



Emergency Preparedness

Preparing an Active Shooter Exercise in the Healthcare Setting



Cambridge Health Alliance

- A community safety-net hospital system
- 3 hospital campuses (2 acute)
- 20 Ambulatory Care Practices
- 64 buildings
- Located in 6 communities north of Boston
- Cambridge Public Health Department
- Massachusetts quasi-public authority





Operation Safeguard



Rationale

- National trends in workplace violence
- Vulnerable mental health population, disgruntled employees & domestic violence
- Media coverage of active shooter emergencies
- High profile violent events in hospitals



Headlines

Trauma surgeon Dr. Timothy Jorden elusive in manhunt after Buffalo hospital shooting



Dr. Timothy Jorden, inset, is seen in an undated picture provided by the Buffalo, N.Y., Police. In the background, an Erie County Sheriff's helicopter searches the scene of a shooting at Erie

Johns Hopkins Hospital: Gunman Shoots Doctor, Then Kills Self and Mother



Ohio man faces court in wife's hospital shooting in possible mercy killing

Published August 06, 2012 / Associated Press



Code Silver

- August 1, 2011
- Applies to all aspects of the organization
- Training staff
- Buy-in by staff

Title: Emergency Management Plan Code Silver: Armed Intruder Page 1 of 5	Policy Number: A-EPC-8002 Policy Type: Administrative Effective Date: Aug 1, 2012
REPLACES (Supersedes): Title:	Policy Chronicle: Date Original Version of Policy was Effective: August 1, 2012 Most Recent Review: June 13, 2012 Reviewer: Christian Lanphere, Emergency Manager Date: June 13, 2012
THIS POLICY HAS BEEN REVIEWED AND APPROVED ELECTRONICALLY: Emergency Manager: Christian Lanphere Director, Public Safety & Security: Michael Belmont Sr. Director of Environmental Operations & Chief Security Officer: David DiNapoli Vice President, Facilities & Support Services: Barry Hilts Chief Information Security Officer: Robert Lewis EVP / Chief Operating Officer: Allison Bayer	

EMERGENCY PREPAREDNESS FOR EMPLOYEES: RESPONDING TO AN ACTIVE SHOOTER SITUATION

If a Code Silver or active shooter situation is called, always determine the most reasonable way to protect your own life. Patients and visitors are likely to follow the lead of employees and managers during a crisis. Use these steps when appropriate to keep yourself safe:

WHEN AN ACTIVE SHOOTER IS ON CAMPUS

Evacuate

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

Hide Out

- Hide in an area out of the active shooter's view
- Block entry to the hiding place and lock the doors
- Silence your pager or cell phone

Take Action

- As a last resort and only when your life is in imminent danger, attempt to incapacitate the active shooter
- Act with physical aggression and throw items at the active shooter

WHEN LAW ENFORCEMENT ARRIVE ON SCENE

- Remain calm and follow the officer's instructions
- Immediately raise hands and spread fingers; keep hands visible at all times
- Avoid pointing, screaming or yelling
- Do not stop to ask officers for help or directions when evacuating, just proceed in the direction from which officers are entering the premises
- Avoid making quick movements toward officers such as attempting to hold on to them for safety

Information you should provide to law enforcement or hospital operator

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter(s)
- Number and type of weapon(s) held by the shooter(s)
- Number of potential victims at the location

SIGNS OF POTENTIAL WORKPLACE VIOLENCE

An active shooter may be a current or former employee. Alert your supervisor and security if you believe an employee exhibits potentially violent behavior. This may include:

- Increased use of alcohol and/or drugs
- Unexplained increase in absenteeism and/or vague physical complaints
- Depression/withdrawal
- Severe mood swings and noticeably unstable or emotional responses
- Increasingly talks about problems at home
- Increase in unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes

*Information courtesy of the U.S. Department of Homeland Security

Code Silver, Life, Code Triage, Preparedness, Active Shooter, Emergency, shooting, or other emergency situations.

In the event an individual is threatening or engaged in harming himself or another person on the facility, on campus grounds, health center, or ambulatory health clinic, staff or staff may be at risk of being confronted or held hostage by a person with a weapon. In such a situation arises, staff members should not attempt to intervene or negotiate. If this protocol, the definition of a weapon is any firearm, knife, bomb or other object that can cause bodily harm or injury. (This definition may also include other objects, when wielded as a weapon).

The Health Alliance reserves the right to inspect the contents of all packages or articles removed from the facility. Firearms and other weapons are prohibited from CHA premises and dangerous devices will be retained by Public Safety/Security personnel and turned over to the jurisdictional police department.

Not permitted on any Cambridge Health Alliance property, except for those held by law enforcement personnel in the performance of their official duties.



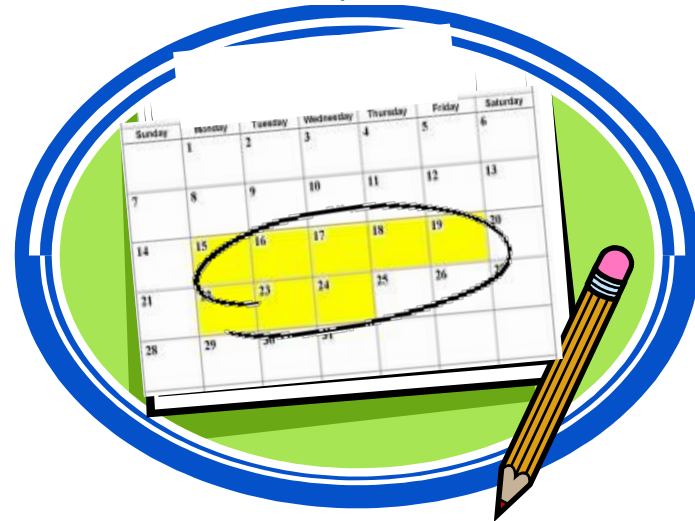
Participants

- Cambridge Health Alliance
- Professional Ambulance
- Cambridge Police Department
- Cambridge Auxiliary Police
- Cambridge Emergency Communication Center
- Massachusetts Department of Public Health



Overall Strategy

- Initial meetings with the Police Department
- Plans available for Senior Leaders
- Observations of other exercises (BMC and Norwood)
- Seminars
- Continued Code Silver Training
- Target date for FSX
- Medical Integration



Venue

- Appropriate for training
- Ability to secure every inch
- Easy for volunteers to get to
- Sound effects
- Time of day



Recruitment

- Staff trained to the plan
- Incident Command
- **Volunteers**
- Door monitors
- Ancillary staff
- Trained Safety Officer(s)



Communication

- Organization-wide messaging
- Communication to tenants in venue building
- Intranet site messaging
- Newsletters
- Media



Communication

- Letters to neighbors
- Neighborhood vs citywide message (i.e. Code Red)
 - Multiple jurisdictions
- Fire, Police, EMS, Public Works, City Manager's office
- Emergency Communication Center



Communication

- Code Red & Reverse 911 messaging
- Patient Notification
- Overhead announcement
- Exercise communication
 - “This is a drill”
- External vs. internal signs
 - Exercise notification
 - Out of Play

COPE REDTM
Emergency Communication Made Easy.



Final Evaluation

- Walk through with exercise design team
- Law enforcement review
- Notice to hospital personnel of walk through
- Weapons sound check
 - (Shot gun, 38 revolver, 45 handgun)





KEEP
→
RIGHT

PRIMARY CARE

PRIMARY CARE

Security Plan -3rd Floor

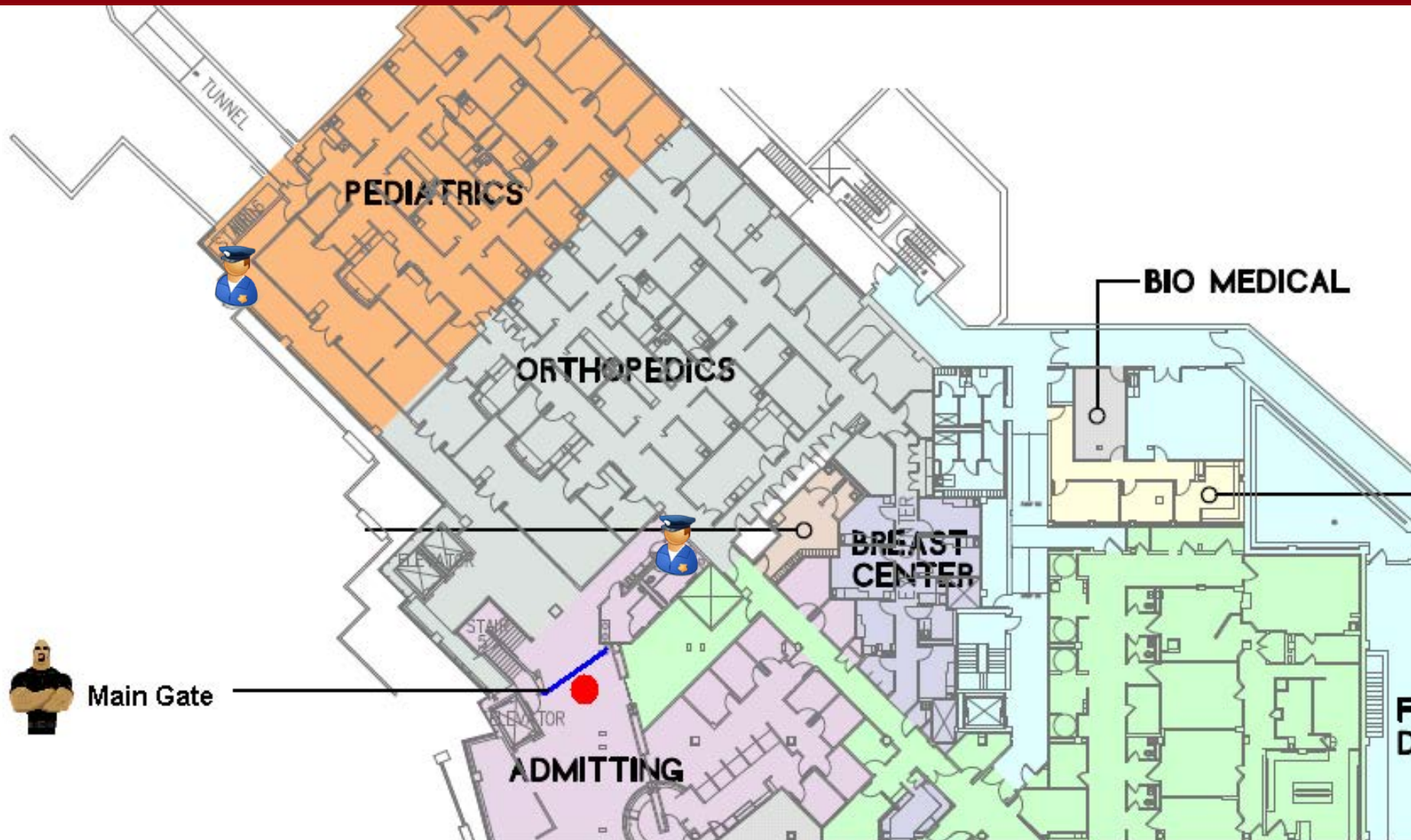


Security Plan

- Sweep began at 5:30-6:00 p.m.
- *If a provider is behind, we held up until patients were all are evaluated*
- All offices **MUST** be clear
- Door to door search occurred
- Exercise participants must be badged
- Safety of all doors



Security Plan -1st Floor



Security Plan -2nd Floor



Security Plan -3rd Floor



Volunteers/Staff Requirements

- Volunteers (n=67)
- Staff members (n=26)
- Cambridge Police (25-30 officers)
- Incident Command personnel
- Facilities and Maintenance
- Staff/Volunteer Briefing



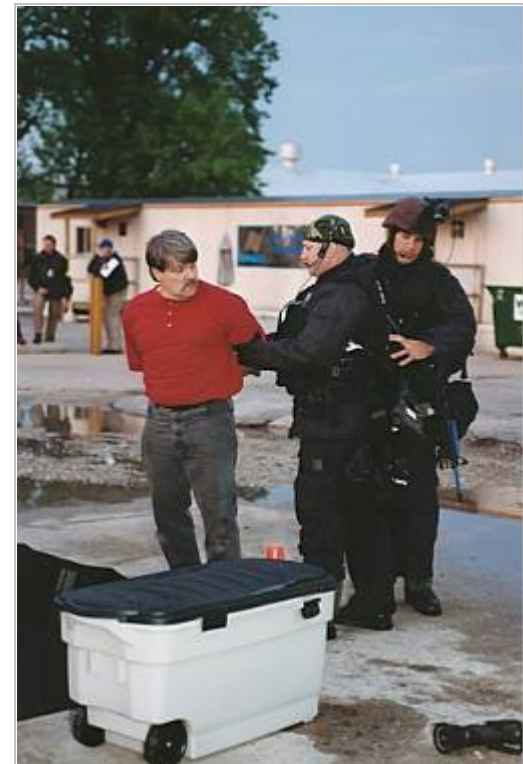
Safety

- Registration table on the main floor of hospital for actors to check in.
- Instructed to go to 3rd floor. Security check per police protocols and badged.
- Safety briefing to actors/staff
- Safety Officers reserve the right to remove any actor who “over acts”



Safety

- Police Safety Protocol
 - Weapons Check
 - Officer Safety
 - Shooter (Police Officer)
- CHA Safety Protocol
 - Actor Safety
 - Psychological Safety
 - Unidentified individuals
 - “REAL WORLD EMERGENCY”
 - Observers CANNOT leave roped areas



Full Scale Exercise

- Use a realistic scenario
- Identify targets (i.e. Physician)
- Position actors
- Position observers
- Photography or video photography
- Inject Safety Officers



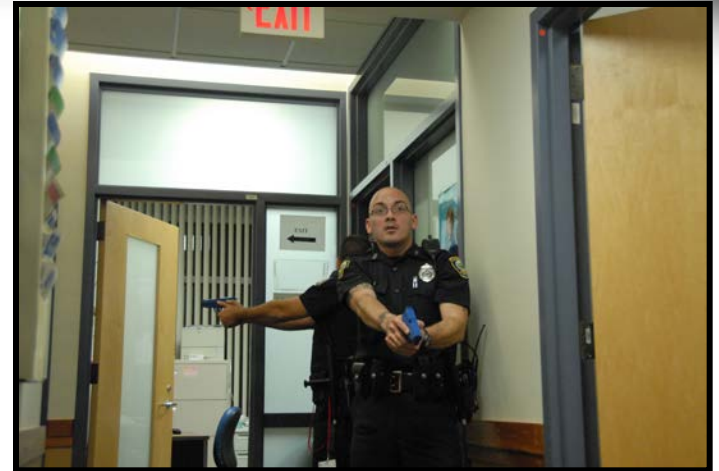
Full Scale Exercise

- Police staged
- Verify all agencies are ready
- Begin exercise



After Action Review

- Rubber guns looked real
- Panic on telephones
- Staff really can hide very well
- Lessons learned from Boston Medical Center



After Action Review

- Exercises become very real
 - Staff create their own drama
 - Victims create their own perspectives
 - Multiple shooters
- Unified Command
- Importance of experienced Simulation Cell



After Action Review

Medical Expertise:

- Patient Triage
- Unfamiliar department environments
- Security of medical teams



Questions?

Thank You

Boston Medical Center

Cambridge Police

Newton-Wellesley Hospital

South Shore Hospital

New Balance

Pro Center for Medics

Region 4B Medical Reserve Corp

Tom Leslie Photography

RSIG Security

Cambridge Health Alliance

HHS: Assistant Secretary for Preparedness & Response

Massachusetts Department of Public Health

City of Cambridge

