



# 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 Jordan elusive in manhunt after Buffalo hospital shooting



Dr. Timothy Jordan, 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



(ABCNEWS.com)

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 <b>Code Silver: Armed Intruder</b> Page 1 of 5	Policy Number: A-EPC-8002 Policy Type: Administrative Effective Date: Aug 1, 2012
REPLACES (Supersedes): Title:	<b>Policy Chronicle:</b> 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
	<b>THIS POLICY HAS BEEN REVIEWED AND APPROVED ELECTRONICALLY:</b> 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**

<p><b>Evacuate</b></p> <ul style="list-style-type: none"> <li>• Have an escape route and plan in mind</li> <li>• Leave your belongings behind</li> <li>• Keep your hands visible</li> </ul>	<p><b>Hide Out</b></p> <ul style="list-style-type: none"> <li>• Hide in an area out of the active shooter's view</li> <li>• Block entry to the hiding place and lock the doors</li> <li>• Silence your pager or cell phone</li> </ul>	<p><b>Take Action</b></p> <ul style="list-style-type: none"> <li>• As a last resort and only when your life is in imminent danger, attempt to incapacitate the active shooter</li> <li>• Act with physical aggression and throw items at the active shooter</li> </ul>
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**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

de Silver, Life, Code Triage, Preparedness, Active Shooter, Emergency, shooting,

the event an individual is threatening or engaged in harming himself or another in the facility, on campus grounds, health center, or ambulatory health clinic.

ers or staff may be at risk of being confronted or held hostage by a person with a in a situation arises, staff members should not attempt to intervene or negotiate.

of this protocol, the definition of a weapon is any firearm, knife, bomb or other t can cause bodily harm or injury. (This definition may also include other objects, when wielded as a weapon).

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

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

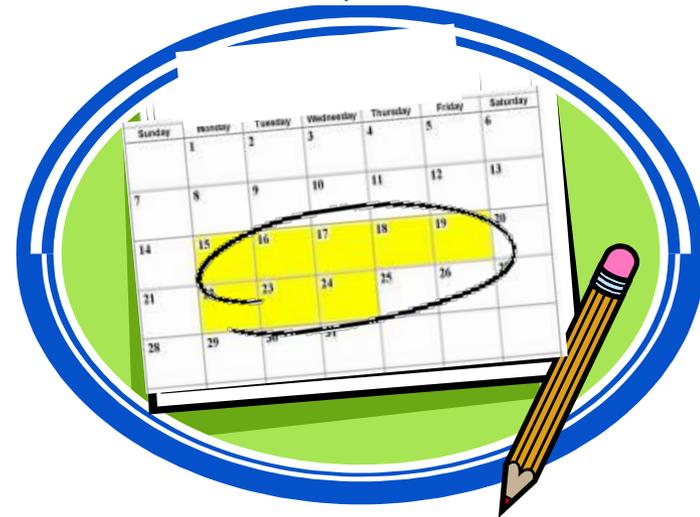
# Participants

- 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 RED**<sup>TM</sup>  
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)

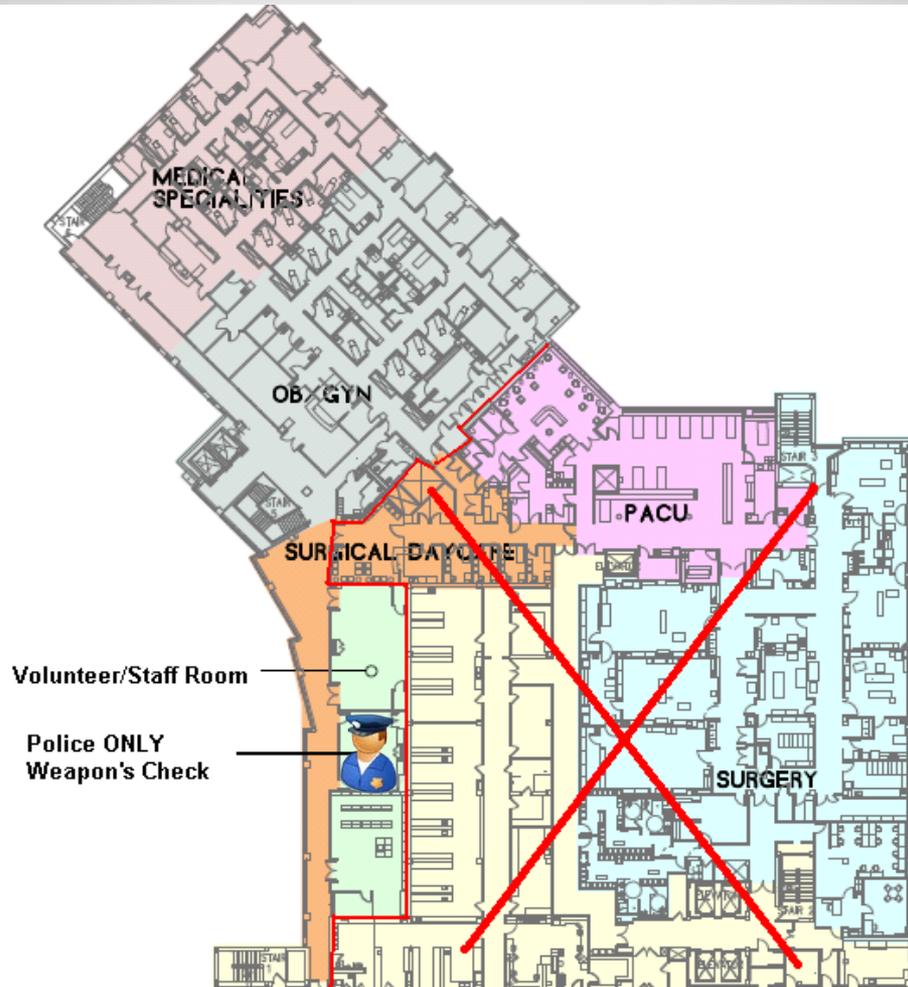




KEEP  
RIGHT

PRIMARY CARE  
Primary Care  
Primary Care

# Security Plan -3<sup>rd</sup> Floor

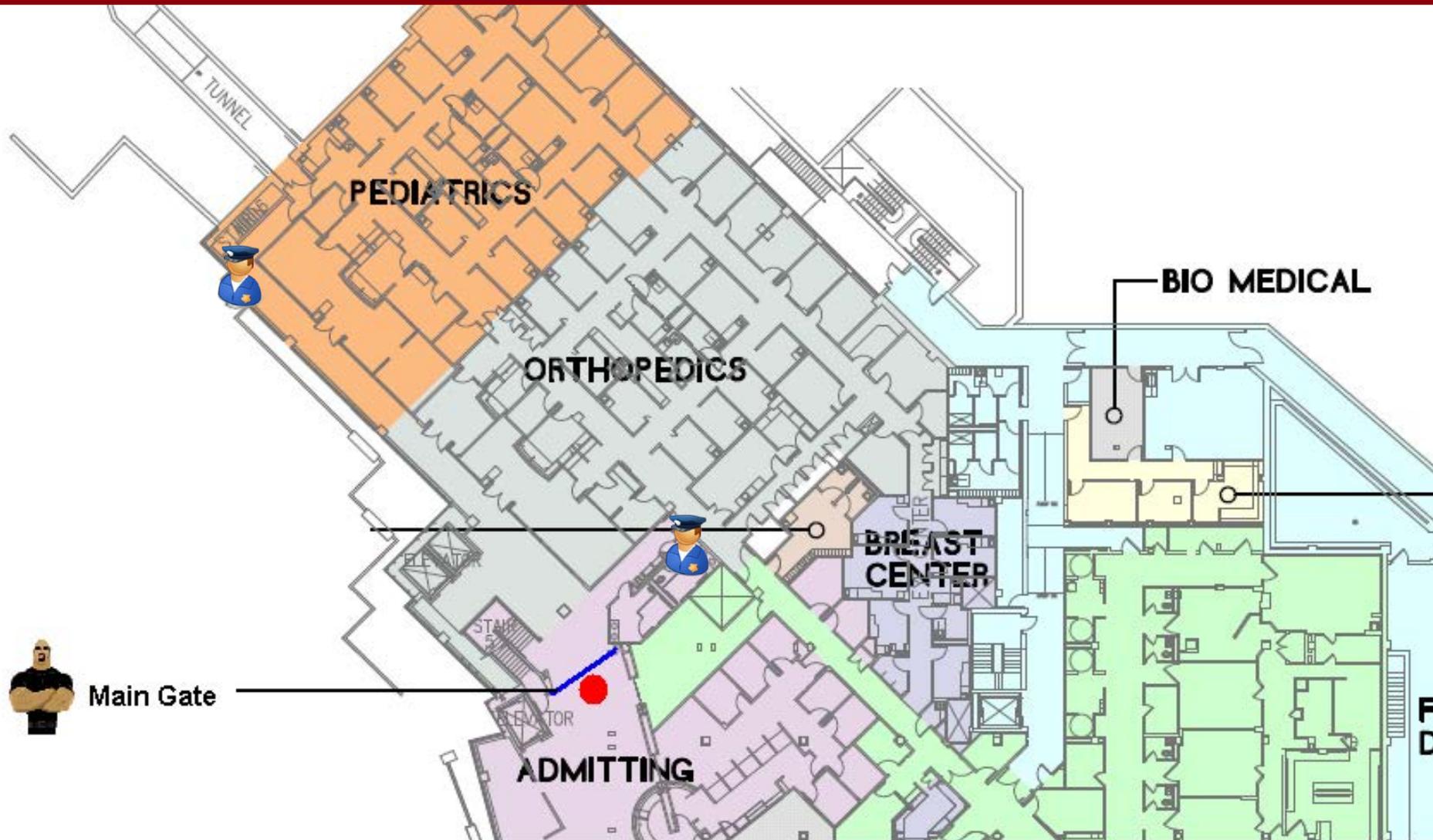


# Security Plan

- 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 - 1<sup>st</sup> Floor



# Security Plan -2<sup>nd</sup> Floor



# Security Plan -3<sup>rd</sup> 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 3<sup>rd</sup> 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



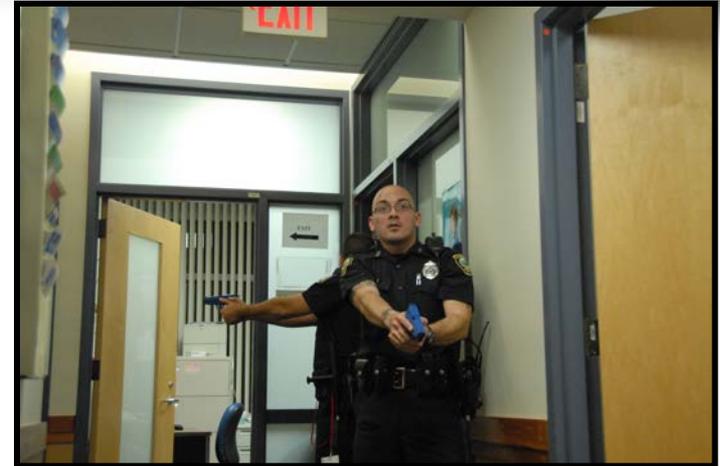
# Full Scale Exercise

- 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