Beyond Run, Hide, Fight: How to Write Policies and Conduct Drills that Prepare Your Staff

October 2016
Welcome

Bienvenue  vítaný  welkom
Yin Dee  teretnud
Swaagatam  willkommen
Kolipaio

Santa Barbara County
Public Health Department

Jan Koegler, MPH, Program Manager
Stacey Rosenberger, MPH, Emergency Planner

Public Health Emergency Preparedness Program
Emergency Medical Services Agency
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Activity</th>
<th>Participants</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-Oct</td>
<td>1:00-5:00 pm</td>
<td>Santa Barbara</td>
<td>Active Shooter Policy and Procedure workshops for Disaster Healthcare Coalition and other partners</td>
<td>Healthcare facilities and agencies</td>
<td>Workshop on how to develop policy, procedures, training, and drills for active shooter for medical and non-medical facilities.</td>
</tr>
<tr>
<td>13-Oct</td>
<td>8:00 am - 12:00 pm</td>
<td>Santa Maria</td>
<td>Active Shooter Policy and Procedure workshops for Disaster Healthcare Coalition and other partners</td>
<td>Healthcare facilities and agencies</td>
<td>Workshop on how to develop policy, procedures, training, and drills for active shooter for medical and non-medical facilities.</td>
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<tr>
<td>20-Oct</td>
<td>10:00 am - 12:00 pm</td>
<td>Lompoc</td>
<td>Active Shooter Workshop</td>
<td>Healthcare facilities and agencies</td>
<td>Assist with procedure writing drill selection Work with law enforcement</td>
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<tr>
<td>27-Oct</td>
<td>10:00 am - 12:00 pm</td>
<td>Santa Barbara</td>
<td>Active Shooter Workshop</td>
<td>Healthcare facilities and agencies</td>
<td>Assist with procedure writing drill selection Work with law enforcement</td>
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<tr>
<td>7-Nov</td>
<td>9:00 am - 12:00 pm</td>
<td>Santa Barbara</td>
<td>Final Tabletop</td>
<td>Healthcare facilities and agencies PHD Staff</td>
<td>Test ability to respond to active shooter events that affect PHD facilities.</td>
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<tr>
<td>17-Nov</td>
<td>8:30 am - 12:30 pm</td>
<td>PHD</td>
<td>Disaster Exercise</td>
<td>PHD DOC Staff and healthcare partners</td>
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</table>
Objectives are to Learn:

- How to **write or improve procedures** for our facilities, buildings, and agencies to address active shooter/violence in workplace events.
- Best practices in **physical risk assessment** of buildings.
- How to **mitigate harm to our staff and clients** by physically changing buildings, identifying ways to lock or barricade rooms.
- Identify methods to provide **hands on training and drilling our staff in their actual offices and workplaces** to move them through the potential actions they could take to protect themselves and their clients.
Introduction of Speakers
Caryn Thornburg
Safety, Emergency Management and Sustainability Officer
ValleyCare Health System

Caryn Thornburg has been in the health care industry since 1976. She is a retired U.S. Army combat veteran, having served in third-world countries in field hospitals and on medical response teams in austere conditions following disasters. Caryn is a member of the State Mission Support Team and Secondary Workgroup for the HICS IV Revision project. She is also an instructor for CHA's Active Shooter, IAP and HICS trainings. She has participated as a member of the Statewide Medical and Health Exercise Workgroup and in the CDPH Surge Capacity project and the Emergency Food Advisory Group. Caryn worked with the Bay Area Urban Area Security Initiative Medical and Public Health projects to sustain and improve the region’s capacity to prevent, protect against, respond to and recover from terrorist incidents and catastrophic events. She also worked for U.S. Army at the Regional Training Site – Medical as a training supervisor and exercise planner for field hospitals, aviation, transportation and logistical supporting units.
Presentations from Partners

- **Marc Goldsmith**, Safety Officer, Santa Barbara Public Health Department
- **Michael Yee**, Director of Nursing/Safety Officer, Sansum Clinic
- **Mike Perkins**, Lieutenant, Santa Barbara County Sheriff
- **Russell Mengel**, Sergeant, Community Services, Santa Maria Police Department
- **Neil Imano**, Materials Management Director, Lompoc Valley Medical Center
- **Ariston Julian**, Facilities Director, Community Health Centers of the Central Coast
# It Won’t Happen Here

<table>
<thead>
<tr>
<th>Basics</th>
<th>Ft. Hood</th>
<th>Boston</th>
<th>Chattanooga</th>
<th>Umpqua</th>
<th>UC Merced</th>
<th>San Bernardino</th>
<th>Orlando</th>
<th>UCLA</th>
<th>NY-NJ</th>
<th>Crossroads Mall</th>
<th>Average Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>46</td>
<td>26</td>
<td>25</td>
<td>27</td>
<td>19</td>
<td>28</td>
<td>29</td>
<td>38</td>
<td>28</td>
<td>22</td>
<td>28</td>
</tr>
<tr>
<td>Sex</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male - Female</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
</tr>
<tr>
<td>Weapon</td>
<td>Gun</td>
<td>Bombs</td>
<td>Gun</td>
<td>Gun</td>
<td>Knife</td>
<td>Gun</td>
<td>Gun</td>
<td>Gun</td>
<td>Gun</td>
<td>Bomb</td>
<td>Knife</td>
</tr>
<tr>
<td># of Attackers</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Shooter Died?</td>
<td>No</td>
<td>No-Yes</td>
<td>Yes by Police</td>
<td>Yes-Suicide</td>
<td>Yes by Police</td>
<td>Yes by Police</td>
<td>Yes by Police</td>
<td>Yes-Suicide</td>
<td>No</td>
<td>Yes by Police</td>
<td>8 shooters died</td>
</tr>
<tr>
<td>No. Killed</td>
<td>13</td>
<td>3</td>
<td>6</td>
<td>10</td>
<td>0</td>
<td>16</td>
<td>49</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>99</td>
</tr>
<tr>
<td>No. Injured</td>
<td>30</td>
<td>264</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>24</td>
<td>51</td>
<td>0</td>
<td>29</td>
<td>9</td>
<td>420</td>
</tr>
<tr>
<td></td>
<td>43</td>
<td>267</td>
<td>9</td>
<td>17</td>
<td>4</td>
<td>40</td>
<td>99</td>
<td>2</td>
<td>29</td>
<td>9</td>
<td>519</td>
</tr>
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</table>
## Local Incidents

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Killed/Injured</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Isla Vista Vehicular Assault</td>
<td>4/1</td>
</tr>
<tr>
<td>2006</td>
<td>Goleta US Postal Center</td>
<td>7</td>
</tr>
<tr>
<td>2012</td>
<td>Isla Vista Stabbing/Shooting</td>
<td>6/14</td>
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</table>
RISKAlert Case Study #841 –
Physician Shot & Killed in Metairie

DateLine: March 25, 2016 – New Orleans, Louisiana

A local Doctor was shot and killed by a patient while he treated others in his
office near East Jefferson General Hospital in New Orleans yesterday.

The 73-year old shooter walked into the doctor’s office, and killed the doctor with
a single shot to the head. He then ran out of the office and into a Wendy’s
restaurant. Jefferson Parish Sheriff’s Office deputies were nearby and they
responded and chased the shooter into a nearby Wendy’s restaurant, where the
shooter killed himself by putting the gun in his mouth and pulling the trigger.

The doctor, 75-year old Dr. Eldert Goodier, a urologist, was treating patients at the time
of the shooting. Colleagues said that Dr. Goodier was a very kind and popular
physician. The shooter’s family said that the shooter had been treated by Dr. Goodier
in the past. While the shooter did not have a criminal background, his family said that
he had suffered from mental illness in the past.

Dr. Goodier had practiced for 50 years in the New Orleans area, according to East
Jefferson General Hospital.

According to Wendy’s employees, a woman was placing an order when the shooter
pulled the trigger as the deputies advanced on him. The man’s body remained inside
of Wendy’s more than an hour after the shootings. Yellow police tape cordoned off the
parking lot and the hospital’s exit lane. Some workers and patrons were also still in the
building as of 4 p.m., speaking with investigators. Outside, other workers, concerned
relatives and onlookers watched.

This type of shooting, the Baby Boomer Shooter, is the second attack on a urologist, and one in an
increasing number of seniors who attack their physicians. Another shooter killed his urologist in Reso,
Nevada and injured two others before taking his own life. The shooter said he had struggled for 3 years
with ailments resulting from a botched vasectomy, according to messages he posted on an online support
and a law enforcement investigation.

Lesson Learned:

While doctors have not been a target in the past, they have been shot and killed
recently by patients unhappy with medical results. All hospitals and medical offices
should review their access control systems, based on the increasing, and alarming
rate of attacks on healthcare workers.

Doctor Shot and Killed in Grudge Shooting Over “Mom”

Posted on January 25, 2015 by Caroline Hamilton • 0 Comments

RISKAlert- Active Shooter No. 625, January 21, 2015, Boston, Mass.

Middle-Aged Shooter Kills Cardiologist at Brigham and Women’s Hospital, and then Kills
Himself, in an apparent Grudge Shooting Because the Doctor had Operated on his Mother.

On Tuesday morning on Jan. 21, at 11 a.m., Stephen Pascen, 55, walked into the Shapiro Center
at Brigham and Women’s Hospital, and asked to see cardiologist, Dr. Michael J. Davidson. When
he saw Dr. Davidson, outside of an exam, he shot him twice, critically injuring him.

Dr. Davidson later died from his injuries. Pascen then went to the 2nd floor and killed himself with a gunshot
to the head. Later, it was discovered that Dr. Davidson had operated on Pascen’s mother, Marguerite, and
she had died on November 15, 2014. Pascen’s sister was quoted as saying, “He loved his mom, and he
loved her very much. He appeared to be handling her death well,” the sister said of her brother.

“Everything seemed to be going really well. I have no idea why he snapped like this.
He was a great guy. He took care of his family, he had a beautiful house and he has four
beautiful children. He was an upstanding citizen.”

The hospital locked down and rushed Dr. Davidson into surgery, but he died during the night from his injuries.
Brigham and Women’s Hospital’s COO said the hospital was one of the first to institute an active shooter
training program. The hospital does not use metal detectors.

Lessons Learned: “A is for Access Control”

1. Metal Detectors can be are a reliable tool to Prevent In-Hospital Shootings.

2. Active Shooter Drills are NOT ENOUGH as these incidents unfold in just a few minutes.

3. Installing ‘NO WEAPONS’ Signage at Entrances can be a deterrent to these first time shooters.

Despite having a good job, family, and a beautiful home, when confronted with a mid-life crisis, his mother’s
death, another middle-aged shooter goes to a hospital and shoots the doctor, in a scenario that resembles
the Johns Hopkins shooting in 2010. To protect staff and patients, hospitals will have to increase their
security protective measures, including use of metal detectors, no weapons signage and
situational awareness of the staff.
Centers for Medicare/Medicaid Cites Hospital

*RISK Alert #790 – St. Cloud Hospital Shooting Threatens CMS Funding*

Posted on November 13, 2015 by Caroline Hamilton - 0 Comments

St. Cloud Hospital in Aitkin County, Minnesota, has been threatened with losing Medicare funding by CMS, after a shooting incident where a suicidal patient took the security officers gun and shot him to death in the hospital.

According to a review by the Center for Medicare and Medicaid Services. The patient, Danny Hammond, age 50, told staff he was going to kill himself and any man who came into his room, as soon as he had the chance, the CMS report said.

Hammond had been airlifted to the hospital the morning of Oct. 12 after attempting suicide by an intentional overdose, according to the report. He had several warrants out for his arrest after being charged with kidnapping and assaulting his wife, and the hospital obtained the services of Aitkin County officers to monitor Hammond in his hospital room.

At 5:10 a.m. that morning, Hammond charged at Aitkin County deputy Steven Sandberg, took his gun, and fatally shot him. Hammond was subdued with a stun gun and later died.

The CMS Report cites the hospital, “The hospital’s failure to provide direct psychiatric care to the patient ... resulted in the patient’s ability to obtain and engage the firearm of a peace officer,” the report said.

In response to the report, the hospital submitted a plan of correction updating its policies and training. According to the document, the hospital already has started mandatory training for staff reinforcing requirements that 72-hour holds can be ordered only by physicians, and that psychiatric consultations and treatment must continue until the hold is lifted. The attending physician and psychiatric provider must agree that services or treatment are no longer necessary.

**Lessons Learned:**

Make sure the entire staff has current updated policies and procedures, mandated training which is continually checked and updated.

CMS is becoming more active in tracking shootings and violent incidents in hospitals, using Medicare and Medicaid funding as a hammer to ensure compliance.
Golden West Towers Senior Community
November 20, 2012 • Torrance, CA

Double Murder-Suicide:
A male resident in his 80s shot and killed two females (a 54-year-old facility manager and 54-year-old caregiver) in the lobby before turning the gun on himself.
<table>
<thead>
<tr>
<th>Regulatory or Accreditation Body</th>
<th>Requires Violence in Workplace/AS Plan-Procedure?</th>
<th>Requires Coordinate with PHD?</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Cal-OSHA</td>
<td>YES/SOME-IIPP</td>
<td>NO</td>
</tr>
<tr>
<td>Joint Commission other Accreditation Body</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>CDPH Licensing</td>
<td>YES</td>
<td>YES</td>
</tr>
</tbody>
</table>
Active Shooter Policies and Procedures

- **Fall under:**
  - Workplace Safety and Health AND
  - Disaster/Emergency Plans

- **May be regulated and required by:**
  - CDPH Licensing
  - Joint Commission, AAA HC, other licensing body
  - Cal-OSHA and New Rules for Healthcare
  - Centers for Medicare and Medicaid Services (CMS)