



Voices of Experience Conference: The Impact of Violence on Health Care Settings

Norwood, MA

June 27, 2013

Ryan Smith

Hospital Active Shooter Incident – Response
and Recovery

State-of-the-Art Technology. State-of-the-Heart Care.



Hospital-Based Shootings in the U.S. – 2000-2011

- Gabor D. Kelen, MD, Christina L. Catlett, MD, Joshua G. Kubit, MD, Yu-Hsiang Hsieh, PhD, Annals of Emergency Medicine September 2012
 - 154 Hospital Related Shooting Events – 235 Victims
 - 91% of shooters were men
 - In 18% of cases shooter did not bring firearm. 50% of shootings in the ED were w/Security Personnel's firearm
 - Similar rates to lawyers' offices and post offices
 - Only 30-36% of events were likely preventable by the use of a metal detector



- TJC recently noted significant increases in assault, rape, and homicide in hospital settings from 2006 to 2009
- 3% of registered US hospitals experienced at least 1 shooting event with a victim
- Data indicates that health care providers and employees are unlikely to be victims of indiscriminate violence – 75% of shooting events were highly targeted (grudge, suicide, ill relative, escape attempt)



“Impenetrable hospital security in an open society represents a particular challenge, and zero risk is not achievable”



Do you believe there has been at least one person in your hospital who has thought of attacking the people there?



The most negligent,
unprofessional, obscene
words anyone can ever say
are:

**“It will never happen
here”**



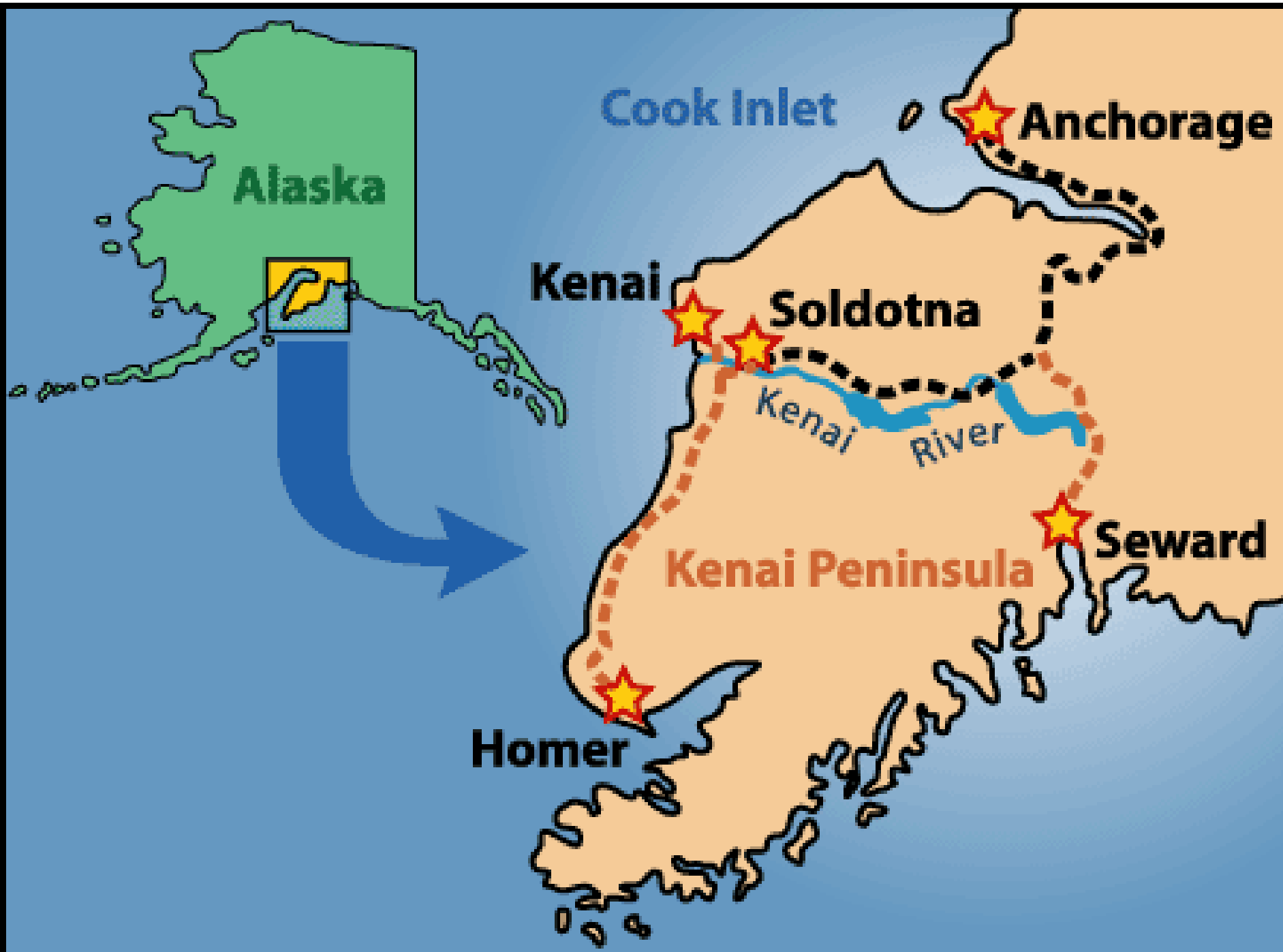


Central Peninsula Hospital



State-of-the-Art Technology. State-of-the-Heart Care.





Cook Inlet

Anchorage

Alaska

Kenai

Soldotna

Kenai River

Kenai Peninsula

Seward

Homer

Living in Soldotna, Alaska





Local NBC Affiliate Evening Broadcast of Shooting

State-of-the-Art Technology. State-of-the-Heart Care.







“Do you know the feeling,
when your heart is so hurt,
that you could feel the blood
dripping –

Lady Gaga





central
peninsula
hospital
heritage
place

PO
UPD



TITUS

April 17, 2009 11:52 AM
Hospital employee shoot
Police in Long Beach
killed his boss
Julian

Hospital Shooter Killed
Email Print
Comments (28)
1K

Soldotna hospital shooter, victim dead

By DON HUNTER and JAMES HALPIN
dhunter@adn.com

Published: November 27th, 2008 04:06 PM
Last Modified: November 27th, 2008 04:07 PM

An ex-employee who stormed into Soldotna's Central Peninsula General Hospital firing shots this morning was shot and killed by Alaska State Troopers.



One of his victims, Mike Webb, has also died, said hospital spokeswoman Bonnie Nichols.

A second victim, Margaret Stroup, was shot several times and is still in surgery but her condition has been upgraded to stable, Nichols said. "Things are looking better (for her)."

Both victims were hospital employees.



[enlarge](#)

M. Scott Moon/Peninsula Clarion via Associated Press

An unidentified Soldotna police officer works Wednesday, Nov. 26, 2008, at the scene outside Central Peninsula Hospital in Soldotna, Alaska, where an armed gunman was shot by police officers.

More Breaking News stories »

- Alaska oil pipeline a 'risk to public safety,' feds tell Alyeska
- Pools of blood found below Dixiano home, say court documents
- Glenn Highway reopened after vehicle fire

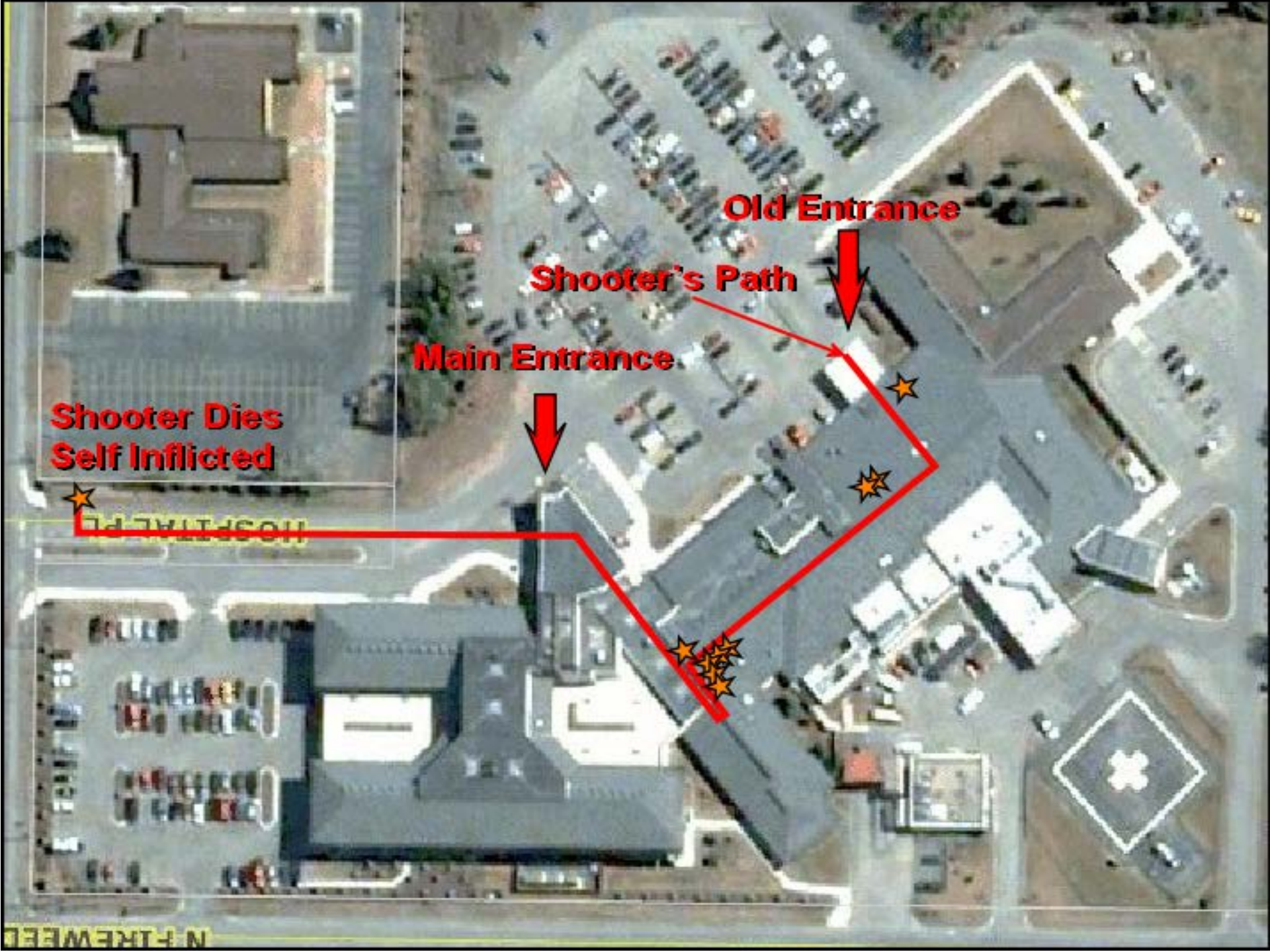
The
inflicted
died at the
emergency room
Police Chief Anthony Batts
Medical Center. He said the
amid a flurry of recent shootings in

State-of-the-Art Technology. State-of-the-Heart Care.



November 26, 2008





**Shooter Dies
Self Inflicted**

Old Entrance

Shooter's Path

Main Entrance

HOSPITAL PL

N FIREWALL

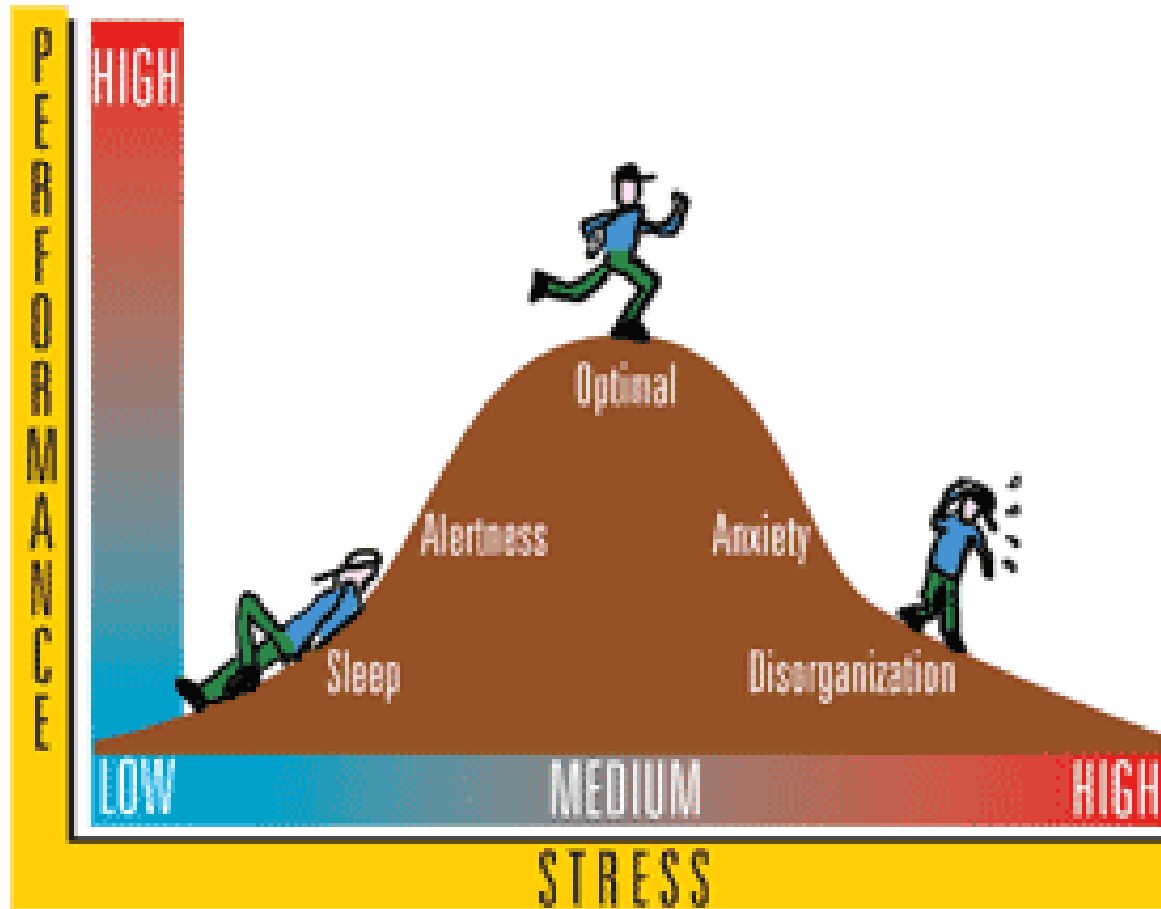


Internal Security Video 911 Calls



Yerkes-Dodson Law

Stress Performance Connection



Things to Expect

- Yelling and screaming, mass chaos
- Fire alarms going off
- Sprinkler systems turning on
- Gunshots fired, gun smoke in the air
- Victims lying on the ground, lots of blood
- Victims needing help



Police Radio Traffic During Shooting



Immediate Actions

- Advance information to employees and media ASAP – complete transparency
- Let non-essential employees leave
- Notify the families of the victims and prepare resources for them
- Reopen hospital immediately
- Accessed large team of counselors and chaplains



Expected Negative Outcomes

- Increased patient and employee fear
- Reduced patient volumes
- Employee/Leadership/Physician retention
- Damaged institution reputation
- Organizational distraction
- Litigation



Intermediate Actions

- Made immediate repairs to the facility
- Ask directors to account for all employees
- Brought in experts
 - Trusted investigator
 - Consultant/Employee perceptions
 - Public Relations
 - Counselors/Psychologists



Intermediate Actions

- Continued Involvement with families of the victims
- Monitored the media
- Dealt with sentinel events transparently



Long-Term Actions

- Maintained communication with the victim and families of the victim
- Focused on resiliency – Share continued successes as the organization heals
- Maintained transparent communication from the inside out
- “Make it Rain” – Open the checkbook



Specific Actions Taken

- Increased Security Staffing – unarmed
- Improvements to Security Office
- Continued movement from Key to Badge Access
- Video Monitoring improved
- Security Consultant





Family Member Interview





Christian Science Monitor Article

Clara Germani – Staff Writer, February 17, 2013



Important Lessons Learned

- Don't trust your instincts – obey them!
- Keep close contacts with consultants you hire – employee perceptions
- Slow down the act of termination
- Prevention, Prevention, Prevention – it is worth it!



CENTRAL PENINSULA HOSPITAL, INC.

Loss Rating Based on Historical Losses / Payroll

| Policy Period | Paid | Reserved | Incurred |
|-------------------------|-------------|-------------|-------------|
| 12/31/2006 - 07/01/2007 | \$543,670 | \$274,292 | \$817,962 |
| 07/01/2007 - 07/01/2008 | \$387,713 | \$0 | \$387,713 |
| 07/01/2008 - 07/01/2009 | \$1,624,951 | \$2,482,264 | \$4,107,215 |
| 07/01/2009 - 07/01/2010 | \$63,473 | \$0 | \$63,473 |
| 07/01/2010 - 07/01/2011 | \$59,229 | \$72,805 | \$132,034 |

| Number of Claims | Medical Only Claims | Time Loss Claims | No Payment Claims |
|------------------|---------------------|------------------|-------------------|
| 15 | 8 | 7 | 0 |
| 42 | 34 | 8 | 11 |
| 44 | 13 | 21 | 10 |
| 61 | 12 | 5 | 44 |
| 39 | 25 | 4 | 9 |

Totals:

| | | |
|------------------|------------------|------------------|
| 2,679,036 | 2,829,361 | 5,508,397 |
|------------------|------------------|------------------|

Total / Weighted Average:

Who's right?

Michigan Hospital Association – “The MHA and its member hospitals are not anti-gun; they simply believe that guns do not have a place in hospitals. Hospitals should remain gun free zones”

Glenn Harlan Reynolds – Law Professor at the University of Tennessee – “Policies making areas “gun free” provide a sense of safety to those who engage in magical thinking, killers aren’t stopped by gun-free zones. As always, it’s the honest people who tend to obey the law. Gun-free zones are premised on a lie that is an insult to honest people, and sometimes a deadly one”.

