

# Planning for the Unthinkable



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UNDERSTANDING AND ADDRESSING THE THREAT OF AN ACTIVE SHOOTER

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# Seconds...

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# Seconds...

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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?

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- \* Active Shooter
- \* Mass Attack
- \* Workplace Violence



# Active Shooter

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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


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



# Active Shooter Reference Points

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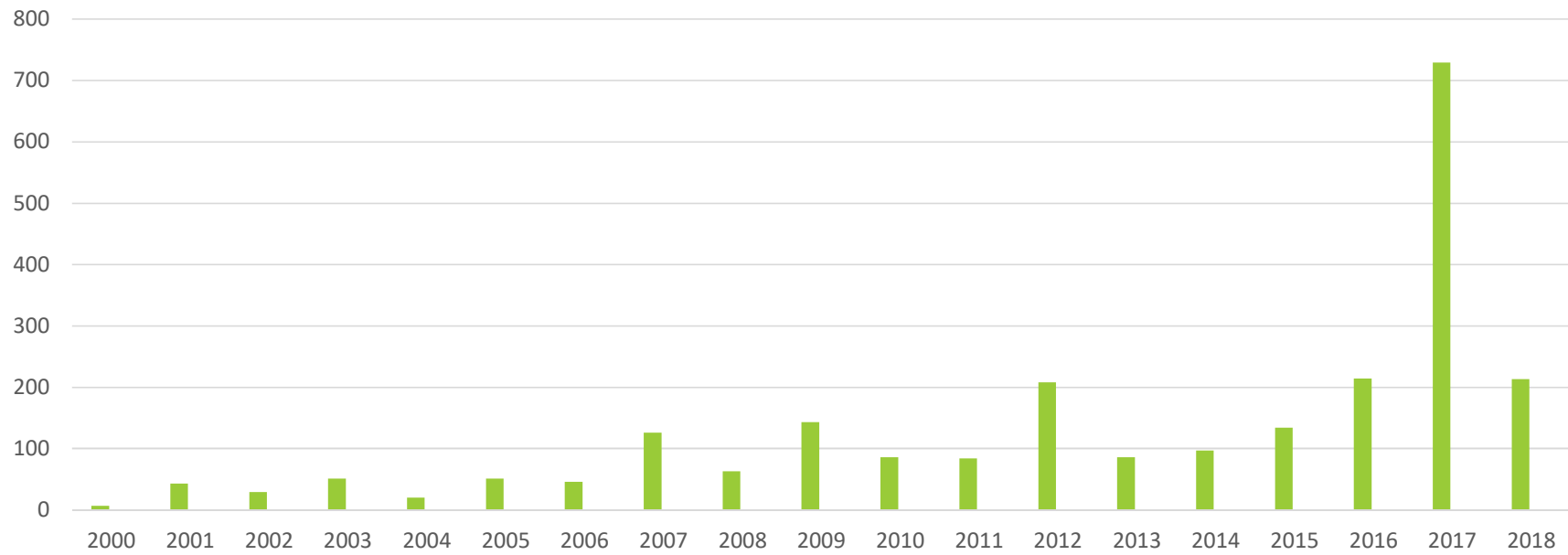
- \* Almost all are single shooters acting alone
  - \* Great majority are male
  - \* 65% end in 5 minutes or less
  - \* 35% end in 2 minutes or less
  - \* 60% end before law enforcement arrives
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# Active Shooter Incidents 2000 - 2018

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People Killed and Injured



# What Happened in Healthcare?

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- \* 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...


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



# The Pathway to Violence: Planning

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- \* 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
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# The Pathway to Violence: “Leakage”

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- \* 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

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- \* 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

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- \* 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:
  - o \* Mental health issues
  - o \* Change in normal or odd interpersonal interaction
  - o \* Withdraws socially or emotionally
  - o \* Diminished level of thinking or being all consumed with an issue or grievance
  - o \* Verbalizes or otherwise communicates threats
  - o \* Change in work or school performance

# The Pathway to Violence: Concerning Behavior

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- \* 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

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- \* 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

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- \* Pathway to Violence – each step provides a opportunity for discovery and intervention
- \* Use the pathway to your advantage



# Expand the Assets of Your Workplace Violence Prevention Program

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- \* 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

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- \* 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

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\* Training for your Threat Management Team



# Your First Responder Might Already Be There...

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- \* 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

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“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

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[www.fbi.gov](http://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

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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)

“Making Prevention a Reality: Identifying, Assessing, and Managing the Threat of Targeted Attacks” [www.fbi.gov](http://www.fbi.gov)

“Risk Assessment Guideline Elements for Violence: Considerations for Assessing the Risk of Future Violent Behavior” Association of Threat Assessment Professionals  
[www.atapworldwide.org](http://www.atapworldwide.org)

“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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