Course Topic: Active Shooter Training

Course Details
Audience:
Dignity Health Employees and Health Care Personnel (HCP), including all persons working in any hospital / clinic / site.

Pre-Requisites: None

Duration: 0.50 Hours

At the end of this module you will learn how to:
• Define the Extreme Danger Gap
• Describe the protective shield
• Describe the trained versus untrained response
• Define Accept
• Define Assess
• Define Act
• Define Alert
• Describe defensive actions
• Identify a hostage event
• Recognize how to respond to law enforcement

Course Instructions
To receive full credit for this course you must pass the final assessment with a min. score of 80%.
Active Shooter Incidents
Active shooter situations are unpredictable and evolve quickly. Because of this, individuals must be prepared to deal with an active shooter situation before law enforcement personnel arrive on the scene.

Active Shooter Incidents - Statistics
According to a study in Annals of Emergency Medicine, in 2000-2011 the United States had 154 hospital-related shootings.

- 91 (59%) inside the hospital and 63 (41%) outside on hospital grounds.
- 235 injured or dead victims.
- The Emergency Department environs were the most common site (29%), followed by the parking lot (23%), and patient rooms (19%).
- Most events involved a determined shooter with a strong motive defined by a grudge (27%). The most common victim was the perpetrator (45%).
- Hospital employees comprised 20% of victims.
  - Physicians (3%) and nurses (5%) victims were relatively infrequent.
- In 23% of shootings with the Emergency Department, the weapon was a security officer's gun that was taken by the perpetrator.


Escalating Violence
- Behavioral warning signs for violence such as:
  - Intimidating behavior,
  - Uncooperative and verbally abusive language,
  - Stalking or harassing behavior
  - Body language cues:
    - clenching and re-clenching fists,
    - touching head or pulling hair, or pacing
    - Many escalating behaviors can be managed using defusing techniques and appropriate staff response to the situation.
- In some cases, hostile and verbally assaultive individuals post a significant threat to those in an immediate area. In these cases communication is critical and staff approaches include:
  - Alerting co-workers
  - Calling Security and or Law Enforcement
  - Activating Emergency Response Plans

Remember, early notification and assessment of a situation may be critical to the safety and security of you and others. If you are in doubt, call out.
**SHOTS FIRED INTRODUCTION**

(Video Transcript)

RANDY SPIVEY (Executive Director, Center for Personal Protection & Safety)
Shots fired in the workplace… the last sound you’d expect to hear.

JIM SPORLEDER (Director, Center for Personal Protection & Safety)
The odds of being involved in a situation like this are similar to your chances of being struck by lightning…

RANDY SPIVEY
It's a strange thing about lightning, though; we use it as a way to describe something that seemingly has no chance of happening. But how many of us would stand next to a metal pole during a thunderstorm?

RANDY SPIVEY
I'm Randy Spivey...

JIM SPORLEDER
And I'm Jim Sporleder, both from the Center for Personal Protection and Safety…. The possibility of being involved in an Active Shooter situation is very remote. But the consequences are so potentially catastrophic that it makes good sense for you to spend some time thinking and preparing for it.

RANDY SPIVEY
“Active Shooter” used to be a phrase used only by law enforcement, but as these events have spread, it’s something people in all types of organizations have had to learn about and prepare for—even in hospitals and other health care facilities… places that used to be considered safe havens.

DENNIS HEMPHILL (System VP of Safety, Security & Emergency Preparedness, Dignity Health)
Violence in healthcare is really on the rise. We want to protect the caregivers and our patients at all costs.

LISA PRYSE (Division President of Healthcare, Old Dominion Security Company)
It is not a safe haven, it can happen anywhere. Anywhere that there’s human congregation and activity, there can be violence.

JIM SPORLEDER (Director, Center for Personal Protection & Safety)
Security can vary significantly from one healthcare setting to the next. Size, location, and budgetary issues can all have an impact. But even in hospitals with a large and well-trained security department, there still exist vulnerabilities.

JOE BELLINO (System Executive, Security & Law Enforcement, Memorial Hermann Healthcare System)
There’s not enough security people to protect the entire hospital.
LISA PRYSE
They can’t be everywhere. They’re not at every door.

RANDY SPIVEY
To be clear: we’re not asking you take on new and additional responsibilities. The fact is, an Active Shooter Event is an extreme situation — one that requires everyone involved to be a stakeholder in their own survival.

JOE BELLINO
You’re part of that team, you’re part of that response, you’re part of the whole process.

JIM SPORLEDER
This is especially true during what we call The Extreme Danger Gap — that period of time between the onset of extreme violence and the arrival of law enforcement.

RANDY SPIVEY
It’s critical to understand that, in the Extreme Danger Gap, anything you do, or don’t do, could have life threatening consequences. That’s why thinking, in advance, about what your options are is so important.

JIM SPORLEDER
This is especially true for healthcare professionals. You embrace a “Duty of Care” commitment that compels you to be more than just a survivor, but a protector as well.

**SURVIVOR / PROTECTOR MINDSET**

RANDY SPIVEY
There are many things you can do to survive and protect others during an active shooter incident - the most effective option starts right now with developing a Survivor/Protector Mindset.

LISA PRYSE
In the healthcare environment, every team member, every employee needs to be empowered. They need to realize that they are not only a survivor but a survivor/protector.

JIM SPORLEDER
The Survivor/Protector Mindset is what we learn and nurture when we train for the unthinkable. It includes the willingness to accept the possibility that we could find ourselves in a life-threatening situation with split-second choices to make.

RANDY SPIVEY
It’s having the life-saving, practical sense to think through those choices now, when we’re not in danger and when we can ask “what-if” questions.

JIM SPORLEDER
Training, planning and rehearsing ahead of time, will enhance your sense of control in a chaotic situation and strengthen your commitment to both survive and protect.
**TRAINED vs. UNTRAINED**

RANDY SPIVEY
You and your colleagues train to deal with life and death situations, already. You have protocols. In some ways, preparing for the possibility of an Active Shooter is no different than preparing to deal with a fire.

LISA PRYSE
We train, we look at RACE and PASS, and what would I do if that horrific thing ever occurred? And it’s very similar.

MARY KAY COLLINS (Emergency Department Nurse, Spokane VA Hospital)
I am paying more attention to each room that I work in and each area so that I can look at where I think things might happen, pay attention to which rooms lock and which ones don’t.

JIM SPORLEDER
Research shows there are important differences between the reactions of people who’ve been trained to face stressful, life-threatening situations and those who have not.

RANDY SPIVEY
In most cases, the first response is the same in both groups: Startle and disbelief. Even trained individuals are likely to feel disbelief when they suddenly find themselves in a potentially life-threatening situation.

JIM SPORLEDER
And it’s natural to feel fear as well, regardless of how well-trained you are. But getting through that initial disbelief and fear and into assessment and action is the key to survival.

RANDY SPIVEY
Trained individuals are better prepared to do that. Untrained individuals are likely to remain in disbelief.

JIM SPORLEDER
Remember, this is the time you’re in the Extreme Danger Gap -- a time when seconds can make a life and death difference. And it’s a time when the gap between trained and untrained gets wider.

RANDY SPIVEY
Trained individuals begin to recall what they’ve learned, thought about and rehearsed. Untrained individuals simply react, and are likely to sink into Denial: “this can’t be happening to me.”

JIM SPORLEDER
Trained individuals consider options, and prepare to act just as they’ve rehearsed. Untrained individuals may descend into a state of helplessness, some literally frozen in fear.
JOE BELLINO
Freezing is the most unproductive human response there is. We don’t want our staff to freeze. So part of this whole program is to give people options and to get them to think about what they can do as opposed to becoming so fearful that they do nothing and become a victim.

RANDY SPIVEY
The key to successfully responding as a trained individual is thinking about it in advance. Watching this program is an important first step. But to be really prepared, you’ll need to do a bit more.

JIM SPORLEDER
It’s important you also spend some time going through the “what-ifs” that apply to your specific work area… ideally with the other individuals you work with. And be sure to become familiar with your organization’s policies and procedures as related to this kind of situation.

ACCEPT ASSESS ACT & ALERT - Part 1 of 2

RANDY SPIVEY
Active Shooter events are highly dynamic. They’re usually over quickly and can happen anywhere. But there are some basic actions that successful Survivor/Protectors take. We call them the four “A”s. Accept, Assess, Act and Alert.

JIM SPORLEDER
First, it’s important that you Accept the situation you find yourself in is real and actually happening. Often, survivors of Active Shooter incidents report that the sounds they heard didn’t sound like gunshots—probably because real gunshots don’t sound like the ones we hear in movies and TV shows. When in doubt, act as if it’s real.

RANDY SPIVEY
And if you have visual confirmation, try hard not to freeze in shock. A firearm in your workplace will be a startling sight. Accept what you see and work to move through your disbelief.

JIM SPORLEDER
The second “A” is for Assess. Assess the situation… What’s going on? Where’s the shooter? These are questions you should continue to ask because the situation will most likely change second by second.

RANDY SPIVEY
The third “A” is Act. You basically have three options: Avoid, Barricade or Fight.

JIM SPORLEDER
Avoid simply means to get as far away from the shooter as you can, especially if it means you’ll be able to get help. Barricade includes any action that might keep the shooter from reaching you. Like hiding in a room and locking or blocking the door. As a last resort, Fight, only applies if you find yourself face to face with the shooter and with no way to avoid or barricade.
RANDY SPIVEY
The fourth “A” is for Alert. Be sure to call the appropriate emergency response number. If your facility has panic buttons or silent alarms, use them as quickly as possible. Accept, Assess, Act and Alert.

LISA PRYSE
Those critical seconds of being able to know that, all right, these are the four things. I need to make sure I do those. That’s critical.

JOE BELLINO
This is a circle. It’s a continuous circle, because when there’s a deadly event or a deadly assault going on, whatever we call it, whatever we define it, it’s dynamic and it’s going to move fast. We know that.

MAN
Now find Dr. Meyer

NURSE
Oh my God. He’s got a gun!

LISA PRYSE
Those first few seconds could mean life or death for you and those individuals under your care.

ACCEPT ASSESS ACT & ALERT - Part 2 of 2

JIM SPORLEDER
In all cases, the goal is to Survive and Protect, but your options will depend on how close you are to the shooter.

RANDY SPIVEY
If you hear a code or emergency announcement over the PA system and it appears the danger is relatively far away, you’ll still need to take immediate steps to protect your patients and yourself.

JIM SPORLEDER
Be sure to know what those procedures are for your area and follow them immediately.

RANDY SPIVEY
Obviously, the greatest level of threat is if the shooter is in your immediate proximity — especially if he’s actually visible. In this situation, your previous training and rehearsal will be vital.

JIM SPORLEDER
In an instant, you’ll need to assess how best to balance your roles as survivor and protector. Are you alone, or are there others close to you? What’s their mobility and can they help you and themselves? Are you near patient rooms? Do you know which rooms can be locked from inside?
RANDY SPIVEY
If you’re in imminent danger, your actions need to be immediate. If there are people you can guide to safety while also taking shelter yourself, do so quickly and with authority.

JIM SPORLEDER
Patient rooms are often equipped with fire doors that may offer protection. Bathrooms, which can be locked, might also be a good place to shelter those who can enter quickly.

RANDY SPIVEY
Any other room that can be locked is also a potential shelter. If there are interior windows, be sure to block them if you can and turn out the lights to make the room appear unoccupied.

JIM SPORLEDER
In patient rooms, beds can be used as barricades with the brakes locked. And though you’ll want to move a patient away from the door, the first priority should be to barricade.

RANDY SPIVEY
Obviously, the most dangerous situation is if the shooter is in your immediate area and you have no direct means to avoid or barricade.

JIM SPORLEDER
If you’re trapped in an open area with no real hiding options and no means of exit, try to put something, anything, between yourself and the shooter.

RANDY SPIVEY
If there are two or more of you, resist the urge to huddle together. Instead, try to spread out and make a plan to act as a team to overcome the shooter if necessary.

JIM SPORLEDER
Most rooms are full of things that can be effective tools for defense.

JOE BELLINO
Anything that’s hard that can create, you know, that you can hit the individual with. Whatever it takes. Throw something in their face. A powder fire extinguisher. You can take a powder fire extinguisher off the wall and spray powder in their face from 20 feet away.

RANDY SPIVEY
Directly confronting the shooter is a critical decision only you can make.

JOE BELLINO
I cannot tell you to fight, but if you make that decision you’re fighting for your life and the life of others, and you do whatever it takes to neutralize that individual, to stop that person.

JIM SPORLEDER
Yelling and throwing things can startle, distract, impair or even injure your attacker. And remember too that he’s only fully armed while he still has the use of his hands. He may have the gun but if you control his hands, he won’t be able to use it.
RANDY SPIVEY
It’s important for you to be aware of a type of incident that’s similar to an Active Shooter event, namely, a Hostage-taking situation. The hostage taker wants to use people as leverage to achieve a goal. This is very different than the active shooter, who is simply there to take lives.

JIM SPORLEDER
If you find yourself in a hostage situation, remain calm, follow directions and wait for authorities to resolve the situation. Try not to say anything confrontational or aggressive. Historically, the vast majority of hostage incidents are resolved through negotiations and they end peacefully.

RANDY SPIVEY
But, the situation could change and become an active shooter incident. That’s why it’s so important to keep Assessing the situation moment by moment.

Police Response

JIM SPORLEDER
The Extreme Danger Gap ends when law enforcement arrives. But it’s still a very dangerous situation until they succeed in ending the violence. And it’s important to be aware that they’ll have no way of knowing immediately whether or not you’re a threat -- even if you’re wearing scrubs or a uniform.

RANDY SPIVEY
When officers arrive, be prepared to calmly, quickly, and accurately tell them what they need to know: the location of the shooter; number of shooters, if there's more than one; description of the shooter; and the number and kinds of weapons he has.

JIM SPORLEDER
The officers have been taught that ‘hands kill’ so show your hands and follow their instructions.

OFFICERS
We’re not gonna’ necessarily be friendly.

If we ask you questions, respond as concise and quickly as possible and do what we tell you to do. Because the more time we spend with you, the less time we’re going to be able to go and handle the threat and save other people’s lives that could possibly be in danger.

OFFICERS
We spend less time with them and we go straight up to the target.

RANDY SPIVEY
Active Shooter incidents are low probability/ high impact events. But thinking about it now, when you’re not in the middle of a crisis, is key in preparing to survive it.

JIM SPORLEDER
Survivor/Protectors like you take charge and respond with rehearsed options that bridge the Extreme Danger Gap. They ask the “What if” Questions, and rehearse with co-workers on how to respond.
RANDY SPIVEY
Survivor/Protectors know the Four A’s: They Accept they’re in an active shooter situation; they Assess the level of threat moment-by-moment, they Act with confidence and commitment and Alert authorities and others in danger.

JIM SPORLEDER
Shots Fired in your workspace, a situation you hope never to face.

RANDY SPIVEY
But with awareness and rehearsal, you can survive and protect.

(End Video Transcript)

Survivor Protector
Let’s review the concept of the survivor protector discussed in the Shots Fired video:
• You are a survivor protector
• Survivor protectors take charge and respond with rehearsed options
• Survivor protectors ask what if questions and rehearse with co workers
• Survivor protectors practice situational awareness
• Survivor protectors:
  o Accept an incident is happening
  o Assess the situation and level of threat
  o Act with confidence
  o Alert authorities

Immediate Response
Expanding upon the concepts offered in the Shots Fired video, let’s take a closer look at the concept of Run, Hide Fight.
A three step process to prevent or reduce loss of life in an active shooter event.

ACTIVE SHOOTER VIDEO

(Video Transcript)

Narrator: An active shooter incident can occur in your facility on any day, at any time.

Narrator: You have just seconds to react, and three actions you can take to help make yourself safe: Run, Hide, or Fight.

Fries (Major Ted Fries, Indianapolis Metropolitan Police Department, Homeland Security Division): The perpetrators are varied, the venues that they select are varied, the victims that they select are varied.

Fries: Their mindset is to create the most amount of havoc, death, and destruction in the shortest amount of time that they possibly can.
**Riggs (Director of Public Safety, City of Indianapolis):** With this type of training, it ensures that all of our hospital and healthcare providers understand how our emergency first responders will be reacting to these situations so that we will have similar response, people will have similar training, it will make it much easier and as a result could potentially save lives.

**Lucas (Associate Director, Security, Patrol and Investigation, Eskenazi Health):** In law enforcement, the common phrase is you will react as you have trained. So you’re going to do something. The question is, are you going to do something that could potentially save your life?

**Narrator:** If you can evacuate the area, leave immediately. Don’t bother to take anything with you. Encourage others to go with you, but if they don’t follow, don’t wait.

**Narrator:** If you’re with a patient who cannot escape with you, discontinue care and leave. If you can, secure the patient room upon exiting. Do not stop to help the wounded. Exit the area immediately.

**Owens (Director, Emergency Services and EMS Operations Franciscan St. Francis Health):** So, running preserves your ability to stay alive and preserves your ability to respond to the patients who may need your care after the incident.

**Owens:** We may be abandoning that patient for a short time, but if we aren't there to respond to their medical needs after the shooting incident, we're of no help to them. So think of it as conserving your resources.

**Narrator:** When exiting, keep your hands raised and visible. If you encounter anyone else, warn them not to go into the area. Avoid pointing, screaming, or yelling while evacuating. If law enforcement is present, follow their orders.

**Fries:** Law enforcement will go direct to threat, past casualties, past a lot of victims to be able to end the threat. And it makes a lot of sense because more death is going to follow unless that is done um as a priority.

**Narrator:** Move a safe distance away from the facility. If law enforcement has not arrived, follow your facility’s procedures for reporting the incident—this may be to call 911, call facility security, or press a panic button if the area is equipped with one. Make the report, even if you think someone else already has.

Do not attempt to re-enter the scene until law enforcement has given an “all clear” announcement.

**Narrator:** Depending upon the situation and where you are, your best option may be to hide.

**Narrator:** The best hiding place is one that is out of the shooter’s view, provides protection from gunfire, and doesn’t trap you or restrict your movement.

Block the door to prevent the shooter from entering, and hide behind large objects like cabinets or desks. Remain silent.
Martin (Director, Michael and Susan smith Emergency Department, Eskenazi Health): Look for places where you might be able to hide behind locked doors, maybe a medication room, maybe a supply room.

Carrasquillo (Day Shift Coordinator, Riley Hospital for Children at IU Health): We labeled on our floor the safe places to hide.

Carrasquillo: We've instructed our nurses to barricade the doors, move the beds in front of the door, barricade it, and put the patient, and maybe even yourself with the patient, in the bathroom and lock the door, turn off the lights; just try to act like no one's there.

Narrator: Follow your facility’s procedures for reporting the incident—but only if making the call won’t give away your position to the shooter.

If anyone with you is injured, do what you can to attend to them while remaining hidden.

But while you are hiding, you must also think through what you will do if the shooter finds you. Although it should be your last resort, prepare to fight the attacker.

Fries: Incapacitating any kind of suspect and stopping him from doing what he had been doing is your goal there.

Narrator: If your life is in imminent danger, prepare to fight. Your goal is to disrupt or incapacitate the shooter. Even yelling or throwing objects can help by confusing the shooter and making it harder to aim. Act as aggressively as possible. Your commitment to your actions will mean the difference between life and death.

Fries: The more you have in numbers, the – the greater your chances are to be successful in defeating someone that’s even armed.

Narrator: Think of Run, Hide, Fight as more than just what to do when faced with an active shooter. It can be a way of thinking about your surroundings every day. Whether you are always in the same place, or you change locations frequently, make it a point to know key features of your environment:

- Know where the exits are, including stairwells.
- Know what rooms can be secured and locked. Know how to lock down your area or unit, if possible.
- Pay attention to where phones are.
- Find out if the facility has panic buttons, and where they’re located.
- Know your facility’s procedures for reporting an incident, so you know who to call and what to say before you ever have to pick up the phone.

Be aware of people around you. Keep in mind that an active shooter won’t fit any specific profile. He or she may look like any other visitor, patient, or co-worker you might encounter on any given day.

Riggs: We don’t want to be too worrisome about it, but we do need to be prepared as a community.
Carrasquillo: We've been trained on what to do in code situations, so the more that we're trained on this and the more that we practice and have drills, the more, hopefully, your mind will just go into motion.

Martin: Rehearse in your head what you're going to do if this situation um were to occur.

Lucas: Where you can hide, where you can exit, what can you use to fight with? Um, those are not common thoughts and they need to be.

Lucas: The best weapon you have is knowledge. And something as simple as gearing your mind to run away from the gunshots can save your life and having the state of mind to take as many people with you when you go saves other lives.

Narrator: Make Run, Hide, Fight your mindset every day, and train yourself to make it your strategy for survival.

(End Video Transcript)

Discussion Points- RUN

• Run - get out if there is an accessible escape route:
  - Evacuate regardless if others agree to follow
    - Consider temporarily discontinuing patient care
    - Secure patient room upon exiting (close door, pull curtain, turn off light)
    - Move patients out of dangerous areas
    - Leave personal belongings behind
    - Help others escape but do not stop and render care for the injured

Remember, running preserves your ability to provide patient care after the incident.

Patient Care

• Healthcare professionals may be faced with the decision about the safety of patients and visitors in their care who may not be able to evacuate due to age, injury, illness, disability or because of an ongoing medical procedure. Understandably, this is a sensitive topic.
• As appropriate, it may be valuable to schedule times for open conversations to explore this topic and response considerations.
• There is no single answer for what to do, but a survival mindset and open and honest discussion can help increase the odds of survival.

**Discussion Points- RUN II**

When evacuating the building:

- Keep hands raised and visible
- Keep other from entering the area
- Don't point, scream or yell
- Follow law enforcement instructions
- Don't make sudden movements toward officers
- Move a safe distance from the building
- Do not re enter the building until the all clear has been given by law enforcement

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**Discussion Points- HIDE I**

- Find a place to hide where the shooter is less likely to find you, out of the shooter's view
  - Silence cell phones, close blinds, turn off lights
- Seek shelter in a locking room
- Move others to the locking rooms
- Barricade room with heavy items against door
- Hide behind large items
- In patient rooms, close door, pull curtains, turn off lights, move bed or heavy object against door if possible

**Remain hiding until law enforcement gives the all clear.**

**Discussion Points- HIDE II**

- Call Security or Law Enforcement (911) if safe to do so:
  - Provide the location of the incident
  - The number of perpetrators, victims, and/or hostages
  - Communicate what is happening
  - Provided the size/type of weapon used if known
  - If unable to talk, keep the line open for the responders to listen in and do not hang up
- Activate panic alarms
- Think of next steps to include engaging in "Fight"

**If you are able to assist the injured and move them to safety, do so.**

**Discussion Points- FIGHT**

- Attempt to disrupt the active shooter by:
  - Acting as aggressively as possible against him/her
Work together as a team
- Spread out and avoid bunching together
- Yell and distract
- Throw items and improvise weapons (fire extinguisher, coffee mug, stapler, etc.)
- Commit to your actions

**The decision to fight should be considered as a last resort. It is a personal decision to engage with a shooter.**

**When Law Enforcement Arrives**
- Remain calm and follow officers’ instructions
- Officers may shout commands and may push individuals to the ground
- Put down any items in your hands
- Keep hands clear at all times
- Avoid making quick movements
- Do not interfere with officers or ask offers questions

**Law Enforcement will not stop and render aid to the wounded. Their primary objective is to stop the shooter.**

**Conclusion**
- Although this type of scenario may be disturbing to think about, it’s important to have a plan and know what to do during an active shooter incident. Moving beyond disbelief into immediate action may save a life.
- You will react how you are trained. Now that you have completed this module, you are better prepared to appropriately respond to an active shooter incident. Remember to think about the “What If’s” and rehearse how you would appropriately respond.
- Remember to Run, Hide, Fight.
- You are a survivor protector.

**FINAL ASSESSMENT**
To receive full credit for this course you must pass the final assessment with a min. score of 80%.