

Integrated Response to Mass Shootings

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ARIZONA DEPARTMENT
OF HEALTH SERVICES

Health and Wellness for all Arizonans

Rural Integrated Community Panel



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Joseph Toth, Captain CEP
Flagstaff Fire Department

Scott Mansfield, Lieut.
Flagstaff Police Department

Vincent Martinez, RN, CEP
Guardian Medical Transport

Robert Tullis, Director of Security
Flagstaff Medical Center



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Coconino Active Shooter

- 8/8/2013



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Quick Overview

Agencies involved

- Coconino High School
- Flagstaff Fire Department
- Flagstaff Police Department
- Guardian Medical Transport
- Flagstaff Medical Center
- C.E.R.T
- Flagstaff Dispatch
- Guardian Communication center

Scenario

- 1 known active shooter enters H.S and wounds 16 people as he moves through the school. The patients were completely moulaged and scripted to all levels of severity.`



How this all Started

- We all do multi agency trainings yearly and we had a contact with FUSD. With the increase in violence and shooting it seemed like a great opportunity to test our abilities in a realistic unknown scenario.
- FPD, FFD, and GMT work hand in hand every day in both EMS and Fire , and police responses. The working relationship is unique and amazing. We have a two tier EMS response and all agencies never hesitate to respond to all requests for aide. FMC is the sole level one trauma center and emergency department in the region all patients we encounter are received through the emergency department.



Unexpected Outcomes from FFD

Time from FPD Neutralizing Shooter Until Time Medical Personnel Enter Building to Assess Wounded.

- 1200 Shooting
- 1203 Shooter down
- 1205 Shooter down and handcuffed
- 1206 FPD officers inside saying, “scene is safe.” Other officers questioning this communication.
- 1209 First victim removed by FPD to front area
- 1211 Walking wounded asked to walk far away by FPD
- 1212 EMS told scene is not “neutralized.”
- 1216 Medics cleared to enter code 3 “North” via radio
- 1216 GMT arrived and left due to R2 calling “not clear to enter”
- 1218 Mayday medic shot in leg called by Dispatch
- 1219 Clear to enter
- 1226 FPD calls out 9 pts
- 1230 FFD crews enter HS



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Unexpected outcomes from FPD

- Radio not working for FFD and miscommunication on IC location
- Location of Incident command, Police V. Fire. Fire operates under IC, police operate as own IC until its established
- Identifying sides of a building (1,2,3,4 V. a, b, c, d)
- Amount of time that passed to get to the wounded



Expected outcomes from FFD and FPD

Communications

- We had three agencies on scene with three separate radio channels / banks (VHF / UHF)
- We had two agencies with different dispatch centers



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Lessons Learned

Identified Factors

1. Police and Fire did not know each others roles and responsibilities
2. This helped initiate the implementation of the warm zone concept

Identified Solutions

1. Open the lines of communication
2. Meetings with command staffs and explaining the concept. Getting buy in



Lessons Learned (cont.)

Identified Factors

1. Desperate need for Rescue Task Force and additional training.
2. Additional Training in Rescue Task Force

Identified Solutions

1. FPD came to all fire station and taught the general RTF concept and each agencies role.
2. We had another simulation training with FFD and FPD to work on the RTF with shooters and wounded patients



Lessons Learned (cont.)

Identified Factors

1. Communications.

2. Treatment Group.

Identified Solutions

1. We continued to work with all agencies to test several channels that all agencies have available

2. Have FFD personnel assist or perform treatment group as all ambulances were needed for immediate transport



Continued Regional Training

- We are currently working with all our surrounding Fire Districts and Law Enforcement Agencies to work on additional Rescue Task Force training to make sure everyone is trained the same and the same expectations are met.



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Continued Regional Training

- Flagstaff Police Department currently has 114 sworn officers
- Coconino County Sheriffs Office currently has 36 sworn in the Flagstaff district
- Northern Arizona Police Department currently has 21 sworn
- We all train together because we will all work together
- Consistent response



Keys to Success from the FFD

- Must have each agency create drill objectives and goals prior to scenario being built so the drill can cater to each objective.
- You need constant open communication with a single source to keep all agencies on task and within the timeline established by the group.
- You need a comprehensive After Action Review
- You need to schedule a timeline to implement lessons learned and create additional trainings to test those changes.



Successful Implementation

- Officer Tyler Stewart
- NAU shooting



Vince Martinez, CEP, RN

Guardian Medical Transport



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Guardian Medical Transport

- CON Holder #26
- Flagstaff Medical Center-Level 1 Facility
- Guardian Air
- We are an urban and rural provider



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Incident Command System

- Incident Command System for many years
- Training with FFD & FPD & several other area agencies
- Commonly assigned Medical Group
- ICS is used in daily operations
- Comfort level working in the established ICS framework over a very long period of time in a wide variety of incidents.



Communication

- In ICS, Communication is Key
- Knowledge of Operational Channels
- Knowledge of Tactical Channels
- Common radio zones
- Common language
- Common goals
- What channels work best in certain geographic regions



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Active Shooter Events

- Law Enforcement Driven Events
- Situational Awareness High
- LEO dictates accessible zones
- Stressful situations due to the unknown factors
- Dangerous situations due to the unknown factors



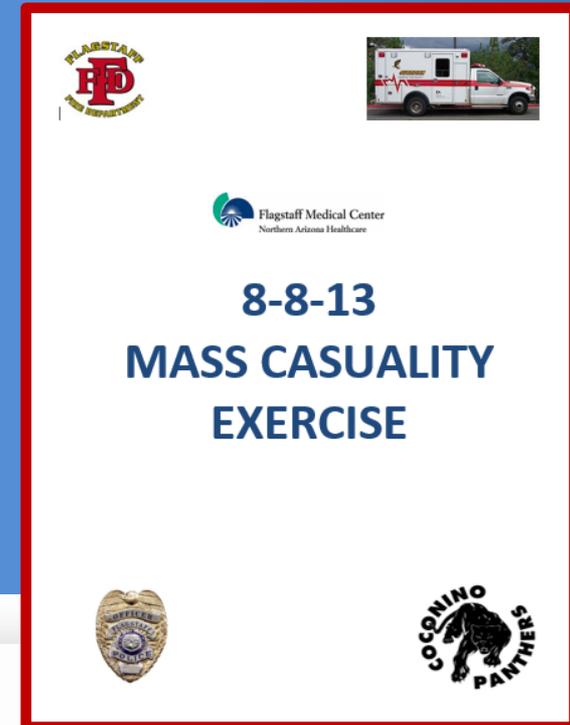
Guardian Objectives

- **Notify Flagstaff Medical Center-Activate Internal Disaster Plan**
- **Recall GMT personnel to staff ambulances**
- **Recall Guardian Helicopters and Planes to Flagstaff**
- **Stage & access via safe zones**
- **Immediate removal of patients to Treatment/Triage**
- **Immediate transport to ED**
- **Immediate return to the Staging & Treatment/Triage**
- **Prepare for movement of patients to the Phoenix Metro Hospitals**
- **Typical daily business is going to continue on top of the MCI event**



Active Shooter Drills

- 1st Active Shooter Training was in 1982 with FPD & FFD at Emerson School
- Coconino High School was the best active shooter training drill
- Achieved our objectives
- Improvement points
- AAR was an educational critique
- Productive multi-agency event



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Large Scale Multi-Agency Active Shooter Drill at Military Base

- ICS was not commonly practiced in daily operations
- Atypical radio channels were assigned as operational and tactical frequencies
- Several agencies that really never worked together
- Rural geography with limited radio range
- Unfamiliar buildings and roads
- LZ that was 1/2 mile away from event



Critical Failure Points

- Incident Command personnel were pulled from Unified ICP to staff the base EOC
- Span of control was lost
- Base radios were not programmed correctly
- Movement of dead bodies and evidence
- Active shooter objectives were missed
- AAR was more about ICS issues than the active shooter
- The AAR was a very confusing discussion



Best Active Shooter Training

- Incident Command System
- Area agencies need to use it on daily basis in daily operations
- Best free training there is
- Agencies in your area should be on the same page
- Communication agreements need to be in place
- AAR-When things go well or don't go well, sit down and talk



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Robert Tullis, Security Chief Flagstaff Medical Center



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THANK YOU

Joseph Toth | Captain, *Flagstaff Fire Dept*
jtoth@flagstaffaz.gov | 928-310-6641

Vince Martinez | RN, CEP, *Guardian Medical Transport*
Vince.martinez@nahealth.com | 928-213-6275

Scott Mansfield | Lieutenant, *Flagstaff Police Dept*
Smansfield@coconino.az.gov | 928-679-4084

Robert Tullis | Director of Security, *Flagstaff Med Center*
Robert.Tullis@nahealth.com | 928-773-0897



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