Planning for the Unthinkable

UNDERSTANDING AND ADDRESSING THE THREAT OF AN ACTIVE SHOOTER

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Seconds...
Seconds...

Dayton, Ohio – August 2019

* 10 killed and 27 injured (17 injured by gunfire)
* Police killed shooter 32 seconds after the first shot
The Same or Different?

* Active Shooter
* Mass Attack
* Workplace Violence
Active Shooter

FBI definition: “An individual or individuals actively engaged in killing or attempting to kill people in a populated area. Implicit in the definition is that the criminal’s actions involve the use of firearms.”
Mass Attack

FBI definition: “A mass shooting or attack is a single incident in which four or more people are killed or injured.”
Workplace Violence

* 70% of occupational violence in the U.S. takes place in healthcare
* Nurses and other healthcare workers more likely to face violence than police or prison guards
* Most healthcare facilities have a formalized Workplace Violence Prevention Program in place
Active Shooter Reference Points

* Almost all are single shooters acting alone
* Great majority are male
* 65% end in 5 minutes or less
* 35% end in 2 minutes or less
* 60% end before law enforcement arrives
Active Shooter Incidents 2000 - 2018

People Killed and Injured
What Happened in Healthcare?

* Less than 4.5% of the active shooter incidents occurred in healthcare facilities
* Less than 2.5% of those killed or injured were in healthcare facilities
He Just Snapped...

* Rarely is an active shooter or workplace violence shooting incident spontaneous
* Shooters typically follow a “Pathway to Violence”
The Pathway to Violence: Planning

- More than 3/4 of active shooters spend a week or more planning - half of those spend 1-5 months
- Half spend a week or more preparing (obtaining weapons, etc.)
- 80% have a specific grievance motivating the shooting
- 64% have at least one specific targeted victim
- 73% have a known connection to the location
The Pathway to Violence: “Leakage”

* 93% engaged in prior threatening or concerning communication
* Often use social media to bring forward their grievance
* Tell others about their plan, but dismissed or not believed
The Pathway to Violence: Stressors

* Active shooters experienced, on average, 4 stressors during the year preceding the attack:
  * Financial pressure
  * Domestic/relationship issues
  * Health
  * Mental health issues
  * Civil or criminal law issues
  * School/workplace performance issues or conflicts
The Pathway to Violence: Concerning Behavior

* Display 4-5 acts of concerning behavior that is observable to others prior to the attack

* Most exhibited in multiple ways: in-person, verbally, on-line posting on social media, on-line chats

* Examples:
  - Mental health issues
  - Change in normal or odd interpersonal interaction
  - Withdraws socially or emotionally
  - Diminished level of thinking or being all consumed with an issue or grievance
  - Verbalizes or otherwise communicates threats
  - Change in work or school performance
The Pathway to Violence: Concerning Behavior

* The missed opportunity – when concerning behavior was observed:
  * 83% spoke directly to the soon-to-be active shooter
  * 54% did nothing
  * 41% reported to law enforcement
Making Progress

* Tips to FBI and other law enforcement dramatically increased after El Paso shooting
* 40 arrests in 4 weeks based on credible tips
OK, Let’s Put This Into Action

* Pathway to Violence – each step provides an opportunity for discovery and intervention
* Use the pathway to your advantage
Expand the Assets of Your Workplace Violence Prevention Program

* Modify your existing program
* Add some additional training
  * Look for concerning behavior, anger
  * Verbal expression of anger or grievance
  * Threats
  * See/hear something, say something
* Know why, how and where to report this information
Expand the Assets of Your Workplace Violence Prevention Program

* Think about who receives training
  * Clinical staff
  * Business office
  * Volunteers
  * Medical records
  * Home healthcare providers
  * Community Affairs/Public Relations
  * Just about anyone with PT contact
Expand the Assets of Your Workplace Violence Prevention Program

* Training for your Threat Management Team
Your First Responder Might Already Be There...

* Higher probability of law enforcement being on-site
* Does law enforcement know what a Code Silver means?
* Are all your staff trained to look for on-site law enforcement and direct to the Code Silver
Your Organization’s Plan is Critical

“Targeted violence may be *preventable*, if appropriate systems are in place to identify concerning behaviors, gather information to assess risk of violence, and utilize community resources to mitigate the risk.”

- United States Secret Service
  National Threat Assessment Center
  July 2019
Resources

www.fbi.gov (use site search tool for active shooter, mass shootings, etc.)

“Active Shooter Planning and Response – Learn to Survive a Shooting Event in a Healthcare Setting”. Excellent guide to set-up or improve an active shooter response plan, specific to healthcare.

“Incorporating Active Shooter Incident Planning into Health Care Facility Operations Plans”. Another good tool for setting up a program, also specific to healthcare.

“Seven Myths of Mass Murder” article by Dr. J. Reid Meloy

“Active Shooter Response at a Health Care Facility” by Kenji Inada, MD.
Resources

International Association for Healthcare Security and Safety [www.iahss.org](http://www.iahss.org). Guidelines on workplace violence, active shooter, threat management, etc.

“A Study of the Pre-Attack Behaviors of Active Shooters in the United States” [www.fbi.gov](http://www.fbi.gov)


“Hospital-Based Shootings in the United States: 2000-2011” by Gabor D. Kelen, MD.

American Hospital Association search on their site for “violence” [www.aha.org](http://www.aha.org)
Thank you

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