



NYP Targeted Violence and Terrorism Prevention Awareness Closeout Report

1. Project Overview

a. Provide a narrative description of the project's key goals, objectives, and activities.

New York-Presbyterian (NYP) Hospital had an existing Workplace Violence training program, which included Active Shooter Awareness training, but required additional resources in order to improve access to vital certifications and trainings. Because of our involvement in the DHS grant, NYP has been able to access vital resources – including additional subject matter experts – and significantly improve our ability to extend the reach of the program to more hospital employees, as well as to pass our knowledge onto additional healthcare systems and the community at large. By improving and enhancing our training program, we have increased targeted violence and terrorism awareness, and our ability to respond to imminent or unfolding targeted violence and terrorism, thereby protecting our patients, staff, and the communities we serve.

Our Hospital employs approximately 47,000 staff members across our 10 campuses. These staff members work directly with our large and diverse patient population, whose visits to our campus number approximately 3.4 million annually. This grant opportunity allowed us to deliver targeted violence and terrorism prevention training to people who may not have received it otherwise.

Goal #1: Increase awareness of the potential threat of targeted violence and terrorism to healthcare.

- To achieve this goal, our Hospital core leadership team offered three trainings to both our security workforce and the greater hospital staff. The leadership team obtained Mental Health First Aid certifications and trained 80% of the security department in Mental Health First Aid. We also provided the security department with hands-on tactical training in Officer Safety – specifically how an unarmed security force can recognize and respond to an active shooter or violent situation – with the addition of a per diem instructor. Lastly, we offered all hospital staff specific training in Targeted Violence and Terrorism Prevention.

Goal #2: Build threat assessment and management capability through training.

- Our Hospital is so proud to announce that, due to this grant, we have had the ability to create and train a threat assessment team. We are the first hospital in our locale to have an operational multidisciplinary team that receives and intakes reports of behaviors of concern, assesses them, and manages response to any impacts to our staff and provides recommendations to mitigate the behaviors. As we continue to grow this program, we look forward to having a formalized way to track these threats and spread program awareness throughout the enterprise, as well as build out sustainability.

Goal #3: Engage in external community outreach and liaison by providing education on targeted violence and terrorism.



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- Our Hospital was able to achieve community engagement by teaching the importance of situational awareness, bystander training and targeted violence and terrorism prevention to community groups, including healthcare coalition members, hospital and emergency response volunteers, and religious community members. We appreciated the ability to foster relationships, provide useful and actionable information, and grow our reputation in the region.

2. Key Accomplishments and Outcomes

- a. Provide a summary of the key accomplishments and outcomes of your project. If these outcomes differ from the activities listed in your approved IMP, please describe the discrepancy.
 - i. Obtaining Mental Health First Aid (MHFA) certification helped the Core Leadership team push out a program that the security department staff would benefit greatly from. Given the current landscape of our Hospital and the Country, staff who interact with patients daily have benefited from a program like MHFA that teaches people how to ask important questions, identify red flag behaviors, get people the help they need, and feel confident in doing that. The Security Officers deserve a training program that gives them the tools to do their jobs better.
 - ii. Providing Officer Safety Training to our Security Department has changed the way our officers respond in the event of a violent situation or an active shooter. Our Officers had not been thoroughly trained in a response like this; however, there was an expectation for them to respond during an emergency. Staff took the hands-on tactical training and went to work more knowledgeable than when they started at the Hospital.
 - iii. Not only is the Security Department important to train, but offering a class that reaches all staff was just as important. Pushing out Targeted Violence and Terrorism Prevention to all staff has given employees the ability to be situationally prepared in emergency situations, observe and report behaviors of concern, and direct resources appropriately to assist mitigate potential acts of violence.
 - iv. Due to the Hospital's direct involvement in this grant, we have benefited from additional training and threat awareness as an organization. Creating a threat assessment team was an important first step in moving our program and the safety of our staff and the communities we serve forward.
 - v. Having the ability to send our threat assessment team to training gave our members the confidence and support in assessing any risks and responding appropriately.
 - vi. By educating members of the community about targeted violence and terrorism prevention, our program is reaching more people. The more people who have a general awareness about warning signs and what to do about them, the more people can be protected and acts of violence prevented.
- b. The data provided in your final quarterly report should be listed as a reference in this section. In particular, please highlight and summarize the final data listed in the following sections:



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- i. “Total Instances to Date” column: NOTE: Prior to this project, our department had not focused on targeted violence or terrorism prevention content in the past.
 1. Our department leadership team completed a total of three classes to become certified in Mental Health First Aid.
 2. Our department leadership completed a total of two classes to become certified in the Community Awareness Briefing (CAB) training course.
 3. Our department initiated and operated 10 meetings for our newly created threat assessment team.
 4. Our department rolled out 10 training and educational sessions for our community partners focusing on the Community Awareness Briefing (CAB) course.

- ii. “Total Audience to Date” column: NOTE: Prior to this project, our department had not focused on targeted violence or terrorism prevention content in the past, and our officers were not trained in how to respond as officers to emergent situations.
 1. Our department leadership sent a total of six people to become certified Mental Health First Aiders.
 2. Our department leadership trained a total of 334 officers in Mental Health First Aid.
 3. Our department leadership trained a total of 219 officers in hands-on tactical Officer Safety Training.
 4. Our department leadership sent a total of five people to DHS training to give the Community Awareness Briefing (CAB) course.
 5. Our department leadership trained a total of 180 people in the Community Awareness Briefing (CAB) course.
 6. Our department rolled out a threat assessment team consisting of 16 multidisciplinary team members.

- c. If you have any impactful stories to share from program participants or community members served through the project, please describe them here.
 - i. Our Weill Cornell campus received a report of an active shooter on campus that was later determined to be false. However, our security officers responded swiftly to the threat and cited the officer safety training they received as helping with their response, which ensured the safety of all present that day and the quick resolution of the potential threat.
 - ii. The feedback received from religious community members as a result of Active Shooter and Stop the Bleed presentations in the Bronx, NY, and in Middletown, NY, was overwhelmingly positive and the first training they received of this kind. Proactive changes were made to their security programs as a result.
 - iii. The Mental Health First Aid training we were able to provide to our security officers was a surprise success in the aftermath of the COVID response by our hospital. Our security force was feeling overwhelmed, underappreciated, and burned out after our COVID response and reported that this training gave them a better appreciation for their own mental health, as well as that of their family members, coworkers, patients, and community members. The personal stories



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shared during Mental Health First Aid training were powerful and emotional and resulted in stronger connections and greater empathy within our department.

- iv. Our add-on project – the Active Shooter video – was one of the most effective ways to ensure all 47,000 plus employees were reached and could access targeted violence awareness training easily and in a memorable way.
- d. If you have graphics, charts, or photos that visualize your project’s accomplishments, please provide them here.
- i. Still shot from our Active Shooter video



3. Deliverables

- a. Provide a list with brief descriptions of your project deliverables, materials created, or other final work products such as training curricula, flyers, or video links.
 - i. Trained 80% of the security workforce in Officer Safety Training or Mental Health First Aid – previously submitted to DHS in final form;
 - ii. Created a multidisciplinary Threat Assessment Team, inclusive of receiving proper training – previously submitted to DHS in final form;
 - iii. Engaged with the community and taught others how to be situationally aware of possible threats – previously submitted to DHS in final form.

4. Challenges and Lessons Learned

- a. Describe any challenges your project encountered, attempts made to address them, and the lessons learned from these experiences.



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- i. Due to the COVID-19 pandemic, we were not permitted to train large groups in person, which delayed our ability to receive training certifications as instructors and delayed our ability to schedule in-person classes.
 - ii. We experienced administrative delays due to the Mental Health First Aid program putting a pause on any instructor classes.
 - iii. We realized that our already busy team could have benefited from additional resources, trainers, and personnel.
 - iv. Due to internal labor issues, we were not permitted to train different campuses together at the same time, which caused scheduling delays.
 - v. This training program resulted in overtime pay being offered to security officers, an unexpected cost borne by our security department at each hospital.
 - vi. Due to staffing shortages, the security department was sometimes unable to send staff to the training as hospital operations needed their support – and sometimes without much notice.
 - vii. Pretest/post-test questions for Mental Health First Aid were preexisting and could be subjective, based on the exposure and experience level of the student.
 - viii. With smaller campuses completing training for all their staff much quicker, it was hard to schedule multiple classes a week for the bigger campuses because they couldn't be without a large group of officers more than once a week without feeling an impact to operations.
 - ix. When smaller campuses would hire new employees, sometimes they would only have 1 or 2 people to send to class, which was a big effort for the trainers for such a small number of students.
 - b. If you could plan/implement the project again, what would you do differently?
 - i. It would have been helpful to hire a part-time administrator to handle scheduling and other administrative tasks, as well as at least one or two per diem instructors to assist with training.
 - ii. It might have been more manageable to propose a smaller scope for the project, concentrating on Goals Two and Three.
 - c. Based on your project, do you have any advice for others aiming to do similar work?
 - i. Think big and innovative, but try to contain your focus to specific, manageable, and achievable goals (SMART) objectives and ensure you have adequate support and resources to carry out the mission.
 - ii. Talk to other grantees who have managed successful and inspirational projects – and consider mutually beneficial partnerships with other organizations.
5. Sustainability
 - a. Indicate whether all or a portion of your project will continue after the period of performance and describe how this sustainability will occur.
 - i. All our projects will continue after the period of performance.
 - ii. The Mental Health First Aid training will continue to be offered for all security staff; there is also a plan to do a refresher on this course.



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- iii. The Officer Safety Training is a best practice that will be pushed out to the officers as more money becomes available to our program.
- iv. Our Hospital's Threat Assessment Team will fall into the Security Subcommittee which reports up to the Environment of Care Council (ECC) monthly. This reporting structure enables accountability and sustainability.
- v. The Threat Assessment Team also has a dotted line to the Employee Zero Harm committee.
- vi. The Active Shooter Staff Training Video will be widely pushed out to all 47,000 employees and available to rewatch the video as often as needed as determined by leadership (proposed: at orientation for new employees and annually thereafter).

Optional:

1. Contributions to the Field and Next Steps (if applicable)
 - a. Indicate any long-term contributions that your project made to the targeted violence and terrorism prevention field.
 - i. Our Threat Assessment Team is considered a best practice and has been recommended and well received as such by the regulatory body for healthcare facilities, the Joint Commission. Although we are still a new team, we continue to learn and grow from each case we intake and discuss. We have been asked to present on the impact of our team three times to external healthcare organizations and look forward to seeing our program improve over time.
 - ii. We are especially proud of the impacts of the training we have been able to offer as a result of the DHS grant to our employees and community partners and will continue to spread the message that targeted violence and terrorism can be prevented if you know the signs and what to do about them.
 - iii. We value our new network and partnerships of other targeted violence and terrorism prevention practitioners and look forward to continuing to work with them in different ways toward a common goal.
 - iv. We remain grateful to the DHS for this opportunity to bring this valuable information, training and new capabilities to our healthcare system and community partners.
2. Contact Information
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3. Appendices
 - a. Raw Output Data, additional Figures and Graphics relevant to the project not included in the "Key Accomplishments and Outcomes" section. Provide a letter listing the name of each appendix and a brief description of the document.
 - b. Submit the appendices as separate files named accordingly (e.g. "Appendix A-Coded Survey data.xls")