

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



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MISSION	
To protect residents, staff, and visitors during an active shooter incident.	
DIRECTIONS	
<p>Read this entire response guide and use as a checklist to ensure tasks are addressed and completed. For each response period, all activated IMT positions should refer to their Job Action Sheet for additional actions. Each IRG is intended to be a starting point and not all inclusive. Customize to your facility.</p> <p><i>Note: Section duties and responsibilities remain the responsibility of the Incident Commander unless delegated.</i></p>	
OBJECTIVES	
<input type="checkbox"/>	Ensure the safety of residents, staff, and visitors.
<input type="checkbox"/>	Notify law enforcement, staff, residents, and visitors of the threat.
<input type="checkbox"/>	Contain the scene and minimize the number of potential victims.
<input type="checkbox"/>	Coordinate the nursing home response with law enforcement.
<input type="checkbox"/>	Return to normal operations as quickly as possible.

RAPID RESPONSE CHECKLIST	
<input type="checkbox"/>	<p>If an active shooter is in the facility RUN, HIDE, and as a <u>last resort</u> FIGHT.</p> <ul style="list-style-type: none"> <li>• If your life is in imminent danger and you need to fight, be as aggressive as possible.               <ul style="list-style-type: none"> <li>○ If time permits, arm yourself with a fire extinguisher or other heavy objective to use as a weapon</li> </ul> </li> </ul>
<input type="checkbox"/>	Announce the facility code to warn staff of situation, e.g., Code Silver.
<input type="checkbox"/>	<p>Assist residents and visitors to take cover behind doors, heavy furniture, or on floor.</p> <ul style="list-style-type: none"> <li>• Take refuge behind locked doors. If possible, cover windows by drawing blinds or taping paper in the window</li> <li>• Lock or secure doors by any means available (i.e., barricade doors with heavy furniture)</li> <li>• Turn off lights</li> <li>• Turn off any source of noise (radio, television)</li> <li>• Put cell phone on silent</li> <li>• Remain quiet</li> </ul>
<input type="checkbox"/>	When safe to do so, dial 9-1-1 and maintain contact with the dispatcher to provide and receive information.
<input type="checkbox"/>	Do not attempt to move wounded victims. Notify law enforcement of their location as soon as it is safe to do so.

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



RAPID RESPONSE CHECKLIST	
<input type="checkbox"/>	Initiate lockdown procedures only if appropriate to control facility access.
<input type="checkbox"/>	When law enforcement arrives follow their directions. <ul style="list-style-type: none"> <li>• Put down items in your hands</li> <li>• Keep your hands up and visible at all times</li> <li>• Do not make sudden movements toward officers</li> <li>• Avoid screaming and yelling</li> </ul>
<input type="checkbox"/>	<i>Add other response actions here consistent with the facility EOP.</i>

Immediate Response (0 – 2 hours)		
IMT Position	Action	Initials
<b>Incident Commander</b>	As long as threat exists maintain Rapid Response acts.	
	Ensure notification of all staff, residents, and visitors of the threat using mass notification, overhead page, radios, and phones, as appropriate.	
	Notify nursing home Chief Executive Officer, Board of Directors, state survey agency and other appropriate internal and external officials of situation status.	
	Establish a liaison with law enforcement upon their arrival. Provide details of the event including: <ul style="list-style-type: none"> <li>• Shooter(s) physical description,</li> <li>• Number and type of weapon,</li> <li>• Number of potential victims, and</li> <li>• last known location</li> </ul>	
	Once <u>threat is contained</u> , activate the Nursing Home Command Center and the applicable Incident Management Team positions.	
	Establish operational periods, objectives, and a regular briefing schedule. Consider the use of the NHICS 200: Incident Action Plan (IAP) Quick Start for documentation of the incident.	
<b>Liaison/PIO</b>	Activate the communication plan and respond to media inquiries in coordination with law enforcement and the Incident Commander.	
	Monitor media outlets for updates on the incident and possible impacts on the nursing home. Communicate information via regular briefings to Section Chiefs and Incident Commander as directed.	

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Immediate Response (0 – 2 hours)		
IMT Position	Action	Initials
<b>Liaison/PIO</b>	Notify community partners in accordance with local policies and procedures (e.g., consider local emergency operations center, other area health care facilities, local emergency medical services, and healthcare coalition coordinator), to determine incident details, community status, estimates of casualties, and establish contacts for requesting supplies, equipment, or personnel not available in the nursing home.	
	Assist with updating residents, staff, and families/guardians.	
<b>Safety Officer</b>	Coordinate movement as a potential crime scene within the facility and campus with law enforcement and Incident Commander.	
	During the aftermath of the incident ensure the safety of residents, families/guardians, visitors, and staff.	
<b>Operations Section Chief</b>	Ensure continuation of resident care and essential services.	
	Consider partial or complete evacuation of the nursing home, or relocation of residents and services within the nursing home.	
	Coordinate with the Safety Officer to secure the nursing home and implement limited visitation policy.	
	Designate an area(s) to accommodate resident/staff family members/guardians seeking shelter including those who may be electrically dependent or have medical needs.	
	Activate Business Continuity Plan and procedures.	
	Implement tasks listed below if Branches are not activated.	
<b>Resident Services Branch Director</b>	Treat or transfer in response to assessment and findings.	
	Provide critical resident services and maintain a sense of normalcy.	
	Assess residents, staff and visitors for signs of psychological distress and/or trauma.	
	Assist in the safe movement of residents, staff, and visitors, as directed.	
<b>Infrastructure Branch Director</b>	Provide law enforcement with surveillance camera footage, nursing home maps, blueprints, master keys, card access, search grids, and other data as requested.	
	Restore and maintain care services by preserving routine as much as possible (housekeeping, dietary, laundry). Do not clean up or repair impacted areas until cleared by law enforcement.	

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Immediate Response (0 – 2 hours)		
IMT Position	Action	Initials
<b>Planning Section Chief</b>	Consolidate all reports regarding the location and description of the shooter. Ensure the real time dissemination of this critical information to all parties as directed.	
<b>All Activated Positions – Refer to Job Action Sheets</b>		

Intermediate Response (2 - 12 hours)		
IMT Position	Action	Initials
<b>Incident Commander</b>	Suspend all nonessential services.	
	Inform agency executives, Board of Directors, corporate headquarters and others as appropriate, of ongoing operations and incident status.	
<b>Liaison/PIO</b>	Establish contact with media and provide briefings as directed.	
	Provide approved messages to residents/guardians, visitors, and staff as directed.	
	Notify appropriate state survey agency of the incident.	
<b>Safety Officer</b>	Monitor, report, follow-up on, and document staff or resident injuries.	
	Maintain the external lockdown of the nursing home.	
	Complete NHICS 215A to assign, direct, and ensure safety actions are adhered to and completed.	
<b>Operations Section Chief</b>	Ensure continuation of resident care and essential services.	
	Implement tasks listed below if Branches are not activated.	
<b>Resident Services Branch Director</b>	Continue to monitor residents for change in condition and personnel as directed and as needed, including psychological and mental impact.	
	Treat and evacuate wounded victims as directed and only when deemed safe to do so.	
	Document fatalities using the NHICS 259 – Facility Casualty/Fatality Report.	
<b>Infrastructure Branch Director</b>	Assess critical systems such as medical gases, water, electricity and others as appropriate for potential disruption caused by stray gunfire penetrations.	
	Ensure nursing home cleanliness. Do not clean up crime scenes until cleared with law enforcement.	

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Intermediate Response (2 - 12 hours)		
IMT Position	Action	Initials
<b>Planning Section Chief</b>	Begin planning for alternate care sites for evacuated resident care areas that may not be immediately available.	
	Gather <u>internal</u> situation status including supply and equipment status, current staff and nursing home census.	
	If time and safety permit, maintain and update the situational status boards and other documentation tools for timeliness and accuracy of information received.	
	Initiate staff and equipment tracking.	
	Document victim information, witness information, resident movement and physical plant impact.	
	Continue to provide situation reports to all parties as requested and as needed.	
	Initiate resident and bed tracking using NHICS 254 - Emergency Admit Tracking.	
<b>Logistics Section Chief</b>	Establish feeding services for staff, family members or guardians, and if necessary, people seeking shelter.	
	Contact vendors to ensure provision of needed supplies, equipment, medications, water and food.	
	Refer to the Job Action Sheet for additional tasks.	
<b>Finance/ Administration Section Chief</b>	Track hours associated with the emergency response.	
	Refer to the Job Action Sheet for additional tasks.	
<b>All Activated Positions – Refer to Job Action Sheets</b>		

Extended Response (greater than 12 hours)		
IMT Position	Action	Initials
<b>Incident Commander</b>	With the Liaison/PIO, prepare to speak with the media, stakeholders, staff, residents, and visitors as coordinated with the field-level Incident Command Post or jurisdictional authority.	
	Update the nursing home Chief Executive Officer, Board of Directors, state survey agency, and other appropriate internal and external officials of situation status.	
<b>Liaison/PIO</b>	Continue media briefings and updates as directed; work within the Joint Information Center, if available. Continue to provide approved messaging to media, residents, visitors, and staff.	

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Extended Response (greater than 12 hours)		
IMT Position	Action	Initials
<b>Liaison/PIO</b>	Ensure continued updates of appropriate information to community partners, local authorities, and others as directed.	
<b>Safety Officer</b>	Update the Incident Action Plan Safety Analysis (NHICS 215A) for extended operations based on modifications in entry and exit points, visiting hours, entry onto campus, etc. for inclusion in the IAP.	
	Modify the external lockdown of the nursing home, as directed, to maintain the integrity of the crime scene, yet allow limited access.	
<b>Operations Section Chief</b>	Ensure continuation of resident care and essential services.	
	Determine the need to cancel or postpone visiting hours based on the projected length and impact of the incident.	
	Implement tasks listed below if Branches are not activated.	
<b>Resident Services Branch Director</b>	Where approved, return evacuated residents to their respective resident care areas.	
	Arrange for the transfer of residents from displaced resident care areas to approved alternate care sites.	
	Watch for signs of delayed emotional distress. Provide behavioral health support for residents, families, and staff.	
<b>Infrastructure Branch Director</b>	Continue to ensure nursing home cleanliness. Do not clean up crime scenes until cleared with law enforcement.	
	Refer to the Job Action Sheet for additional tasks.	
<b>Planning Section Chief</b>	Plan for the next operational period and nursing home shift change, if any; nursing home and campus entry and exit relative to lockdown; Work with law enforcement to ensure continued security of nursing home and ongoing operations.	
	Ensure that updated information and intelligence is incorporated into the Incident Action Plan.	
	Finalize and distribute steps for demobilization in the Incident Action Plan.	
	Continue tracking the movement and disposition of residents, staff, and visitors.	
	Continue documenting the victim, witness, and resident information.	
<b>Logistics Section Chief</b>	Coordinate victim support services and establish those services in a safe zone as approved by the Incident Commander.	
<b>All Activated Positions – Refer to Job Action Sheets</b>		

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Demobilization/System Recovery		
IMT Position	Action	Initials
<b>Incident Commander</b>	With the Liaison/PIO and Joint Information System, prepare to speak with media.	
<b>Liaison/PIO</b>	Develop an information release for media; work with law enforcement on details to be released; ensure the family/guardians of any wounded or deceased person is made aware prior to the media release of information.	
	Ensure that all impacted persons and community partners are notified of incident resolution in accordance with local policies and procedures.	
<b>Safety Officer</b>	Demobilize the nursing home lockdown as directed.	
	Report staff injury and illness for follow up by Finance/Administration Section Chief.	
	Provide incident documentation to the Planning Section Chief.	
<b>Operations Section Chief</b>	Oversee the restoration of normal operations.	
	Plan for the safe and confidential reunification of incident victims with family members/guardians.	
	Ensure residents, staff, and visitors have access to behavioral health support as needed.	
	Implement tasks listed below if Branches are not activated.	
<b>Resident Services Branch Director</b>	Repatriate transferred residents, if applicable.	
	Arrange for the transfer of residents from alternate care sites back to reopened resident care areas.	
	Ensure the debriefing of, and support for, families of affected residents.	
<b>Infrastructure Branch Director</b>	Repair or replace any systems damaged by stray gunfire penetrations.	
	Initiate cleaning and repair of impacted areas when approved by law enforcement (crime scene).	
<b>Planning Section Chief</b>	Conduct debriefings or hotwash with: <ul style="list-style-type: none"> <li><input type="checkbox"/> Command Staff and section personnel</li> <li><input type="checkbox"/> Administrative personnel</li> <li><input type="checkbox"/> All staff</li> <li><input type="checkbox"/> All volunteers</li> </ul>	

# INCIDENT RESPONSE GUIDE

## ACTIVE SHOOTER



Demobilization/System Recovery		
IMT Position	Action	Initials
<b>Planning Section Chief</b>	Write an After Action Report, Corrective Action, and Improvement Plans for submission to the Incident Commander, and include: <ul style="list-style-type: none"> <li><input type="checkbox"/> Summary of the incident</li> <li><input type="checkbox"/> Summary of actions taken</li> <li><input type="checkbox"/> Actions that went well</li> <li><input type="checkbox"/> Actions that could be improved</li> <li><input type="checkbox"/> Recommendations for future response actions</li> </ul>	
	Prepare summary of the status and location of all incident residents, staff, and equipment. After approval by the Incident Commander, distribute as appropriate.	
<b>Logistics Section Chief</b>	Inventory all Nursing Home Command Center and nursing home supplies and replenish as necessary, appropriate, and available. Restock supplies, equipment, medications, food, and water to pre event inventories.	
	Deactivate nontraditional areas used for sheltering and feeding and return to normal use.	
	Submit all section documentation to Planning Section Chief for compilation in After Action Report.	
<b>Finance/ Administration Section Chief</b>	Compile final response and recovery costs and expenditure summary and submit to the Incident Commander.	
<b>All Activated Positions – Refer to Job Action Sheets</b>		

Documents and Tools
<p><b>Nursing Home Emergency Operations Plan, including:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Communication plan</li> <li><input type="checkbox"/> Security procedures</li> <li><input type="checkbox"/> Lockdown procedures</li> <li><input type="checkbox"/> Behavioral health support procedures</li> <li><input type="checkbox"/> Employee health monitoring and treatment procedures</li> <li><input type="checkbox"/> Resident, staff, and equipment tracking procedures</li> <li><input type="checkbox"/> Business Continuity Plan</li> <li><input type="checkbox"/> Fatality management procedures</li> </ul>



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## ACTIVE SHOOTER



Documents and Tools
<b>Forms, including:</b> <ul style="list-style-type: none"><li><input type="checkbox"/> NHICS 200 – Incident Action Plan (IAP) Quick Start</li><li><input type="checkbox"/> NHICS 205 – Communications List</li><li><input type="checkbox"/> NHICS 214 – Activity Log</li><li><input type="checkbox"/> NHICS 215A – Incident Action Plan (IAP) Safety Analysis</li><li><input type="checkbox"/> NHICS 259 – Facility Casualty/Fatality Report</li></ul>
Job Action Sheets
Paper forms for down-time documentation, data entry, etc.
Access to nursing home organization chart
Campus floor plans, maps, and evacuation routes
Television/radio/internet to monitor news
Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication