

# Integrated Response to Mass Shootings

Black Canyon Conference Center  
Phoenix, AZ  
August 31, 2016



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# Positive Impacts of Integrated Training & Preparedness Panel



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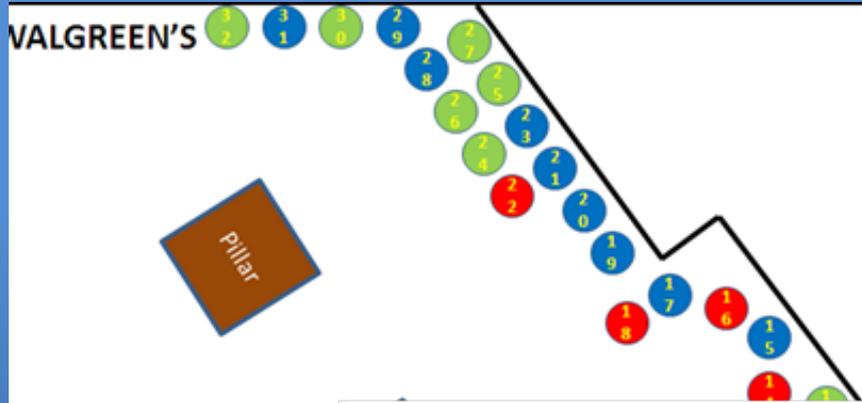
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# Stuart Rodeffer, Batt. Chief Northwest Fire District



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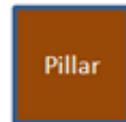
# SAFEWAY STORE

## 7110 N. Oracle Rd

\*Victim locations are approximate\*

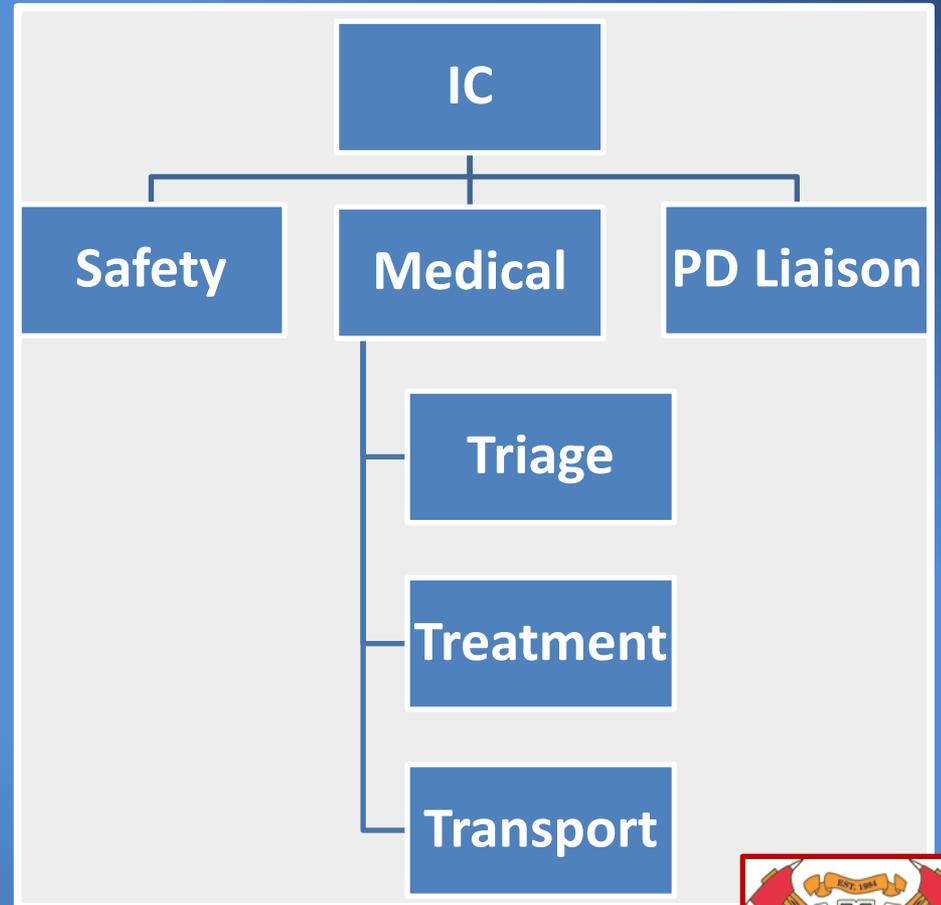


Shooting Victim  
Non-Shooting Victim





# Simple ICS Structure



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- Responders focused on tasks and did not get caught up in the big picture. When done, requested new tasks or jumped in to help others.
- Recognized the enormity of the situation early and requested proper resources.
- Relationships between Fire, Law Enforcement and Medical Community:
  - Years of Coordinated Responses
  - Fire trained with many of the Deputies
  - Maintenance of Relationships





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- Phyllis Schneck, 79
- Dorwan Stoddard, 76
- Dorothy Morris, 76
- Judge John Roll, 63
- Gabriel Zimmerman, 30
- Christina Green, 9



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# THANK YOU

**Stuart Rodeffer – Northwest Fire District**

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# John Stuckey, Captain Pima County Sheriff's Department



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# January 8<sup>th</sup> Safeway Shooting

- January 8<sup>th</sup> 2011, Jared Loughner fired upon attendees at a “Congress on Your Corner” event.
- Six killed, thirteen others injured.
- PCSD were initial responders along with OVPD, AZ DPS and MPD.
- NWFR and GRFD responded for fire/EMS



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# Integrated Training & Operation

- Existing FD/EMS philosophy; wait until the scene is “cold”.
- NWFR staged away from the incident. Initial EMS response was delayed.
- Relationships built on existing TEMS program allowed expedited approach of NWFR medics.
- Pima Regional SWAT Doctor, Dr. Tammy Kastre was invaluable as a liaison at the trauma center.
- “We should not be swapping business cards on the battlefield.”



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# T.E.M.S

- **Tactical Emergency Medical Support**
  - Incorporation of medical professionals on tactical teams (SWAT)
  - Pima Regional SWAT incorporates active duty paramedics as part-time employees.
  - NWFR paramedics, part of TEMS, responded to the Safeway shooting scene.
  - TEMS provides medical training and operational support for SWAT primarily, but is available across the department.



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# IFAK: Individual First Aid Kit

- Built based on military model to ensure survival until transported to advanced medical care.



## Contents:

- Combat Gauze
  - 2 Compression bandages
  - Chest seal
  - Tourniquet
  - Medical shears
- IFAK becoming the industry standard for LE medical care
  - PCSD Deputies issued two and required to have at least one of them in patrol car at all times.



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# T.E.C.C.

- **Tactical Emergency Casualty Care**
  - Based on military model (TCCC)
  - TEMS Medics on the forefront of this program
  - Treatment of life threatening injuries while simultaneously evacuating out of harms way and towards advanced medical care.
  - Best practices incorporated into Fire/EMS training as well as LE training.



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# R.T.F.

- **Rescue Task Force**
  - Philosophical change in response strategy for Fire/EMS to active shooter events.
  - Incorporates Fire/EMS into Rescue Teams to enter “warm” zone.
  - Rescue Teams have LE cover officers
  - Triage, treat and evacuate to casualty collection point.



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# R.T.F.

- **Rescue Task Force**
  - IAFF position statement (June 2013) supported this philosophy change.
  - Pima Fire Chiefs Association developing RTF SOP (March 2016)
  - Logistics / Training questions still need to be answered.



# THANK YOU

John Stuckey – Pima County Sheriff's Department

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**Joshua B. Gaither, MD**  
**Banner University**  
**Medical Center**



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# Objectives

- Integrated communications with hospitals
- Outcomes from integration
- Exercising integration
- Comparing the old to new integrated strategy



# The Initial Incident



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# Public Perception of Emergency Department Care?

## Perception:

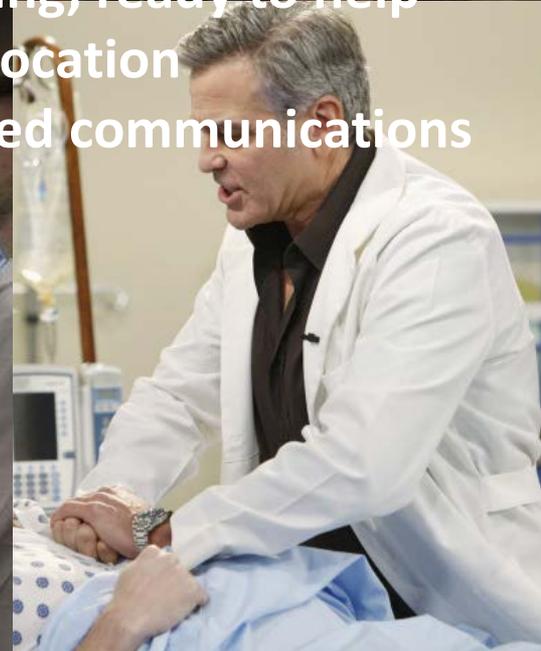
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## Reality:



Large teams waiting, ready to help  
Huge resource allocation  
Requires integrated communications



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# Information Flow



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# Info From the Field

- Initial law enforcement notification
- Initial Medical IC notification and identification
- Transport / Triage officer updates
- Individual incoming medical provider calls



# Info To Receiving Facility

- Conflicting numbers, ages, injuries
- Simple is good



# Lessons Learned

- **Single point of contact**
- **Standardized Information flow**



# Implementing Change

- **Communication tools:**
  - MIST
- **Designated Emergency Department communications position**
  - One individual with scribe
  - Dedicated radio channel with redundancy
- **Decrease field communication**



# Info From the Field

- Initial law enforcement notification
- Initial Medical IC notification and identification
- Transport / Triage officer updates
- Individual incoming medical provider calls



# Exercising

- Time and Resources Limited
- Build Exercise into day to day operations
- Build out day to day operations during an MCI



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# Keys to Integrated Communications

- **Single point of contact**
- **Structured communications**
- **Dedicated Communications channel**



# THANK YOU

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**Jacqueline Evans**  
**American Medical Response**  
**Southern Arizona**



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# Insight from an EMS/Ambulance Agency

## Objectives

- Opening communication with other entities
- Unexpected outcomes from integration
- Agency exercises for integration
- Old vs New strategy



# Communication

- **Post 911**
  - Importance of all entities to communicate with each other
  - Identified that Ambulance/EMS needed to be included
  - Identify panels/groups to participate in
- **Relationships/collaboration paramount in process**
- **How can we get everyone to talk on the same system?**



# Pima County Wireless Integrated Network

- In 2008 the lack of inter-department communication was highlighted in a police action
- The concept is to allow a majority of the county's public safety personnel to all be on the same network
- Police/Fire/EMS/Hospitals all have access to the system



# Ambulance Integration

- UASI-Urban Area Security Initiative
- Pima County Office of Emergency Management/Homeland Security
- Pima County Emergency Preparedness Committee
- Pima County Office of Emergency Management/Homeland Security
- Pima Fire Chiefs adopting the SOP for the Rescue Task Force (RTF)



# Table Top Exercises

- Critical for the beginning of the planning phase leading up to the full scale exercise
- Fire, EMS/Ambulance, Law Enforcement (Sheriff or local PD), Hospital Representation, Local business leaders, local area churches, TSA (as needed)
- Scenario-determine what each agency resources available to respond and handle



# Functional Exercises

- Each responding agency is responsible to actively manage their area of responsibility
- Identify any known areas for improvement
- Update any local SOPs as necessary if found to be deficit or absent



# Full Scale Exercise

- All agencies respond to the given scenario, and responders have not been briefed
- Controllers and Evaluators on scene
- At the end on site is the “hotwash” to evaluate the scenario functionality of all responders
  - What went well and what didn’t
  - 2 Weeks later, formal after action review



# Old vs New response strategies

- Old strategies had everybody working in silos with only the specific response group knowing what the plan/strategy was
- New integration strategies has broken down silos and barriers and has everyone practicing and working together
- Collaboration has been the key to an integrated strategy



# THANK YOU

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