

***Department of State Hospitals  
Law Enforcement***

***Office of Protective Services  
Strategic Plan***



***2014 – 2018***

Department of State Hospitals – Cliff Allenby, Director

**Revision History**

<b>REVISION HISTORY</b>			
<b>REVISION</b>	<b>DATE OF RELEASE</b>	<b>OWNER</b>	<b>SUMMARY OF CHANGES</b>
V 1.0			
V 2.0			

## **1 DSH VISION STATEMENT**

*Caring Today for a Safe and Healthy Tomorrow*

## **2 LAW ENFORCEMENT MISSION STATEMENT**

*Dedicated to providing the highest level of safety and security to patients, staff and the community through competent, professional, law enforcement services while facilitating treatment of the mentally ill with compassion*

## **3 5 PILLARS OF A SUCCESSFUL ORGANIZATION**

- Recruit, Hire, and Retain Good People
- Consistent Statewide Training
- Consistent Disciplinary and Accountability Processes
- Consistent Statewide Policy
- Supervision and Management Development

## **4 SUMMARY**

The Department of State Hospitals Police Officers (HPO) provides safety, service, and security to patients and employees at the hospital facilities and to the public on the grounds and in areas around each hospital. There are approximately 700 Hospital Police Officers and 30 Investigators assigned to five different hospitals (Atascadero, Coalinga, Metro, Napa, and Patton) and three Psychiatric Centers (Stockton, Salinas Valley, and Vacaville) located throughout California.

In addition to police responsibilities and conducting investigations, HPOs and Investigators work closely with clinical staff to ensure the safe treatment of the more than 6300 patients assigned to the facilities state-wide and the safety of the more than 10,000 employees of the Department of State Hospitals (DSH).

The DSH Police Services is facing significant challenges due to the lack of consistent policy and procedures at each facility. For example, there are different processes for police recruitment, hiring, training and investigations at each hospital. Although there are Administrative Letters and Special Orders that provide policy for DSH as a whole, there is no specific policy manual for law enforcement to address the high liability incidents faced by police officers routinely.

The challenges for police services are compounded by the lack of personnel resources in Sacramento with law enforcement expertise to provide oversight and support for police operations. As a result, DSH must defend multiple policies and procedures which expose the Department operationally and civilly.

Each state hospital currently has different hiring practices and standards for law enforcement. Because of the various hiring standards, an officer cannot transfer from one hospital to another without going through a completely new hiring process. The current system is inefficient and costly. By implementing a

standardized and state wide recruitment and hiring process (Pillar 1) through the strategic plan, DSH can provide clear expectations of job requirements and focus on a broader range of candidates. The process also creates a state wide recruitment plan which projects and anticipates the future needs of law enforcement hiring for DSH.

The lack of a state wide training plan exposes DSH to inconsistent operational implementation and civil liability. Law enforcement is a high risk profession which requires standardized, consistent, verifiable, and ongoing training to ensure the safety of the officers, staff, patients, and the public.

By utilizing the strategic planning process to develop a state wide training plan, DSH will further professionalize law enforcement and create a safer work environment for staff and patients. Additionally, by including a strategic goal of achieving Peace Officer Standards and Training (POST) certification for all Hospital Police Officers, DSH will develop a more highly trained and credible police force which will be better prepared to respond to the needs of the hospitals and the community.

Consistent discipline and accountability is essential for the success of any organization and for the morale of its employees. The current DSH disciplinary model is different at each facility and has displayed a lack of state wide structure and consistency.

The creation of an Internal Affairs Unit in Sacramento to monitor and provide oversight of the disciplinary process will be critical in the attainment of standards, consistency, and accountability throughout the Department. The inclusion of an auditing function will ensure accountability to the standards created for law enforcement and for all DSH personnel.

The lack of consistent law enforcement policy and procedures at each facility is a core problem for DSH. Each hospital operates by a different set of rules for law enforcement operations. The lack of consistency exposes DSH to significant liability and is inefficient.

Through the strategic planning process, a private company will be hired (Lexipol) to develop a standard police policy manual based on law enforcement "best practices and case law. Through the use of Lexipol, the hospital police officers will receive daily training bulletins to ensure they have a clear understanding of the policy and how to implement the policy. Additionally, Lexipol conducts ongoing research of changes in law affecting law enforcement practices and provides updates to the policy manual as necessary.

## 5 STRATEGIC PLAN DEVELOPMENT

In November 2013, DSH Law Enforcement Chiefs, Hospital Administrators, and Supervising Investigators met at Atascadero State Hospital to develop a Mission Statement and a multi-year performance-based strategic plan specifically for law enforcement.

The foundation for the strategic plan is the Department's Mission and Vision and is based upon the "**five pillars**" of a successful organization which include:

- *Recruit, hire, and retain quality personnel*
- *Consistent and statewide training*
- *Consistent Discipline and Accountability*
- *Consistent statewide policy*
- *Supervision and management development.*

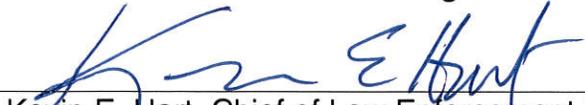
The ultimate goal of the plan is to move the Department forward with a focus on the safety and security of patients, staff, and the community by providing a plan of action directing the course of DSH Law Enforcement for the next five years. Further, the plan is designed to address the deficiencies and lack of consistency in policy and process identified in the DSH self-evaluation of police services.

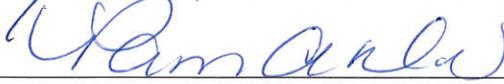
In order to ensure a high quality and effective strategic plan was developed, the Department hired a professional consultant to guide the group of managers through a "strategic visioning" process. In that process, the consultant facilitated the development of a new mission statement specific to law enforcement and a framework for a strategic plan utilizing the "five pillars" as the foundation. At the conclusion of the workshop, each of the five hospitals represented was assigned one of the five pillars and was asked to refine the goals and objectives identified and develop the strategies and performance measures which comprise the key elements of the strategic plan.

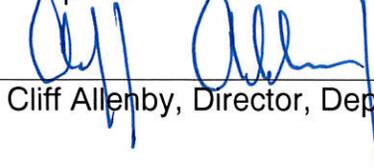
Working groups were created at each facility to ensure a "bottoms up" approach to the development of the strategies and input was solicited from various organizational levels throughout the Department. In December 2013, a conference call was held to receive feedback from the representatives of each Hospital and to further refine the plan. The draft strategic plan was then presented to executive management for review, feedback, and final approval.

The following 2014 – 2018 Strategic plan follows the Department's Mission and Vision and establishes a clear direction for the DSH Law Enforcement as it strives to meet its strategic goals and objectives during the next five years. It is important to note that this plan is a "living document" and will be examined and adjusted as necessary (at least annually) to meet the needs of the Department of State Hospitals. Additionally the Department's Vision and DSH Law Enforcement's newly developed Mission Statement is included to assist in providing focus and guiding the direction of the Department.

**4.1 Law Enforcement Strategic Plan Acceptance**

  
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Kevin E. Hart, Chief of Law Enforcement Operations      6/12/14  
Date

  
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Pam Ahlin, Chief Deputy Director, Department of State  
Hospitals      6/12/14  
Date

  
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Cliff Allenby, Director, Department of State Hospitals      6-12-14  
Date