



Prepared for:

The Haven

Process Optimization Roadmap

2024

Prepared by:



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Recommendation 1 – Tightening Security Stance

The 5-year strategic plan does well to focus on The Haven’s strategic needs but does not address the evolving security threat landscape, specifically on the IT side. This recommendation is not directly aligned with a specific strategic initiative but is more of an overarching initiative that we need to consider to “keep the lights on.”

Here is a high-level overview of the recommendation:

Recommended Security Stance Improvements:

1. Tighten security on devices with:
 - a. Tighter security protocols to protect against a threat and more readily stop a threat if it gets through front-line defenses.
 - b. Better restriction on “allowed” devices to restrict what devices can access data.
 - c. **This results in a 50% increase in monthly IT spending.**
2. Increase activity logging capabilities to:
 - a. Enhance automated security responses to threats.
 - b. Allow better insight if a threat does take hold so we know what it did.
 - c. This would only be valuable if done in tandem with tightening the security on the devices and results in an additional 50% increase in IT spending.
3. Improve team member training. (Aligns with Recommendation 2)
4. Results in roughly a 2x increase in monthly IT spend as shown in the quote “[2024 iSupport Advanced Agreement – Secure.](#)”

Reasoning:

1. 98% of successful cyber-incidents are from social engineering (the user lets the hacker in).
2. In the next 5 years, our estimate is:
 - a. If we do nothing to enhance security, you are 95% likely to experience another significant breach event with an 80% chance that it will be more significant than the BEC (Business Email Compromise) event that happened to Aimee.
 - b. If we enhance your security to our recommended level, we will drop the likelihood of another significant breach event to 10% with a 10% chance that it will be more significant than the BEC event that happened to Aimee. (Significantly less likely and significantly less impact if it happens.)
 - c. If we enhance your security only by getting tighter with security on devices, we will only drop the likelihood of another breach to 20% with a 20% change that it will be more significant than the BEC event in 2023.

Recommendation 2 - Improving Training Programs and Systems

In line with Goals 1, 4, and 5 of The Haven's 2024-2026 Strategic Plan, training programs need to be updated to keep staff up to date on current procedures and to be vigilant on keeping sensitive data secured. This can be accomplished by:

1. Flipping the script on training
 - a. Training is only effective if there is perceived value, and the approach is not to just check a box. Often, shorter and more gamified training is efficient in creating a better learning paradigm.
 - b. Here, we may want to work alongside The Haven to review Relias Training, and make recommendations from there, as there are a number of unknowns currently for JNR to give appropriate consultation.
 - c. This may also include exploring other training platforms.
2. Creating avenues for staff to ask questions and pursue further training opportunities, such as implementing intentional and organized "open door" times with supervisors and senior leadership.
 - a. At JNR, we have implemented an escalation type called Open Doors. Open Doors at JNR are scheduled in advance, last a predetermined amount of time, and empower team members to escalate issues, bring up conversational topics, and seek general mentoring.
 - b. These Open Doors have shown a drastic change in the ownership of our team members over their own training, growth, and development. We would recommend working with the Haven on developing something that works for their environment to help grow a culture of growth and development.

This would be a time and materials effort, probably 3-6 months long, at around \$500-\$2,000 per month.

Recommendation 3 – Optimizing Processes

In line with Goals 1, 2, and 5 of The Haven’s 2024-2026 Strategic Plan, The Haven has processes and procedures that would benefit from optimization. This can be accomplished by:

1. Creating storage structures that are intuitive and that can be adopted company-wide
 - a. We will start this by simply reviewing the capabilities of SharePoint with the leadership of The Haven so that awareness is there for what is possible
 - b. After this, the next step would be for The Haven to discuss internally and use JNR as a resource for the planning session. We recommend starting simple and not doing any overhauls right away, and choosing to start with small optimizations, and expand from there.
2. Building Standard Operating Procedures (SOPs) that are appropriately detailed, categorized, and stored
 - a. We recommend, as with the above, starting with something simple, such as creating an SOP on how to do bed-checks, or something similar.
 - b. We recommend that JNR partners with The Haven staff in shadowing and documenting procedures in an organized fashion, and as we build SOP’s, we also start making an SOP for SOP creation.
 - c. Building SOP’s is something that JNR specializes in and is engrained in our culture – a big part of *useful* SOP’s is having them properly stored and categorized. This structure should be considered as part of objective 1.1.
3. Building a culture around these systems that allows for constant improvement and adoption.
 - a. Once there is a process for making SOP’s, and a place to put them, and a way to organize them, the SOP’s are only valuable if people know how to use, improve, and grow the database. Culture is a large part of this.
 - b. This is not something that is simple to “chunk” out and will be heavily reliant on good adoption from leadership and supervisory staff.

This would be a time and materials effort, probably 3-6 months long, at around \$500-\$2,000 per month.