Shots Fired — How to Maximize Video in Active Shooter Drills

Chau Vu, MEP
Director, Emergency Management, UCSF Medical Center/UCSF Benioff Children’s Hospital

Threse Barnes, RN
Administrative Nurse, UCSF Medical Center

Elizabeth Clifton, MSN, RN, CNS, CEN
Clinical Nurse IV, Emergency Department, UCSF Medical Center

“In any event, people don’t want to go to places they haven’t gone before, and are not familiar with, or use equipment they’ve never seen.”
OBJECTIVES

- Describe the influences, planning process, challenges and what worked well in developing an Active Shooter Drill with internal/external partners
- Demonstrate the use of a new medium of videography in translating a health care-centric drill for future use and specifically for discussion-based exercises
- Identify and apply empowering lessons learned from exercise development and the Active Shooter Drill to further internal/external partner engagement and consistent discussion-based exercises and advocacy of drills, trainings and exercises

https://vimeo.com/120533323
2014 California Hospital Association Disaster Planning Conference:
Get Ready Stay Ready

• Scripps Health Session: Full-Scale Exercise on Violent Threats – Lessons Learned

INSPIRATION/LESSONS LEARNED (cont.)

• Current forms of documentation
  ▪ Photography
  ▪ After Action Report (AAR)
  ▪ Some video
INFLUENCES

- New Mission Bay facility
- Empty ED, fully staffed
- Ideal opportunity
COMMUNITY PARTNERSHIPS

[Logos of University of California Police, AMR, and Sheriff's Dept. San Francisco]

[Image of officers in front of U.C. Benioff Children's Hospital]

UCSF Medical Center
UCSF Benioff Children's Hospitals
INTERNAL PARTNERSHIPS

- Administration
- Emergency Department
- Emergency Management
- Marketing
- Nursing
- Security Services
- Spiritual Care

PLANNING PROCESS

- Homeland Security Exercise + Evaluation Program (HSEEP)
- Exercise Design Committee
  - Policy: Emergency management exercises – ensure staff are properly instructed and trained on response and recovery procedures in an emergency incident/event through structured emergency management exercises (discussion-based and operations-based)
- Operations-based functional drill
- 4 months planning
- Incorporation of filming component
BRANDING

- **Definition:** assign a brand name to; the promotion of a particular product or company by means of advertising and distinctive design
- Giving a name to the exercise, providing a specific identity
- Immediate recognition and association

VISUAL SYSTEM

- Abide by branding guidelines
- Logo: color, placement
- Typography: font type, sizes
- Colors: primary and secondary palettes, specifications
VIDEOGRAPHER

- Purpose of filming your drill
- Who is your audience?
- What is the story you want to tell?
- How do you want to tell your story?
- Type of video(s)
- Decisions: internal/external
- Cost
- Videographer: Corduroy Media
  www.corduroymedia.com

PRE-PRODUCTION SERVICES

- Videographer
  - Logistics planning
  - Concept development
  - Creative services
- UCSF Medical Center
  - Concept development
  - Schedule players
  - Location procurement
PRODUCTION SERVICES

- Videographer
  - On-location production crew
  - Production equipment
  - Video/audio assets
- UCSF Medical Center
  - In-field producer
  - Players + location
  - Administrative assistance + support

POST-PRODUCTION SERVICES

- Videographer
  - Editing
  - Color correction
  - Text motion graphics
  - Audio mix/master
  - Music
- UCSF Medical Center
  - Archival footage cost
  - Written feedback
  - Reimbursement on days of production
TYPES OF VIDEO

- What is the story you want to tell?
- Importance of exercises
- Entire drill as a training/exercise tool
- Training video

CONSENT

- All participants (internal/external) must sign a consent to photography and liability waiver
ENSURE DIVERSITY

- Involve a spectrum of diversity to relate to your diverse audience

CHALLENGES

- Balancing terminology
  - Talent = players
- Consistent reshoots
- Planning during Operation Move
THE EXERCISE

DRILL PURPOSE

- To prepare for a coordinated response to an active shooter in the Mission Bay emergency department within the functional areas of safety and security, communication, resources and assets, staff responsibilities, and patient clinical and support activities
DRILL OBJECTIVES

- Ensure effective communications to staff, patients, visitors, UCSF community, local authorities and the public
  - Learning objective: Staff are able to communicate to Security and UC Police Department

- Ensure proper resources and assets are readily available
  - Learning objective: how to run, hide and fight – protect staff and patients

DRILL OBJECTIVES (cont.)

- Safety and security of the facility and of all staff, patients and visitors will be established
  - Learning objective: how to run, hide and fight – protect staff and patients

- Staff will be knowledgeable about their roles and responsibilities along with clear reporting structure
  - Learning objective: how to run, hide and fight – protect staff and patients, HICS – how to respond

- Amplify exemplary patient clinical and support activities
SCENARIO // 01

Event:
Active Shooter in the Mission Bay Emergency Department

How Fast, Strong, Deep, Dangerous:
Male, mid 40’s, angry and intent to shooting his wife and child in the Mission Bay Emergency Department

Current Time: Noon
Advance Warning: No

Relevant Weather Conditions: No

SCENARIO // 02

Event:
Active Shooter in the Mission Bay Emergency Department

How Fast, Strong, Deep, Dangerous:
UCSF Medical Center staff, Male, mid 40’s, angry and intent to shooting his coworkers and patients, has completely lost it.

Current Time: 1:00 PM
Advance Warning: Actively fighting with a coworker and threatening to shoot them and all the patients.

Relevant Weather Conditions: No
MASTER SCENARIO EXERCISE LIST (MSEL) = SCRIPT

- The MSEL will be the script and provide all involved direction of the exercise/filming

MAPPING + (REHEARSAL) DRY RUNS

- Exact detail mapping of the path of travel and rehearsing it is essential
ACTING

- Encourage players to act to the best of their ability by having fun
- Maintain character at all times – cameras were placed everywhere
- Provide resources and encouragement
- Forgo saying “This is a drill,” but ensure real-world emergency protocols

DRILL RESOURCES

- Blood
- Starter pistol
- Red/blue guns
- Defense objects
DRILL RESOURCES (cont.)

- Armbands
  - Yellow: controllers
  - Orange: “victims”

- Safety vest
  - Evaluators

SELECTING THE “ACTIVE SHOOTER”

- A non-staff member; from law enforcement
- Familiarity of the safety of utilizing a “weapon”
- Introduction of the “Active Shooter” to the “casualties”
SIGNAGE

- Signage placed at all locations of ingress/egress

COMMUNITY NOTIFICATION

- Internal/external
- Overhead announcements
- Email and communications with Community Affairs office
- Signage placed at all locations of ingress/egress
STATE OF DISBELIEF

- In every emergency, no matter how prepared we are, the state of disbelief will occur when exposed to these situations.
- Every effort will be made to ensure the realism of this exercise to better players resiliency.

SPIRITUAL CARE

- To ensure the safety of staff, mental health was included to address any participant who may have felt distraught from the scenarios.
- A debrief was offered by Spiritual Care at the conclusion of the drill in a private room.
SECURITY CHECK

- For everyone’s safety, all drill participants (players, evaluators, controllers and observers) will be patted down before entering the ED.

LESSONS LEARNED
DISCLAIMER

Neither UCSF Medical Center nor any of its affiliates, community partners (San Francisco Sheriff's Office and American Medical Response), and its employees shall be held liable for any improper or incorrect use of the information described and/or contained within the video and assumes no responsibility for anyone's use of the information contained herein. The information contained within this video is for general informational purposes only and does not make any representations or warranties of any kind, express or implied.

In no event will UCSF Medical Center, its affiliates, community partners (San Francisco Sheriff's Office and American Medical Response), and its employees be liable for any loss or damage including without limitations, indirect or consequential loss or damage in the connection with the use and viewing of this video.

This video contains simulated gun violence and may not be suitable for some viewers. No individuals were harmed in the Active Shooter Drill and making of this video. Viewer discretion is advised.

- Create a disclaimer in every video to warn the viewer of any materials that may be deemed unsuitable
- Protect yourself and your institution from any liability

LESSONS LEARNED

- Fake defensive weapons. The exercise utilized soft balls and foam pool noodles to depict defensive, improvised weapons, such as oxygen tanks or fire extinguishers. Seeing these images appears odd to someone not aware of this.
LESSONS LEARNED (cont.)

- We had not pre-designated an assembly area. Fortunately, the players naturally converged in one area.

LESSONS LEARNED (cont.)

- The exercise design had some scripted interactions to demonstrate certain situations, which created more artificiality.
LESSONS LEARNED (cont.)

- Our players’ behavior was augmented by the presence of the film crew

- Players were instructed to avoid foul language. This not only created more artificiality, but created a mental hiccup for the players. Rather than reacting naturally, they needed to think about what they were going to say.
LESSONS LEARNED (cont.)

- Code silver vs. plain language
  - Use of “codes” makes awareness of danger privileged information
  - Code silver may mean lost at-risk adult in some institutions

LESSONS LEARNED (cont.)

- Despite all the artificiality, don’t be surprised if it feels real to some
LESSONS LEARNED (cont.)

- Keep practicing. Reactions from players were much swifter in the second scenario of the exercise. They moved from disbelief to action much faster the second time around.

WHAT’S NEXT?
TABLETOP EXERCISE (TTX)

- Download the TTX at https://goo.gl/a00k2F.
- This TTX template is to be used in conjunction with the Active Shooter Drill film (total run time: 00:17:25).
- Please refer to comments at each slide notes (bottom) along with film location/password. Delete upon completion of editing the TTX.
- This TTX can be modified to fit your organization/department and can be used with your organization/department PowerPoint template. Feel free to replace pictures relevant to your geographical area and institution. Please ensure that UCSF Medical Center + UCSF Benioff Children’s Hospital are given professional credit.

“There always is a better way.”
CHALLENGE

- As in any lessons learned and inspiration, take what you learned today and make it better – and we look forward to seeing your presentation next year!
Questions?

Thank you

Chau Vu
chau.vu@ucsf.edu

Threse Barnes
Threse.Barnes@ucsf.edu

Elizabeth Clifton
Elizabeth.Clifton@ucsf.edu