



## CASE STUDY

# Optimizing Open Shift Management in Healthcare

How to achieve complete open shift coverage  
through innovative security staffing.

# GARDAWORLD

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## The Context

An integral part of Canada's first province-wide health system, one of the nation's largest health organizations was formally established in May 2008 to serve more than 4.4 million people across 225,541 square miles of often rugged territory. To provide acute care, mental health care, cancer care and other health services, this organization engages more than 112,300 direct employees (plus 13,000 staff in subsidiary units) across over 900 facilities including hospitals, clinics, continuing care facilities, cancer centers, mental health facilities, and community health sites. But such a large scale of responsibility brings a vastly more complex landscape to be safely secured.

## The Challenge:

### Facilities Struggle to Achieve Sufficient Dark Shift Coverage With Current Security Partner.

Security is always a prime concern for healthcare facilities that must provide quality care under any and all conditions. Further, many facilities already struggle to fill open shifts for both practitioners and security personnel. With many remote operations located in rural areas far from urban amenities, getting timely police support can be difficult or impossible. In many cases, law enforcement response times can take half an hour or more – an unacceptable gap in emergency situations.

Unfortunately, the COVID pandemic – which brought greater demand for services through fewer available staff – compounded Alberta's security challenges, particularly for its dark shift night coverage. Although this large health organization maintained a security contract, its provider could not consistently fill its night shifts, leaving this organization insufficiently secured.





## The Solution:

### Apply GardaWorld's Healthcare Security Services' Multi-Layered Approach to Security.

At the end of 2021, the organization commissioned GardaWorld Healthcare Security Services to fill in the night shift gaps their current vendor could not fill. Under the leadership of Senior Account Manager, James Hersey, GardaWorld swiftly trained, coordinated, and managed healthcare security staff to cover dark and open shifts, allowing the established security provider to redeploy its staff to other critical sites. According to Hersey, GardaWorld staffing “immediately reduced risk and liability” through three key initiatives:

- 1. Mobile response team:** Hersey assembled a team of four full-time, healthcare-trained guards to serve as two rapid response units (two people each) who were on call seven days a week, from 8 a.m. to 8 p.m. All four staffers were cross-trained to serve in all facilities, and could fill any opening, such as a sick call, in no more than 30 minutes from request to arrival.
- 2. Bullpen of casual staff:** GardaWorld's mobile response team was reinforced with a bullpen of 30 to 40 staff who could serve as longer-term fill-ins for security staff on vacation or otherwise indisposed. The organization did not have to train these replacements; GardaWorld's mobile response team also trained GardaWorld's casual staff facility-by-facility, shifting the training burden off the healthcare provider.
- 3. Extensive cross-training:** After thorough training at their primary full-time job sites, GardaWorld staff were regularly cross-trained at other facilities to prepare them for spot assignments. Over time, all GardaWorld guards were trained for all of the organization's major locations within the designated service area; in addition, they were spot-trained for service in the organization's smaller facilities.



## The Results:

### 99-100% Fill Rates Across The Organization's Facilities

Through a contract currently extended through September, 2024, GardaWorld Healthcare Security Services achieved:

- 99-100% fill rates across all of the assigned facilities
- Almost instant staffing on the fly, as needed
- Client recognition of the speed, thoroughness, and reliability of GardaWorld services.

## Being Employee-Centric Made the Difference

Hersey attributes his team's success to GardaWorld's culture, one that emphasizes employee training and recognition. "We offer better compensation than our competition, resulting in lower turn-over," he notes. "A lot of my staff are still here since starting years ago." As team manager, Hersey frequently visits his on-site staff to offer support, show appreciation, and "simply chat to see how everyone's doing." Employees are consistently and generously recognized – through gift cards, employee-of-the-month awards, and paid time off – to reward and acknowledge excellence.

**"GardaWorld's commitment to our teams enables us to fulfill our commitments to our clients, leading to consistent safety and success."**

— **James Hersey,**  
Senior Account Manager

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**GARDAWORLD** GardaWorld is a global champion in security services, integrated risk management and cash solutions, employing more than 132,000 highly skilled and dedicated professionals. Driven by a relentless entrepreneurial culture and core values of integrity, vigilance, trust and respect, GardaWorld offers sophisticated and tailored security and technology solutions through high-touch partnerships and consistently superior service delivery. With a deep understanding that security is critical to conducting business and keeping communities safe, GardaWorld is committed to impeccable governance, professional care and the well-being of everyone. Thanks to a well-earned reputation, GardaWorld is proud to be the long-standing security partner of choice to some of the most prominent brands, Fortune 500 corporations and governments. For more information, visit <https://www.garda.com>.

**For more information on how your facility can benefit from our extensive healthcare security services, ranging from patrolling to metal-detection monitoring, contact us at:**

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