CASE STUDY: ST JAMES HOSPITAL

THE CLIENT

St James’s Hospital fundamental purpose is the delivery of health treatment, care and diagnose as well as health promotion and preventative services at catchment, regional, super-regional and national levels. Its service remits ranges in complexity from secondary to tertiary level.

The hospital is also an academic teaching hospital. It is thus committed to the creation of an environment and the circumstances in which education and research in the health science and allied areas is possible and flourishes.

In the discharge of these remits, the hospital aspires to meet the highest possible standards and levels of efficiency, effectiveness and quality in all its endeavours. It is also driven by criteria of excellence, continuous improvement and innovation. Its services are made available equitably on the basis of need. Finally, the hospital is fully accountable to patients and other stakeholders with respect to performance over the entire range of its remit.

“Creating and maintaining the highest standards of safety and security for all our Patients, Staff and public is of the highest priority for St James’s hospital. This can only be achieved with the support of a market leader in Security Management which SAR Group have provided.”

Vincent Callan
Director of Facilities Management
The Background

St James’s Hospital Security Department had previously well defined structures and processes in place but aspired to develop Security Services to the next evolution stage.

The Hospital went to the market in 2011 to secure a Security Partner to assist the hospital with this evolution and support the development of optimum security strategies and implementation.

SAR Group are proud to have been chosen by Ireland’s largest Academic Hospital to work in partnership to achieve this vision. SAR Group’s experience and long track record as a stable and reliable Security Service provider in multiple industries across Ireland confirmed to St James’s Hospital that we have the corporate stamina to maintain excellence in service delivery for the duration of the contract.

The Strategy

Healthcare environments are unique and dynamic and Security Management Services operating in this environment are required to be agile, and responsive. This is particularly true at St James’s Hospital, with a geographical spread of 60 acres, X number of buildings, 4,500 staff and a footfall of approximately 10,000 per day.

SAR Group in conjunction with St James’s developed holistic Security Strategies adopting a blending of physical Security presence, advanced Security technology solutions and a refined balance of overt and covert security following a robust site risk assessment and review. Core to the Strategy was the views and perception of existing services by Hospital staff which was used to develop quality improvement plans.

“Successful healthcare Security Management requires a combination of robust strategy and highly skilled staff to support its implementation, SAR Group have been instrumental in supporting St James Hospital on both elements”

Alan Buckley
FM Operations Manager
ANPR

One of the key findings of the risk assessment and client survey was the issue of perimeter protection and traffic congestion. The installation of Automatic Number Plate Recognition (ANPR) enabled security to control all vehicle access and egress from the Hospitals Security Hub.

The Solution included the development of an authorized user database which was populated with vehicle registrations of all approved vehicles including staff, Emergency vehicles, and public transport who had automated access through reading the vehicle registration number.

The number of vehicles entering the site reduced by 2,000 per day resulting in the elimination of all traffic congestion.

Body Cameras

Static Guards in high risk zones of the Hospital campus were supplied with body CCTV cameras. These devices enabled the automated generation of Security incidents though recording audio visual of the incident.

This initiative has assisted the Hospital and Gardai through gathering of high quality video evidence.

In addition, the recordings are used as part of SAR Group HealthCare training program for new recruits and shared learning amongst current healthcare staff.

Physical Presence

One of the key objectives of the Security Strategy was to improve on the physical presence of Security on the Hospital Campus. Under the direction of FM Operations Manager, Mr Alan Buckley, SAR Group were required to develop options that would significantly improve Security presence while not impacting on cost growth.

A three pronged approach was developed and successfully implemented which included:

1. A review of static guard locations was undertaken and officers were redeployed to high visual impact zones, in addition their roles took on a concierge role which was another value add for the Hospital.

2. A bespoke uniform was developed that presented a professional and contemporary security service while ensuring it was practical for officers and visually recognizable. The uniform also had a positive impact on staff morale.

3. The introduction of branded Mountain Bikes had significant impact in terms of presence and the increased number of patrols achievable.

All of the above has significantly improved security presence and resulted in positive feedback from staff, patients and visitors.
The Future

St James Hospital site continues to undergo significant and rapid change, The Mercers Institute For Successful Aging (MISA) is due to open a state of the art facility in April 2015, coupled with the decision to build the 'New Children's Hospital' at the site will see the development of a Medical Campus.

SAR Group is proud to be St James Hospital Security Partner as it commences this campus transformation journey.

We continue to collaborate on an ongoing basis with St James to develop and lead on new standards in healthcare security. SAR Group are currently finalizing an agreement with St James and Cavan Institute to develop a National accredited Security Officer Healthcare educational program. This will be the first of its kind in Ireland and will ensure the highest educated and trained officers will be available for Ireland's largest medical campus at St James's