hazards or incidents to the supervisor or employer immediately. ☐ Cooperate in any investigations as required.							
4.0	**Security plays a key role in client management.**							
	☐ Policies and procedures identify security responsibilities and scope in client-intervention activities. ☐ These activities may include performing client watches, holds, restraints, and seclusions relative to	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	Canadian General Standards Board. (2008).	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	the client's medical evaluation or treatment. ☐ Client-intervention activities are documented. ☐ Security training aligns with skills and experience required for client management. ☐ Collaborative training with clinical staff includes de-escalation, proper client restraint techniques, safe take down and non- violent crisis intervention.			International Association for Healthcare Security and Safety (2012)				
5.0	**Security plays a key role in emergency management.**							
	☐ The organization maintains an emergency management program to identify and address threats/hazards/emergencies that may impact the facility and its operations. ☐ Personnel may be assigned to fulfill security functions such as monitoring and having authority over the general security of the facility and its people; management scene/facility protection; and traffic control. ☐ Security provides key support around communicable- disease management, and is able to activate, adapt and supplement processes and mechanisms in order to continue the provision of a safe care environment.	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	International Association for Healthcare Security and Safety (2012)	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	Planning for outbreaks includes identification of essential security services, and measures to address shifting demand for security resources.							
6.0	**The organization has conducted a risk assessment to assess security program needs.**							
	The organization: ☐ Identifies people and property assets to be protected ☐ Regularly reviews existing security measures and procedures, including an: o Inventory of policies and procedures in place o Inventory of security and security-related equipment o Inventory of security personnel ☐ Conducts risk assessments of environmental security ☐ Analyzes internal documents such as security logs and security incidents; client/workplace violence incidents and hazard reports; local police crime statistics; use of force statistics, information from similar organizations; legislative requirements; and security standards ☐ Conducts security program climate surveys in the workplace ☐ Includes related questions in staff engagement/satisfaction surveys,	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	International Association for Healthcare Security and Safety (2012) PSHSA (2006)	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	and applies findings to organizational planning ☐ Makes security planning part of organizational planning.							
7.0	**There is a documented security program in place and evidence of program implementation.**							
	The documentation/evidence includes: ☐ The organization maintains an Written security policy demonstrating senior management commitment; goals; definitions; scope; roles and responsibilities; and commitment to annual review and evaluation ☐ Written procedures and protocols for clinical and non-clinical situations, in both preventive and protective contexts — e.g.: o Prohibition of carrying firearms and weapons o Prevention of and response to targeted violence o Prisoner client security o Client management o Communications o Training needs assessment ; training matrix; and training requirements for security personnel and administrators o Use of force o Premises safety o Home health security	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	Canadian General Standards Board. (2008). International Association for Healthcare Security and Safety Handbook (2012) PSHSA (2006) PSHSA (2012) Fast Fact: Protecting workers working alone PSHSA (2010) Fast Fact: Tips for guarding your	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	o Security staffing and deployment based on risk assessment o Duties and expectations of security staff o Searching clients and client areas for contraband o Response to critical incidents o Active shooters o Incident reporting and investigation o Covert investigations; drugs o Policies for community o Policies for long-term care o Safe travel o Organizational risk assessment o Client risk assessment ☐ A training program for security personnel/administrators/persons in charge of security ☐ All-staff/management awareness training and communication ☐ Visitor/client awareness communication ☐ Access control — e.g., staff ID, facility-restricted access, emergency lockdown, approaching persons of interest, visitor access, signage ☐ Physical security systems — e.g., electronic security, video surveillance, ☐ High-risk areas ☐ Emergency responses and codes			personal safety on home visits The NHS Staff Council (2009) Improving Safety for Lone Workers Carlson (2011) Dooley (2014) Fox & Whitehorn (2014) Hollier (2014) Morris & Oswalt (2014) See Security Policies List Document				

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	☐ Emergency / incident management security procedures ☐ Infectious disease outbreak / pandemic procedures ☐ Emergency Department security ☐ Annual (or more frequent) reviews of the organization's security program ☐ JHSC / HSR consultation regarding security policy development, revision and training ☐ Security participation in committees and clinical teams.							
8.0	**There is a security training and awareness program.**							

	The program ensures that:
	☐ Any individuals providing security services are trained to meet regulatory or legislatively required standards for security training and industry-standard practices for healthcare.
	☐ Security orientation and education needs of general staff are identified and an orientation/education program is in place.
	☐ The program includes provisions for:
	   o A training matrix for security personnel
	   o Security administrators with on-site security personnel
		☐ N/A
		☐ Yes
		☐ No
		☐ Partial
			Click here to enter text.	Canadian General Standards Board (2008)
				
				International Association for Healthcare Security and Safety Handbook (2012)
				
				Ministry of Community Safety and Correctional Services (2009)
					Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	o Security administrators without on-site security personnel o Worker and management training, with matrices including awareness training and training campaign o Personal protective equipment			Hollier (2014), Morris & Oswalt (2014)				
9.0	**Security equipment is available and maintained.**							
	Examples include: ☐ Video camera surveillance ☐ Access control systems ☐ Intrusion alarms ☐ Personal alarms, panic buttons, GPS/cellular distress systems ☐ Personal protective equipment ☐ Other — e.g., security staff personal protective equipment	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	International Association for Healthcare Security and Safety Handbook (2012)	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.
10.0	**Work environment design or redesign takes into account security needs.**							
	☐ Security is considered in new and existing work- environment design or redesign. ☐ Security is considered in planning external premises — e.g., lighting, parking lot safety, etc.	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	International Association for Healthcare Security and Safety Handbook (2012) Crime Prevention	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
				Though Environmental Design (n.d.)				
11.0	**The security program addresses incident reporting and investigation.**							

	☐ All related security incidents, accidents and hazards are reported and investigated promptly to:
	  o Identify immediate and root causes
	  o Implement timely corrective actions and/or recommendations
	  o Ensure appropriate JHSC/HSR involvement — e.g., in the event of critical / fatal injury investigations
	  o Provide for hazard, accident and illness summaries and notifications per the OHS Act
		☐ N/A
		☐ Yes
		☐ No
		☐ Partial
			Click here to enter text.	PSHSA (2006)
				
				Occupational Health and Safety Act
					Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

12.0	**The security program includes process for evaluation.**							
	☐ Security quality indicators — both leading (e.g., training, patrol frequency, etc.) and lagging (e.g., use of force percentage, incident rate, loss time) — have been selected and are used for evaluation. ☐ The program is evaluated at least annually.	☐ N/A ☐ Yes ☐ No ☐ Partial	Click here to enter text.	PSHSA (2006)	Click here to enter text.	Click here to enter text.	Click here to enter a date.	Click here to enter a date.

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	☐ The JHSC/HSR is consulted in program revisions and training. o Security and safety improvements are considered by senior management and recommendations are implemented as required.							

Security Toolkit: Appendix B

Visit: **pshsa.ca/workplace-violence**

Sample Corporate Security Policy Template

How to use this tool

1. The following is a sample corporate security policy that organizations can use as a template.

2. Organizations will need to review their own structure, workplace violence risk assessment, and Security Program Self-Assessment Checklist and Action Plan to determine which sections of the policy to include in their own procedures.

3. Organizations should expect to customize the sample policy, including roles and responsibilities, to ensure it reflects the needs of their own organization and results of all risk assessments.

Manual:	Subject:	Policy number:
Health and safety	Workplace security	
Effective date:	Date revised:	Date of next review:
Policy reviewers:		
Authorized by:	Signature:	

Purpose

The purpose of the security policy is to ensure the:

- Protection of organizational property and people working, visiting, receiving and/or providing services at or for the organization; and
- Prevention of incident and accidents related to security risk factors and other related workplace hazards.

Policy commitment statement

Enter Name of Organization (Click here to enter text.) is committed to the providing a safe environment for everyone. Enter Name of Organization (Click here to enter text.) recognizes the significant hazards related to workplace violence and potential security risk factors, and the legal and moral responsibility to take every reasonable precaution in the circumstances to protect employees and others. Our organization is committed to providing financial and human resources for the development, implementation and maintenance of a sustainable security protection and prevention program that will help to prevent or minimize security risk factors through hazard recognition, assessment, control and evaluation processes. All workplace parties are required to comply with the policy and any associated procedures as appropriate.

Goals

- Develop, implement, maintain and annually evaluate the security program.
- Prevent and/or reduce the harm to people related to security risks and workplace-violence hazards.
- Prevent and/or reduce the incidence of property damage.
- Increase security awareness to all workplace parties and the public.
- Ensure those participating in security prevention and protection receive the necessary training, and that records of training are maintained.
- Ensure that security equipment, materials and resources are provided and maintained.
- Ensure staff understand the roles and responsibilities of Security Personal

Scope

The security prevention program applies to everyone in the organization.

Definitions

Security. Healthcare security is the prevention of harm and property damage, the protection of property and of all persons from potential harm related to workplace violence exposures, and various occupational health and safety hazards in healthcare. Security is ensured through proactive measures, processes, monitoring, and patrolling, and through emergency responses as necessary. It may include, but is not limited to, the implementation of a safety management plan; appropriately trained and competent personnel who fulfill security functions (see training section), policy, procedures, processes, protocols, and activities; and the use of equipment and materials.

Security guard. A security guard is a person who performs work, for remuneration, that consists primarily of guarding and/or patrolling for the purpose of protecting persons or property (Private Security and Investigative Services Act, 2005)

Roles and responsibilities

Employer

- Appoint a competent person to administer the security program.
- Ensure the development, implementation, maintenance and evaluation of a security protection and prevention program, in consultation with the JHSC.
- Ensure a workplace-violence risk assessment is conducted and that it includes security risks.
- Advise the JHSC or HSR of workplace-violence assessments, including risks associated with security.
- Provide any OHS security-related reports to the JHSC including copy of any risk assessment.
- Ensure the review and revision of H&S security measures and procedures at least once a year.
- Where the security program requires revision, consult with the JHSC or HSR and consider their recommendations when developing, establishing and putting into effect the revised measures and procedures.
- Consult the JSHC or HSR on security program training.
- Provide fiscal and human resources to support the security program, including training and equipment.
- Approve and annually review the security program, policy and procedures.
- Enforce the security policy and procedures.
- Ensure there are processes in place to identify and assess security risks and hazards; and identify, implement and evaluate security controls.
- Promote a culture of security and safety awareness.
- Take every precaution reasonable in the circumstances to protect workers.

Supervisor

- Participate in security risk-factor and hazard recognition, assessment, control and evaluation processes in the areas under your authority.
- Be familiar with the security risks and H&S legislation that applies to your work area.

Security Toolkit

- Enforce security policy and procedures.
- Post emergency numbers in a visible area.
- Monitor security strategies under your authority by, but not limited to, conducting management inspections and auditing security-related work practices.
- Encourage employees to report security hazards / risks immediately.
- Respond to security reports and participate in investigations of security hazards and incidents in the area under your authority.
- Communicate security concerns, solutions and controls to employees and others in a timely manner.
- Develop a training matrix for employees that includes security.
- Ensure employees attend regular security-awareness training and workplace-violence prevention training that pertains to their work area — e.g., emergency responses, non-violent crisis intervention, working alone, alarms, etc.
- Ensure employees know what to do in case of emergency; where indicated, participate in mock drills.
- Maintain training records — e.g., scope and content, date, length of training, signatures, and evaluation of understanding.
- Promote a culture of security and safety awareness.
- Take every precaution reasonable in the circumstances to protect workers.

Worker

- Participate in security-hazard recognition and controls.
- Comply with security policies and procedures as required
- Attend regular security and workplace-violence prevention training.
- Report any security hazards or incidents to the supervisor or employer immediately.
- Respond to a security incident within your scope of knowledge and training.
- Cooperate in any investigations as required.
- Contact Security when you feel at risk or unsafe (add link or reference internal summoning immediate assistance procedure).

Security Administrator or Delegate

- Ensure adequate knowledge, training and experience commensurate with the security administrator function.
- Be familiar with the risks and legislation that apply to the work.
- Take a leadership role in corporate security and promote a security and safety culture through an ongoing security-awareness communications and marketing plan.
- Develop a written corporate security program including a plan, policies, procedures, safe work practices, and training. Determine appropriate security staffing levels and competencies, and coordinate annual policy reviews.
- Ensure consultation with the JHSC/HSR when developing and revising security policies and procedures.
- Implement, maintain and evaluate the security program.
- Identify metrics and quality indicators to evaluate the security program.
- Develop, implement, maintain and evaluate processes for recognizing, assessing, controlling and evaluating security risk factors and hazards.

- Obtain and maintain appropriate security equipment and materials in compliance with organizational purchasing policies and procedures, and approval processes.
- Address imminent threats of danger and implement necessary measures in response. Where required, notify the JHSC/HSR.
- Work closely with local police, fire and EMS to manage threats to the organization.
- Be consulted on building renovations and new-building planning, taking into account architectural design principles related to security.
- Ensure security functions are included in job descriptions of those performing security administrator and security guard roles.
- Ensure those hired for security purposes are competent, qualified and adequately trained.
- Enforce policies and procedures.
- Participate in investigations related to security matters, and communicate improvements.
- Ensure that security is represented on the workplace-violence prevention committee.
- Take every precaution reasonable to protect workers and others.
- Ensure security alerts clinical staff to any person with a history of violent behaviour (insert link /reference to organization's flagging procedure).

Security Guard/Protection Agent (if applicable)

- Ensure proper licensing under the Ministry of Community Safety and Correctional Services (Ministry of Community Safety and Correctional Services, 2009).
- Maintain the license as a condition of employment and be able provide proof of licensing at least annually.
- Report loss of licensed status to the manager.
- Participate in security training (e.g. CGSB – see training section of this policy) and mandatory hospital training upon hire.
- Complete annual certification / re-certification in security training as well as any mandatory hospital re-certifications.
- Effectively perform and carry out security duties both verbally and physically, and in a manner that reflects the core values of the organization.
- Fulfill relevant security-officer responsibilities related to the Criminal Code, common law and case law, protection of other persons, defense of property, self-defense, seizure and use of force; and under provincial and municipal legislation — e.g., trespass and provincial offences legislation and parking by-laws; and duties as outlined by the employer (CAN/CGSB-133-2008).
- Comply with security and organizational policies and procedures.
- Conduct patrols and inspections; guard; and respond to emergencies in compliance with the organization's policies and procedures.
- Report any hazards and deficiencies, and ensure corrective action is taken.
- Complete documentation in accordance with accepted standards.
- Carry out other duties as required by the manager/administrator — e.g., representation on security on committees, etc.
- Participate in investigations related to security, and communicate findings to the security administrator as required.

Joint Health and Safety Committee (JHSC)

- Be consulted in the development and revisions of the workplace violence prevention policies and program, including security per the Ontario Regulation 67/93 Health and Residential Facility Regulation.
- Participate in investigations as outlined in the Occupational Health & Safety Act.
- Receive and review occupational health and safety-related security reports regarding worker safety.
- Review workplace-violence risk assessments, including areas/responsibilities pertaining to security.
- Conduct monthly inspections that include identification of security concerns or hazards.
- Make recommendations for improvement in writing to management as needed.

Communication

The security policy will be communicated to all management and employees at the time of hire and on a regular basis.

Training

Enter Name of Organization (Click here to enter text.) is committed to develop and provide all management and employees with security policy training, security awareness training and department-specific security training relevant to the security-related risks in their employment and work locations. Training development will be done in consultation with and in consideration of the recommendation of the JHSC/HSR as required by legislation. Training will be provided at orientation and refreshers will be provided on an ongoing basis. All training and training content will be documented and maintained by the designated party — e.g., human resources, or an educator or manager. Employees will be required to sign and date training records and, where applicable, perform tests of competency.

Based on the results of the workplace violence risk assessment, the employer must determine the appropriate training methods for various workplace parties. These could include:

- theoretical training (e.g. lectures, webinars, on-line modules)
- applied training involving more active participation including "hands-on practice, tests, drills, and exercises

Refer to Appendix 5, 6, 7 for additional training guidance.

Evaluation

The Corporate Security Policy will be evaluated, reviewed and approved annually by senior management. Should the policy review lead to the conclusion that the measures and procedures should be revised, or new procedures be developed, senior management will consult with the JHSC or HSR and consider their recommendations when establishing and putting into effect the revised measures, procedures and training. Quality improvements will be implemented as required and these will be communicated to JHSC/HSR, employees and management.

Procedures

Procedures and safe work practices will be developed and customized by the organization and would reflect the requirements identified on the risk assessment. Additional security-related policies and procedures may be made by the employer.

Approval

_____

Senior Executive Name

_____

Senior Executive Signature

_____

Date

Developed in consultation with:

- Security Services
- Senior Management
- Patient Programs
- Joint Health and Safety Committees
- Workplace Violence Prevention Committee
- Emergency Measures Committee
- Environmental and Support Services

References

Canadian General Standards Board. (2008). Security Officers and Security Officer Supervisors, CAN/CGSB-133.1-2008. Gatineau, Canada: Canadian General Standards Board. Retrieved from https://www.scc.ca/en/standards/work-programs/cgsb/security-officers-and-security-officer-supervisors

Health Care and Residential Facilities Regulation, O. Reg. 67/93. (1990). Retrieved from http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_930067_e.htm

Ministry of Community Safety and Correctional Services. (2009). Training Curriculum for Security Guards. Private Security and Investigative Services Branch: Toronto, On, Canada: Queen's Printer for Ontario. Retrieved from http://www.mcscs.jus.gov.on.ca/english/PSIS/Training/SecurityGuardCurriculum/PSIS_sec_grd_curr.html

Occupational Health and Safety Act, R.S.O. (1990) c. O.1. Retrieved from http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm

Private Security and Investigative Services Act, 2005, c. 34, s. 2 (4).

Security Toolkit: Appendix C

Visit: **pshsa.ca/workplace-violence**

Sample List of Security Related Policies and Procedures

How to use this tool

Complete the workplace violence risk assessment and the security program self-assessment to determine what security policies and procedures are needed or required by your organization. Use the following list to help develop them. Note that this is not an all-inclusive list, and that policies and procedures will depend on whether or not the organization has onsite security personnel, as well as the nature of the work and locations.

1. The designated security administrator collaboratively with the multi-disciplinary committee and other stakeholders may complete this checklist.

2. Determine whether the organization should have:

3. Policies and/or procedures that apply to the entire organization

4. Or security services specific to security guards or security departments

5. Or whether the policy and procedures in the table below are not applicable.

Use a check mark to indicate which policies and procedures are needed. Check all that apply. In some cases there may be organizational and/or security-service-specific policies and/or procedures on the same topic.

6. Provide comments as needed for discussion at your organization.

7. The multi-disciplinary committee may choose to provide recommendations to senior management regarding needed policies and/or procedures.

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
Access Control				
Approaching a Person of Interest				
Arrests				
Call for Assistance and Service				
Closed-Circuit Television (CCTV)				
Code of Conduct				
Code of Ethics				
Communications and Education Initiatives				
Community and Home Health				
Complaints Process				
Computer Use				
Confidentiality				
Co-op Students				
Critical/Fatal Injury Response — securing the scene				
Deliberate Damage to Hospital Property				
Departmental Responsibilities — Security				
Documentation, record keeping — e.g. memo books				

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
Dress and Deportment (Behaviour)				
Electronic Security Systems and Alarms				
Elevator Control — Grounding and Service				
Emergency Department Door Access				
Emergency Management, Codes and Response				
Employee Injury Reporting and Investigation				
Security Equipment and Use				
Environmental Design and Renovation — Security Role				
External and Emergency Service Interaction				
Fire Panel Procedures				
Fire Pump Testing Procedure				
Fire Protection — Red Tag Permit				
Hospital Restraint Cleaning				
Hot Work Permits				

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
Illegal/Street Drug Disposal				
Impairment and Disorderly Conduct				
Incident Reporting and Documentation				
Incident Investigations and Documentation				
Lock ups and Unlocks				
Lockdown — Facility				
Lost and Found				
Mechanical Restraints and Seclusion				
Media Relations				
Metal Detector Use				
Minor Event Log				
Morgue Duty				
Notification of Manager				
OHS Competent Supervisor Training — Mandatory				
OHS Supervisor Awareness Training — Mandatory				
OHS Worker Awareness Training — Mandatory				
On Call Assignment List				

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
On Call Room System Operation				
Patient Elopement — Departure Without Notification				
Patient/Client/Resident — Non-violent Crisis Intervention				
Patient Management — Security Role				
Parking and Traffic Control				
Patrol System and Standards				
Personal Alarm System				
Pet Visitation to Hospital				
Photo Identification System				
Prisoner Patient Security				
Privacy Legislation				
Radio Protocol				
Release of CCTV and Digital Media				
Release of Incident Reports				
Reporting For Duty				
Resistance Management				

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
Search and Seizure				
Security and Safety Inspections				
Security Awareness and Training for Workplace Parties				
Security Accompaniment — e.g. escort to parking lot				
Security Mission Statement and Management Plan				
Security Sensitive Areas*				
Security Staffing				
Security Training New Employee Orientation				
Security Training — Ongoing training and re-certification				
Travelling in the community by vehicle, transit, on foot				
Travelling and staying at accommodations e.g. hotel				
Trespassing				
Use of Force				
Weapons — restricted and concealed				
Working Alone				

Security Toolkit

Name of Policy / Procedure	Organization	Security Services	Not Applicable	Comments
Other				
Other				
Other				
Other				
Other				
Other				

Security may participate in the following committees and teams:

- Joint Health and Safety Committee
- Workplace Violence Committee
- Emergency Codes and Response Committee
- Clinical Team — e.g. Mental Health

References

International Association for Healthcare Security and Safety. (2012). IAHSS handbook. Illinois: IAHSS. Retrieved from < http://iahss.org/About/Guidelines-Preview.asp>

Canadian General Standards Board. (2008). Security Officers and Security Officer Supervisors, CAN/CGSB-133.1-2008. Gatineau, Canada: Canadian General Standards Board. Retrieved from https://www.scc.ca/en/standards/work-programs/cgsb/security-officers-and-security-officer-supervisors

Toronto East General Hospital, Toronto, Ontario

Security Toolkit: Appendix D

Visit: **pshsa.ca/workplace-violence**

Workplace Security Fast Fact Awareness Tool

How to use this tool

Organizations must maintain awareness of the importance of security. Everyone needs to understand their roles and responsibilities in keeping work safe.

The following FAST FACT sheets are intended to help keep security top-of-mind. One sheet outlines security duties and responsibilities for employers, managers/supervisors, and workers; the other provides a list of security awareness safety tips for all staff to consider.

1. Adapt and modify these as needed, and distribute them within the organization.
2. Use them as a basis for discussion at staff meetings, lunch-and-learn activities, safety talks, workplace violence training, and new-staff orientation.

Workplace Security Fast Fact

Visit: **pshsa.ca/workplace-violence**

Everyone can make a difference in keeping your workplace safe and secure

Workplace violence, vandalism, theft and property damage are not uncommon events in the community and healthcare industry and at times unfortunate and tragic events can occur. Employers, managers and employees can all make a difference in keeping the workplace safe. Whether your organization has a formal security department or not; everyone, must be vigilant and know what to do to protect themselves, other persons and workplace property.

Healthcare Security is the prevention of harm to and protection of persons and property. Security is ensured through proactive measures, processes, monitoring, patrol, and emergency responses as necessary. It may include but is not limited to the implementation of a safety management plan, appropriately trained and competent personnel that fulfills security functions, policy, procedures, activities; and the use and application of equipment and materials.

What are employers' responsibilities to ensure security safety in the workplace?

- Demonstrate commitment to the development and implementation of a Security Program by appointing someone to administer and oversee the program.
- Ensure those overseeing the security safety program or performing security functions are competent to perform the work.
- Include the security function in the development and implementation of a workplace violence prevention program — e.g. include someone with security knowledge on the workplace violence prevention steering committee.

Security Toolkit

- Conduct a workplace-violence risk assessment to identify security risks at the workplace and/or at locations where employees work; identify security gaps and share findings and provide a copy of any written risk assessment with the Joint Health and Safety Committees (JHSC) or health and safety representative (HSR) in compliance with the workplace violence legislation under the Occupational Health and Safety Act (OHSA).
- Provide OHS security-related reports that pertain to workers to the JHSC or HSR.
- Develop written security safety policies and procedures and ensure they are enforced.
- Ensure all workplace parties know their roles and responsibilities related to security.
- Identify training needs for workplace parties — e.g., develop a training matrix that reflects department and organizational training needs and requirements such as non-violent crisis intervention, security guard training for security guards, policies-and-procedures training, awareness training, emergency response training, reporting and investigation, use of force, etc.
- Conduct regular emergency response procedures.
- Develop a security awareness campaign — e.g. training, posters, newsletters, lunch and learns, etc.
- Maintain a safe and secure environment through access control; employee identification systems; emergency response equipment and mechanisms such as panic buttons, personal alarms, whistles, emergency phones and other electronic devices; monitoring and camera surveillance; and, where appropriate, security patrol.
- Post signage indicating the property is under camera surveillance.
- Post zero tolerance signage
- Ensure mechanisms for reporting and investigating workplace violence, near misses and suspicious activities, packages and individuals.
- Ensure the review and revision of the security measures and procedures for the health and safety of workers is done at least once a year, in light of current knowledge and practice.
- Where the security program requires development/revisions, consult with the JHSC or HSR and consider their recommendations when developing, establishing and putting into effect the revised measures, procedures and training.
- Consult the JHSC or HSR in the development, establishment and provision of training.
- Become knowledgeable about security safety and promote a culture of security safety and awareness.

What are managers' and supervisors' responsibilities for ensuring security in the workplace?

- Ensure all employees understand the relevant security policies and procedures
- Ensure employees attend the required training, and maintain records of training.
- Enforce security policies and procedures related to your area of authority.
- Inspect the workplace under your authority for security concerns and implement corrective actions.
- Respond to workplace violence and security reports, participate in investigations and develop corrective actions.
- Communicate to employees any security concerns and corrective action taken, if any.
- Promote and support security awareness campaigns and develop a culture of security, safety and awareness.

What are the responsibilities of workers regarding security and protecting themselves?

- Participate in workplace and security awareness training and any other required security training.
- Comply with security policies and procedures.
- Promptly report workplace violence, hazards, near misses and suspicious activities, packages and individuals to management.
- Follow security awareness safety tips.

Workplace Security Fast Fact

Visit: **pshsa.ca/workplace-violence**

Be Aware with These Security Safety Tips

In the workplace:

- Always be aware of your surroundings — note sounds and movements.
- Keep doors designed to be locked closed — e.g. never prop locked doors open.
- Wear your identification badge.
- Be aware of strangers to the workplace and challenge any stranger without a valid pass or valid reason to be present, or call security or police if you feel unsafe.
- Do not let unauthorized individuals enter secured areas behind you (piggy-backing).
- Report suspicious persons, activity and packages immediately to your supervisor or security.
- Lock up valuables and never store unattended valuables in plain sight or predictable unlocked locations.
- Avoid isolated or deserted stairways.
- While waiting for an elevator, stand off to the side; this gives you the opportunity to view inside and removes your obligation to enter if you are unsure of the occupants.
- If someone gets on the elevator after you and you're not comfortable with them, get off.
- When on the elevator, stand near the control panel and, if confronted in an elevator, push all the floor buttons and the emergency button.
- Do not push the stop button as you may get stuck between floors.
- Know your emergency response procedures and how and who to call.
- Call for help or use emergency response equipment if you are threatened.
- Check/Test and wear any personal panic alarms

Security Toolkit

In parking lots and community environments:

- Park your car as close as possible to the building exit if you are leaving after dark.
- Park in well-lit areas.
- Reverse your vehicle into the parking spot so you have a clear view when leaving.
- Keep the keys you will need accessible, preferably in your hand and ready to go.
- If it is not needed, lock your wallet and purse in the trunk and do not leave valuables in plain sight.
- Keep your head up and scan the area frequently.
- Look around before exiting your car, entering a building, or walking out into a parking lot.
- Always lock your car after entering and when leaving it.
- Plan your route and avoid short cuts through unlit areas.
- Avoid being alone if you can and have a coworker accompany you and leave the parking lot together if possible, especially at night.
- View the interior of your vehicle before entering to ensure no one is hiding inside, even if the doors were locked.
- If you feel threatened when you are in your car, remain in your vehicle and drive away if it is safe to do so. Lock your doors and drive to the local police department or other well-lit public area.
- Know where police stations or after-hour stores are located.
- Know where panic alarms are located
- Avoid walking by alcoves, alleyways, and covered or hidden spaces whenever possible.
- Make sure you have your fully charged cell phone or other device accessible.
- Keep your hands free of unnecessary clutter or items.
- If someone grabs your purse, do not resist.
- Stay alert and aware of your surroundings when travelling from one secure location to the next.
- Do not confront a threatening person.
- Do not follow or chase someone in your car — call the police.
- Be conscious of the image you are projecting when alone in a public area — be confident rather than fearful; be present and aware rather than distracted.
- Avoid distractions such as talking on the phone or texting in unsecure locations.
- Avoid wearing ear buds or headphones — you need to hear what is going on around you.
- Keep unknown people at arm's distance or further.
- If you see criminal behavior or are threatened call 911.
- Report all potential threats to your supervisor or manager immediately.
- If you are concerned about other individuals in a room, keep yourself between the individuals and the exit so you can leave quickly.

Security Toolkit: Appendix E

Visit: **pshsa.ca/workplace-violence**

Sample Training security Training topics for workers AND Managers

How to use this tool

1. Under the OHSA, employers are required to provide workers and their managers with:

   - Information on existing and potential hazards
   - Measures and procedures on how to maintain their health and safety

2. All staff with assigned roles and responsibilities require the knowledge and training to fulfill the competencies of the role. This includes the individual responsible for the administration and upkeep of the security program.

3. Use the list below as a baseline for a security-training needs-assessment for managers, workers and program administrators.

4. Consider rounding out this list with findings from staff surveys or focus groups, and remember to consult JHSC / HSR representatives.

It may also be helpful to develop matrices to properly track training frequency. This helps ensure training remains timely and well-documented. As with all safety programs, the organization must provide evidence of training activities, outcomes and improvements.

Sample Security Topics

- Corporate security policy
- Department security protocols
- Workplace violence prevention policy and procedures
- Emergency measures, codes and responses
- Non-violent crisis intervention
- Access control including sensitive areas
- Photo identification
- Reporting hazards and incidents
- Security-related information sharing protocol
- Personal alarm systems
- Pandemic planning and infectious agents security protocols
- Working alone
- Protection of personal belongings
- Security in the community and home
- Parking lot security and safety
- Medication security
- Patient assessment
- Use of restraints

Security Toolkit: Appendix F

Visit: **pshsa.ca/workplace-violence**

Security Guard Training Duration and Provider Considerations

How to use this tool

1. Review the various components under Training Program Content, along with the suggested hours of training. These are intended as a guide in training-related policy and program development; actual training hours may vary depending on factors such as the size and nature of the organization.

2. Review the questions after the table — these are meant as a guide to help in the selection of a security-training provider.

Training Program Content	Suggested Hours of Training
Administration/Introduction/Evaluation of Candidates Knowledge	3
Introduction to Duties and Responsibilities	2
Professionalism and Public Relations	3
Legal Authorities, Duties and Responsibilities	6
Alarm and Protection Systems	2
Traffic Movement	1
Personnel and Material Access Control	3

Training Program Content	Suggested Hours of Training
Report Writing, Note-Taking, Evidence and Crime-Scene Sketching	4
Response to Emergency Situations (bombs, fires, etc.)	9
Patrol Procedures	4
Labour Disputes	2
Relations with Police	1
Use of Force Principles	6
Effective Communications	8
First-Aid / CPR Training	Additional Hours as Required

CGSB Security Training Program (Can/CGSB-133.1-2008)

Training Program and Provider Considerations

While security guards play a key role in workplace-violence prevention and management, there is a general lack of consistency in training and development. The questions below are intended to help healthcare organizations determine the validity and quality of training when selecting a provider.

1. What are the qualifications of the training program developer/writer?
2. When was the training program last updated? Is the content current?
3. What are the qualifications of the trainers?
4. Does the company have insurance related to the provision of opinion related to the subject material?
5. Will the company maintain training records for your organization?
6. Can the company testify and defend the subject material if the course content is challenged through legal process?
7. What is the cost structure for both initial training and recertification?

All training should be conducted annually. Ensure the course content is understood and ensure students can perform to a reasonable level of proficiency.

Security Toolkit: Appendix G

Visit: **pshsa.ca/workplace-violence**

Security Guard Training Program Components

How to use this tool

Security guard training is governed by the Private Security and Investigative Services Act (2005). The Act regulates private investigators, security guards and companies that provides these services. Licensing of security guards in Ontario is overseen by the Ministry of Community Safety and Correctional Services.

This tool provides an at-a-glance summary of the key areas of security-guard training required under Ontario law.

Training Program Components	Description
Laws, Statues and Principles	All security professionals require training with respect to relative laws, statutes and principles governing their operational duties and responsibilities. The training material should include: ▪ Relevant legislation respecting security licensing and provision ▪ Trespass to Property Legislation and the principles of eviction ▪ The Criminal Code of Canada with emphasis on a citizen's power of arrest and the lawful application of force ▪ Human Rights Legislation ▪ Occupational Health and Safety legislation ▪ Principles associated with documentation, and retention of documents

Training Program Components	Description
Crisis Management Training	Crisis management training is designed to help security professionals recognize when a subject is in crisis, and respond appropriately according to the various stages of crisis. The four stages are: ▪ Anxiety ▪ Defensive ▪ Acting out ▪ Tension reduction ▪ Each has a recommended response option to de-escalate the crisis.

Effective Communication	▪ The use of effective or appropriate communication is vital to lowering a person's crisis level and mitigating adversity. This training material centers on the skills required to respond to a crisis situation using verbal strategies intended to calm someone down.
	▪ Security professionals are taught to use words that maintain professionalism, create subject accountability and permit justification of actions — e.g.:
	   ▪ The First Contact Approach — A standard approach to initiating communication that includes a personal greeting and the reason behind the interaction
	   ▪ The importance of sending appropriate verbal and non-verbal messages
	   ▪ The need to use active listening skills — this includes listening to subjects and recognizing barriers to communication.
	   ▪ The relevance of para-verbal communication — not what was said, but how it was said. This includes tone of voice, volume, cadence, etc.
	   ▪ The relevance of displaying appropriate body language — e.g., facial expressions, hand gestures, etc.
	   ▪ The need for verbal strategies that include feedback, providing messages to people at reasonable rates of speed, using simple language, the use of empathy, etc.
	▪ These programs are intended to enable a reasonable and prudent person to effectively communicate with persons in crisis and in a manner that meets a standard of care.

Application of Force	▪ The Ontario Use of Force Model (2004) mandates the process by which security professionals assess plans and respond to situations that threaten public and officer safety. The assessment takes into account factors such as the subject's

Training Program Components	Description

	behavior and the officer's perceptions and tactical considerations.
	▪ The security officer must determine if his or her actions are appropriate and/or effective or if a new strategy should be selected. The whole process is dynamic and constantly evolving until the situation is brought under control.
	▪ The Ontario Use of Force Model does not justify the use of force; rather, it provides a framework for understanding and articulating the events associated with use of force.
	▪ The model takes in six basic principles:
	  1. The primary responsibility of a security professional is to preserve and protect life.
	  2. The primary objective of any use of force is to ensure public safety.
	  3. Security-professional safety is essential to public safety.
	  4. The Ontario Use of Force Model does not replace or augment the law; the law speaks for itself.
	  5. The Model is based on federal statute law and current case law.
	  6. The Model does not dictate policy to any agency.

Subject Restraint/Pinel Restraint Systems	▪ Security professionals require training with respect to subject control and the principles associated with safe restraint and/or detention.
	▪ Training material should include:
	  ▪ Methods of restraint
	  ▪ Types of restraints
	  ▪ Preparation of restraints
	  ▪ Infection control considerations
	  ▪ Application of restraints
	  ▪ Safety considerations for restraint
	  ▪ Positional asphyxia
	  ▪ Excited delirium
	  ▪ Documentation Process
	  ▪ 'Reactionary gap' principles
	  ▪ Components representing a lawful arrest
	  ▪ Non-threatening (interview) stance
	  ▪ Visual search of a subject's high-risk areas
	  ▪ Transitioning a compliant subject to a compliant handcuffing position
	  ▪ Effective removal of restraints
	  ▪ Grounding principles
	  ▪ Duty of care regarding a subject's safety/welfare

Training Program Components	Description
Intermediate Weapon (Batons)	▪ Security professionals require training with respect to subject control and the principles associated with the use of an intermediate weapon — e.g., a baton. Officers may use an intermediate weapon as a force option: 　▪ To prevent themselves from being overpowered when violently attacked 　▪ To disarm an apparently dangerous person armed with an offensive weapon 　▪ To control a potentially violent situation when other force-options are not viable for any other lawful and justifiable purpose ▪ Training material should include: 　▪ Baton nomenclature 　▪ Drawing of the baton 　▪ Defensive stance 　▪ Weapon and reactionary side high strikes 　▪ Weapon and reactionary side low strikes 　▪ Two-handed straight strike 　▪ Two-handed weapon circular (hook) strike 　▪ Two-handed reactionary side strike (slash) 　▪ Dynamic simulation ▪ Duty of care regarding subject safety/welfare
Sharp-Edge Weapon Training	▪ Security professionals require training with respect to sharp-edge weapons and responding to spontaneous attacks. ▪ Training material should include: 　▪ Case studies on sharp-edge weapon encounters 　▪ Identify and perform common grips associated with sharp-edge weapon assault 　▪ Identify and perform common strikes associated with sharp-edge weapon assault 　▪ Identify and perform common lines of movement associated with sharp- edge weapon assault 　▪ Review the concept of the 21-foot rule with respect to sharp-edge weapon threat 　▪ Identify and perform effective responses to sharp-edge weapon assault 　▪ Identify and perform drills to enhance reactionary time ▪ Identify and perform distraction and control techniques

Security Toolkit: Appendix H

Visit: **pshsa.ca/workplace-violence**

Sample Security Guard Training Checklist for Healthcare Institutions

How to use this tool

This is a checklist of mandatory security-training items. It's intended as a guide for determining training frequency, and can be modified / adapted to suit different organizational needs.

Item	Check	Renewal Period
Non-violent crisis intervention		Annual
Handcuff training		Annual
Baton training		Annual
Uniform standards		On hire
CBRNE equipment training		Annual
Basic first-aid and CPR		On hire / Confirm employee maintains certification
WHMIS		Annual
Emergency procedures / codes		Annual

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Item	Check	Renewal Period
Effective communications		Annual
PPE fitting and training		Every 2 years
Shift briefings		On hire
ID badge system		On hire
CCTV system		On hire
Parking gate operations		On hire
Morgue duties		On hire
Access control policy		On hire
Cash escorts		On hire
Contractor access policy		On hire
Contractor badge/key sign out process		On hire
Lost & found		On hire
Guard tour / patrol system		On hire
Patient valuables		On Hire
Patient confidentiality		On hire
Child protective services / assistance with custody orders		On hire
Facility lock-ups / unlocks		On hire
Security co-op students		On hire
Public complaints process		On hire
Media relations		On hire
Incident reporting system		On hire
Security radio use		On hire

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Item	Check	Renewal Period
HDOC radio use (command centre)		On hire
Mental Health Act training		On hire
Restraint training (Pinel)		Annual
Patient restraint policy		Annual
Provincial offenses		Annual
Criminal Code		Annual
Organization trespass process		Annual
Organization arrest policy		Annual
Organization search policy		Annual
Safe-search process		Annual

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