



# Sudden Cardiac Arrest Association

POWER AND PASSION... SAVING LIVES

**CHRIS CHIAMES**

Executive Director

April 12, 2010

Ms. Tracy Mullin  
President & CEO  
National Retail Federation  
325 7<sup>th</sup> Street, NW, Suite 1100  
Washington, DC 20004

Dear Ms. Mullin:

The Sudden Cardiac Arrest Association (SCAA) is the nation's largest public advocacy organization exclusively dedicated to sudden cardiac arrest (SCA) awareness and prevention. SCA is the sudden loss of the heart's ability to pump blood due to an electrical disruption. Victims quickly collapse and lose consciousness (usually without warning) and need immediate CPR and the shock of an automated external defibrillator (AED) to restore the heart's natural rhythm.

Historically, the retail and lodging industries have generally been slower to implement AED programs than other sectors such as transportation and sports facilities. In early February, SCAA wrote to more than a dozen large national retailers and several national shopping mall operators to inquire as to their policies and guidance to store managers as it relates to AED deployment, CPR training, and related matters. As you are probably aware, the state of Oregon has enacted legislation which requires AEDs in public facilities of 50,000 square feet or more, and/or where more than 25 people congregate each day. This impacted the retail industry not just in Oregon, but nationwide, as national chains must develop plans for local compliance and then determine national implications.

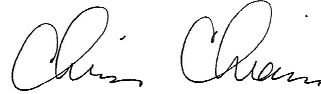
During a review of the NRF web site, we were pleased to find that your organizations make reference to AEDs in "Effective Crowd Management Guidelines" ([http://www.nrf.com/modules.php?name=News&op=viewlive&sp\\_id=821](http://www.nrf.com/modules.php?name=News&op=viewlive&sp_id=821)) We are respectful of the fact that your members are independent companies with their own policies and procedures, and the NRF cannot compel them to follow your recommendations or even respond to our inquiry. However, I did want to share a sample letter with you and also ask whether NRF has any other public statements or position statements regarding the importance of AEDs in the retail sector.

A copy of our February 12, 2010 letter to Macy's is attached as an example; similar correspondence went to other large national retail chains that are industry leaders in their respective sector (big box, department store, grocery, etc.).

I look forward to hearing back from the Federation with any more information you might be able to provide to help us better understand and represent the retail industry's position on AEDs and cardiac emergency response. If a member of your staff would like to discuss this matter further, I can be reached at 202-719-8910.

Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Chris Chiames".

Chris Chiames



# Sudden Cardiac Arrest Association

POWER AND PASSION... SAVING LIVES

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**CHRIS CHIAMES**

Executive Director

February 12, 2010

Mr. Terry J. Lundgren  
Chairman, President and CEO  
Macy's, Inc.  
7 West Seventh Street  
Cincinnati, OH 45202

Dear Mr. Lundgren:

The Sudden Cardiac Arrest Association is the nation's largest public advocacy organization exclusively dedicated to preventing sudden cardiac death. Sudden cardiac arrest is the nation's leading cause of death, striking nearly 300,000 Americans each year. Quick access to defibrillation with an automated external defibrillator (AED) to restore the natural rhythm of the heart is the most effective method of treatment. AEDs are becoming more commonplace in public facilities such as airliners, airports, health clubs, shopping malls, golf courses and schools, but the national SCA survival rate is still only 5-7 percent because there are shortcoming when it comes to having broad deployment and access to readily available AEDs.

We continue to read in the consumer press about SCA events in retail establishments. I have attached two such news stories for your reference. Every day, your stores are gathering spots for tens of thousands of employees and shoppers. Furthermore, Oregon public law now requires a broad range of facilities to have AEDs on-site. We hope you can share with us your company's policies and guidelines on the following issues:

- Is there a formal written policy or recommendation about having AEDs on site?
- Do local stores have an emergency action plan for cardiac arrest, just like they might have for fire or other emergencies involving guests and/or staff?
- Are local stores required or encouraged to have designated work groups (such as security staff or shift managers) trained in CPR?
- If you do not have AEDs system-wide, what is your plan to comply with Oregon law, and are you looking at implementing a system-wide program once you are in compliance in Oregon?
- Do you have AEDs at your corporate headquarters building/campus?

We look forward to hearing from you and appreciate your assistance.

Sincerely,

Chris Chiames  
Executive Director


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## Effective Crowd Management: Guidelines On How To Maintain The Safety And Security Of Your Customers, Employees And Store

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This is a **13 page report**. Read below or download the [full PDF](#).

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### Section 1: Introduction

As retailers are preparing for this year's holiday season, several incidents are fresh in their minds, including last year's Black Friday trampling at a Wal-Mart store in Valley Stream, NY.

Just weeks after the holiday season, a \$175 million class action settlement tasked retailers with distributing cosmetics in their stores. The distribution occurred in approximately 2,000 U.S. department stores in 1,200 shopping centers, and the affected department stores began preparations by discussing general guidelines and protocols to follow. As a result of the pre-planning and communication, no significant issues occurred during the mass distribution of the products.

In more recent history, two events in October 2009 also caused mayhem at retail locations.

In the first case, Dwight Howard from the Orlando Magic NBA basketball team started a scavenger hunt with thousands of his fans using the popular social networking site, Twitter. Howard, who is featured on the cover of NBA Live 2010, a basketball video game, said he would give away copies of the game to the first five people that showed up to meet him at a local GameStop. Howard proceeded to give clues online leading fans to the store and overwhelmed the employees working that morning.

A little over a week later, a woman who claimed she won \$1.5 million in the lottery offered to buy clothes for customers at a Burlington Coat Factory store in Ohio. When she did not follow through on her promise, she caused a riot in the store. According to law enforcement officials, when shoppers found out the whole thing was a hoax, they became enraged, threw merchandise around, looted the store and left it in total disarray.

While planned events like Black Friday and special entertainment give retailers plenty of time to plan and train for a flawless event, retailers must consistently work to prepare for the unexpected events that inevitably occur.

The purpose of this white paper is to provide guidelines and considerations for retailers and mall management officials when planning special events, including Black Friday and promotional sales.

## Section 2: Promotional/Holiday Sales, Special Events

The challenging economy has caused retailers and consumers alike to be very resourceful. As shoppers continue to seek great deals, retailers are increasingly using special events and promotions to drive traffic to their stores. Increased frequency of these events, special markdowns, historically low discounts and increased celebrity status are attracting larger crowds to malls and stores. Some of these events include:

### **Promotional/Holiday Sales**

Black Friday Sales  
Limited quantity sale items  
Early bird specials  
One day sales  
Incredibly low prices

### **Special Events**

Giveaways  
Celebrity Appearances  
Game/video releases  
Book releases

Retailers are not the only ones hosting special sales and events. Mall management and property development companies are also courting shoppers by hosting events in their locations. While these events drive traffic that may benefit retailers, they require additional preparation and communication. Pre-planning requires multiple resources and several departments including loss prevention, operations, merchandising and marketing.

The amount of additional resources and pre-planning is subjective, as special events can attract as few as 10 people to as many as tens of thousands. Thus, some events can be planned a few days in advance while others may require months of planning.

Retailers agree that the top priority in event planning is **safety** – the safety of customers, associates and security personnel. Proactively planning and preparing for special events, with some even staging dress rehearsals, ensures the success of an event. While retailers may have more control over events that occur or are hosted by their stores, external events may also require proper planning and reaction. These events can include:

- Protests and civil disturbances
- Parades
- Sporting events
- Political events or conventions (e.g. G20 Summit in Philadelphia, World Bank Meetings, Democratic/Republican National Conventions, etc.)
- University homecomings, games, or special events that significantly increase traffic to shopping centers
- Citywide meetings/conference

## Section 3: Sales and Events vs. Emergency Management Crowd Controls

Planning for special events, promotional sales and Black Friday sales is very different than planning and preparing for emergency management crowd control: the former is very proactive while the latter is more reactive. Special events and sales offer advanced notice (though the amount of planning time can vary widely) and retailers have enough notice to schedule extra staff and security, use signage, line stanchions, tickets/wristbands and implement other advance planning protocols. The ability to prepare enables retailers to arrive at 'game time' with an articulated plan, communication to customers, associates, management, security and, if the event warrants, law enforcement and mall management.

But even the best laid plans run into challenges. Contingency plans should be created for the "what if" situations that may arise, including larger-than-anticipated crowds, bad weather, power outages and merchandise sell-outs. This can also include alternative entry/exit points for customers, celebrity guests, associates and security/law enforcement.

If something were to occur during the event that required an emergency response, (e.g. trampling, shooting, inclement weather, sales items that ran out quickly, a large line of angry customers, etc.) the reaction would be different. To prepare for the unexpected, retailers should consider:

- evacuation routes
- communication plans
- law enforcement/public official engagement
- reunification
- preservation of evidence

## Section 4: Mall-based Retailers vs. Non Mall-based Retailers

Each retailer has its own set of policies and procedures for dealing with crowds, though mall-based retailers and non mall-based retailers have different considerations.

**Mall-based Retailers**

Mall-based retailers include specialty stores located within the mall and anchor/ department stores with mall and parking lot entrances. The primary issue these retailers face is that they are renting space from a mall/property management company and do not have domain/control over the common areas outside of their store or in the parking lot. For special events and sales that attract large crowds outside of a retail store or for lines that extend to or begin in the common areas and parking lots retailers need to partner with mall management through each step.

When events will cause long lines to form in the parking lot or in the mall's common area, retailers and mall management have the following items to consider:

- Has mall management approved the event
  - Additional costs for enhanced security presence
- The logistics of the line
  - where the line will wind
  - line monitors
  - tickets/wristbands used
- Security
  - utilizing third party security companies
  - security in the parking lot and mall common areas

**Stand Alone Retailers and Strip Center Locations**

Stand alone retail locations and strip center stores encounter issues different than mall operators. In most cases, the retailer is responsible for all aspects of the event which may include line formation, crowd control, administering tickets/wristbands and working with extra security guards and law enforcement. Some retailers may even add entertainment to make the waiting experience less anxious and more pleasurable. For stores that do not have dedicated security or loss prevention staff, the on-site store team is often tasked with coordinating, planning, staffing and executing the event. On the plus side, this approach offers a knowledgeable sales staff and personnel who know the clientele very well, However, this also poses challenges, especially if the event doesn't run seamlessly. Providing clear lines of communication, a corporate contact with key decision making capabilities, as well as ensuring that the store manager has key contacts with local law enforcement and the mall/property management company is imperative.

**Section 5: Crowd Management Guidelines Reference**

Retailers, mall management and law enforcement can apply some basic components when preparing for an event to effectively utilize the resources at hand.

- **Safety**
- **Communication**
- **Event Logistics**
- **Contingency Plan**

**Safety:** Safety is a primary concern for retailers, especially when hosting large, in-store events. Plans should be made for the best interests of all people on-site during the event including:

- Customers
- Store Associates
- Mall Management
- Law Enforcement

**Communication:** While every event is different, a comprehensive plan should allow for contacts with all affected internal and external individuals, including customers.

- **Prior to the Event** – A degree of advance communication with internal and/ or external contacts will be required for each event, with timings based on the scope of the event and anticipated number of attendees. As a general practice for very large events, such as Black Friday special promotions or celebrity appearances, retailers tend to plan two to three months in advance. As business cycles follow trends, sometimes there are special events planned with less advance notice. Key contacts to communicate with and utilize for the execution of a successful event include:

Appropriate internal departments  
Facilities  
Human Resources  
Loss Prevention  
Marketing/Advertising

Public Relations  
Operations  
Security

Appropriate external contacts  
Attendees  
Law Enforcement  
Mall Management

Media  
Neighboring stores  
Private Security Consultants

- **Day of the Event** – On the day of the event, clear and effective communication to the operational team (cashiers, sales associates, loss prevention, security, store

management) and to customers is critical to a successful and safe event. By keeping customers informed of the status of the event and the traffic flow, expectations on wait time or product availability can be managed appropriately.

Measures that can be put into place to clearly communicate on the day of the event include:

**Signage** placed in strategic locations identifying where the special event and/or promotional merchandise is located

**Stanchions / Barriers** either outside or inside the store to manage traffic flow.

**Public Announcements** – Some retailers use the public announcement system to update customers on the status of store opening, location of promotional items or the start time of special events.

**Tickets / Wristbands** – For retailers with promotions for the first customers in line or limited items, tickets and wristbands can be used to maintain orderly lines and manage expectations of customers.

**Designated Chain of Command** – Identify a key associate who will serve as the ultimate decision maker and serve as the observer making sure that all urgent issues and situations are being addressed. Additionally, clearly outline roles of associates from general manager to security personnel to cashiers.

**Site Map** – Create a site map noting entrances, exits, traffic flow, line flow and back up plans for larger-than-expected crowds along with where appropriate store staff will be located.

**Event Logistics:** From the last person in line to the center stage or the place where the hottest promotional items are located, the logistics of the event should be fully thought through and accounted for. Event logistics to take into consideration:

#### **Customers**

- Entry/Exit Points – by limiting the accessibility of stores or other facilities to designated entry and exit points, traffic flow and crowd levels can be managed effectively. Additionally, propping open doors can decrease safety hazards that may arise with an influx of excited shoppers.
- Traffic Flow – using environmental barriers and store layout to place promotional items/entertainment areas in key spots will help manage congestion. Additionally, clear signage can help crowds easily find their way through stores.

#### **Associates**

- Additional, knowledgeable staff onsite will help ensure a successful event
  - Cashiers (designate a head cashier/store manager solely stationed at the cash wrap to float and resolve problems)
  - Existing security and extra security including off-duty law enforcement or third party security

#### **Merchandise Placement**

- During a promotional sale, strategically placing the items on sale throughout the store will help spread out the large crowd and manage flow better
- Retailers should account for re-stocking of merchandise

**Contingency Plans:** As mentioned in Section 3, the best laid plans may run into challenges. Contingency plans should be created for the “what if” situations, which will ensure customers, associates and security personnel that the event and potential extenuating circumstances were considered.

## **Section 6: Conclusion**

As retailers strive to make shopping at their stores more of an experience, special events have become the norm. And during a holiday season where consumers are continually shopping for great deals, crowds can be expected for large discounts and sales.

While retailers are able to prepare for many of these events in advance, each situation brings a different set of circumstances. Retailers, mall management, security and law enforcement have already taken measures to mitigate risks that may occur with large crowds during the upcoming holiday season and during future special events.

## **Promotional Sales and Special Events Checklist**

Each promotional sales and special event will be unique, however some of the same components to preparing and planning for the event can be included in the promotional sale/special event plan.

It's crucial to remember that every plan should be flexible and change with circumstances. Below is a checklist of items to consider incorporating into your plan.

#### **Event Assessment**

- Event Type (celebrity appearance, in-store entertainment, promotional sale, etc.)
- Scope of Event (number of expected guests and duration of the event)
- Time Frame (amount of advanced notice)

#### **Planning**

##### **• Staffing**

- Ensure that stores will have adequate staffing levels throughout the event. Staffing should take into consideration all critical positions (cashiers, loss prevention, security, re-stocking, sales associates, management)
- Make arrangements for extra staffing and additional security personnel in locations where a history of prior incidents warrants increased attention.
- For events that will draw large crowds, contact law enforcement to notify them of the upcoming event.

##### **• Training**

- Associates working the day of the event and back-up associates should all be trained and knowledgeable of the event and promotional items including merchandise placement, event location and timing of special/hourly promotions.
- Brief associates on what to communicate to unhappy customers and which managers and other store personnel should be notified for de-escalation of the situation.
- For large-scale events, consider hosting a dress rehearsal in advance.
- Associates should be trained on who to contact in the event of any situations and who the key decision maker is on the day of the event. Additionally, associates should be informed of procedures (if any)/protocols for dialing 911.
- Review evacuation procedures.

##### **• Communication**

- Provide a clear communication plan which covers how critical information will be delivered on the day of the event to customers, celebrity guests, entertainers, associates, security personnel, mall management and law enforcement.
- Clear communication plan on how potential issues should be communicated to the key decision maker.
- Designate a point of contact who will liaise with law enforcement prior to the event (if necessary) and during the event (if an emergency situation arises).
- Consider renting or purchasing two-way radios and utilizing them the day of the event to communicate with key managers, security personnel, floor monitors, etc. as cellular phones are not effective for mass communication.
- Utilize signage to communicate traffic flow, merchandise placement and event location.
- Utilize public announcement system, if available, to communicate pertinent information to customers inside the store. If the public announcement system broadcasts outside the store, it could be used to communicate to customers waiting in line either prior to or during the sale/event.

##### **• Physical/Environmental Considerations**

- Store Layout – Utilize the physical/environmental layout of the store to your advantage during the event. Entry and Exit Points should be determined based on how the crowd will be able to file into the store as well as the best place outside of the store where it is makes the most sense for the line to form.
- Merchandise Layout – Promotional sale items should be placed throughout the store to dissipate crowds and help alleviate potential congestion.

- Entertainment Location – Similar to merchandise layout, the location of the special event/celebrity guest/entertainment should complement the layout of the store as well as any merchandise that may be promoted alongside the event. Security for both the celebrity/entertainer and customers should be taken into consideration for staging and execution of the event.

- **Line Formation Considerations**

- Pre-determine the location and flow of the line, with a back-up plan to manage the unexpected (larger crowds, extreme weather conditions, etc.)
- Consider staffing the line either with security, store associates or entertainers.
- Line monitors can assist in keeping customers updated with the status of events, availability of merchandise and other factors that may affect their decision to stand in line. Additionally, having line monitors builds rapport with customers as unpleasant news will be better received from a person who has been standing outside with them for a majority of their wait time as opposed to an unfamiliar face.
- Lighting up the parking lot to accommodate customers arriving at early hours or making additional accommodations, such as renting portable bathrooms, may also alleviate frustrations or anxiety of customers waiting in long lines.

- **Event Logistics**

- Pre-Opening
- Establish early arrival times for associates.
- Establish the timing and the personnel who will set out signage, line stanchions/barriers, hand out wristbands, or act as line monitors communicating with early arriving customers.
- Line stanchions/barriers should be set up prior to customers arriving.
- Stanchions/barriers should be set up in a snake formation for crowd management purposes.

- **Store Opening**

- Determine what doors will open and who, if anyone, will monitor the doors.
- Consider propping open doors while the traffic flow entering the store is heavy; this will help avoid potential safety issues.
- Create a site map, which includes traffic flow, clearly marks promotional items/special event location, location of critical staff members and law enforcement liaison.
- Have managers and key decision maker in key locations throughout the store when the store initially opens/event commences and at key times throughout the sale/event.

- **Emergency Situations**

- For emergency situations that occur, instruct employees to call 911 and follow internal procedures once they have called for assistance.
- Have an Automatic External Defibrillator (AED) device(s) readily accessible and key staff trained on how to use the devices.

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From the Yakima Herald-Republic Online News.

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Posted on Saturday, December 05, 2009

If you shop 'til you drop, have CPR providers nearby  
by Ross Courtney  
Yakima Herald-Republic

YAKIMA, Wash. -- There's no good place for a heart attack.

And between the child-ren's clothing racks and a display of computer printers in the West Valley Walmart hardly would have been Ellen Davis' first choice.

But just as the 69-year-old grandmother and substitute teacher collapsed while shopping on Black Friday, along came a registered nurse, a firefighter and a police officer. They all knew -- and regularly practiced -- CPR.

"I would have probably died," Davis said. "If I would have been home I would have probably died. If I had been driving I would have probably died."

Instead, she was released Thursday from Yakima Valley Memorial Hospital and is recovering at home with no apparent ill effects save a sore chest, her family said.

"She's doing wonderful," said her brother, Bob Cory. "We are eternally grateful."

Her rescuers are surprised she survived.

"I thought she was gone, to be honest with you," said Sgt. Mike Henne of the Yakima Police Department. He was working an off-duty shift providing security to the store.

Tara Prescott, a labor and delivery nurse at Memorial, said "I had statistics rolling through my head. I thought there was no way, no way she was going to make it."

About 95 percent of all sudden cardiac arrest victims die before they get to the hospital, according to the American Heart Association.

That didn't stop them from trying.

Davis, who said she had no previously known health problems, fell over shortly before 6 a.m. Nov. 27 with a basketful of toys for her grandchildren.

Ed Vertrees, an off-duty firefighter for the Army's Yakima Training Center shopping with his daughter, arrived first and began chest compressions.

Then came Prescott, shopping with her parents and aunt. She pushed through some employees trying keep the crowd back and began rescue breathing.

Henne arrived seconds after that, took over compressions and helped tilt Davis' neck to open her airway.

Still, Davis was not breathing, her face was turning blue and she had no pulse.

They asked for an automated defibril-lator, a portable device used to shock a heart back into rhythm. The store didn't have one that the employees knew of.

Not knowing what else to do, they continued CPR for roughly 10 minutes until an ambulance arrived and whisked Davis away to the hospital.

Prescott continued shopping. Henne continued his shift. It's unclear what Vertrees did next -- he didn't return phone calls for this story.

That doesn't surprise Cory, Davis' brother, who used to work with Vertrees at the Training Center. He called Vertrees a quiet man who wouldn't like being labeled a hero.

"He'll put out this fire and then go prepare for the next one," Cory said.

However, all three rescuers visited the hospital during the weekend and met Davis' family. Vertrees left a get-well card.

Henne said he'd performed CPR before, but usually on gunshot victims. None of them had ever lived, he said.

He still found Davis' survival hard to believe.

"I just had to see it for myself," Henne said.

Davis remembers none of it.

She recalls shopping and eyeing the computer printers. Next thing she knew, she woke up about 3 a.m. Saturday with a ventilator tube down her throat and her wrists restrained. In her sleep, she had been tugging at the tube.

She recalls thinking, "This is a really weird dream."

Doctors put a stent in her heart to prevent blockage. She will take time to recover. She will miss a grandson's Dec. 12 wedding in Salem, Ore.

But she expects life to return to normal and when it does, she and her family plan to somehow try to express their gratitude.

"They will definitely be thanked," Davis said.

\* Ross Courtney can be reached at 509-930-8798 or rcourtney@yakimaherald.com.

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ANDY SAWYER/Yakima Herald-Republic

Ellen Davis relaxes at the Zillah home of her brother, Bob Cory Thursday, Dec. 3, 2009. Davis suffered a heart attack while shopping at the West Valley Walmart on Black Friday and a nurse, off-duty firefighter and off-duty police officer gave her CPR until medics arrived.

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## Shocks on the spot: Defibrillators in public places

**smcmanis@sacbee.com**

**Published Sunday, Feb. 07, 2010**

They told him later that he was a goner, his heart flat-lined. One moment, he was sitting on a stack of pallets at the Target distribution center in Woodland, talking to his boss. The next, he was on the floor without a pulse.

But Tim Joseph, a 52-year-old Davis resident with no known heart condition, was jolted back from the dead within a few minutes, thanks to a machine that fits in a bright-red case the size of a laptop computer.

Automatic external defibrillators, or AEDs, are becoming common in public places such as airports, shopping malls and casinos. In a cardiac emergency, having this type of device on hand can mean the difference between death or severe brain damage and full recovery, experts say.

In Joseph's case, Target had sprung for the \$1,200 to keep a defibrillator in the warehouse. And both Joseph and his doctor, Woodland Healthcare cardiologist Dr. Kathy Glatter, credit its use for saving his life in November.

"If it wasn't for that machine, I wouldn't be talking to you," says Joseph, who was recently cleared to go back to work. "It's beyond scary, man."

So severe was Joseph's coronary, Glatter says, that it took three "shocks" with the electronic-stimulation pads to revive him.

All told, six to eight minutes elapsed between his cardiac arrest and his heart's return to rhythmic beating.

### **Race vs. 'electrical chaos'**

A heart attack starts a race against time, Glatter says: "You have 10 minutes, max" before it's too late to help. The standard of care for the last three decades, cardiopulmonary resuscitation, can only do so much.

"Fewer than 5 percent of those who have an out-of-hospital cardiac arrest will survive with their brain intact, even if CPR is done correctly," Glatter says. "It's just not good enough. Of course, paramedics are great and can shock you.

"But even if you live near a fire department, there's a certain time lag. They can't get there fast enough."

Glatter, who can recall several stories of lives saved after sudden cardiac arrest, is a vocal proponent of installing AEDs anywhere large groups gather. She says they are especially

needed at health clubs, where intense exercise can stress a damaged heart. (There are no regulations mandating AEDs at gyms.)

She tells the story of Juan Munoz, a 65-year-old Woodland resident who recently collapsed while playing handball at a health club there. An off-duty nurse, Suzanne Linne, saw Munoz fall, grabbed the AED off the wall and zapped Munoz's wildly beating heart back to normal.

"By the time they brought Mr. Munoz in to me (at the hospital), he says to me through an interpreter, 'Can I go home now?' " Glatter says. "I said, 'No, you can't. You just had a cardiac arrest.' "

Another time Glatter was on call, a 45-year-old man collapsed while lifting weights at a different Woodland health club – one without an AED. Workers performed CPR and called paramedics.

"By the time I got to see him in the ER, he was dead, and his wife's standing next to me, crying," Glatter says.

Defibrillators provide the electric jolt that CPR cannot. Think of it like rebooting a computer.

"When the heart muscle doesn't get oxygen, it causes a buildup of lactic acid, and that makes the electricity in their heart go crazy," Glatter says.

"We say flat-line, but it's almost the opposite. The heart beats 300 to 400 times a minute, jiggling like a bag of worms, not squirting blood. It's electrical chaos.

"What the shock does is stop (that chaos) and enable you to restart it yourself."

AED kits are in place at many public venues. Sacramento International Airport has several in the terminals, a spokeswoman says.

The Arden Fair mall installed two units about four years ago, and security chief Steve Reed says an AED helped keep alive a mall walker until paramedics could arrive.

### **One major limitation**

One problem is that while many businesses have AEDs, workers either aren't trained in using them or don't think of employing them in an emergency.

In Munoz's case, health club workers were administering CPR and not using the AED until Linne entered the club and called for the device.

"The chest compression kept (Munoz) breathing, but there was no pulse," Linne says. "I had seen before at the club that they had an AED on the wall. I asked for it. It's really easy to use. It guides you through it."

An AED literally talks a user through three steps: turning on the machine, placing the pads on the victim's bare chest and pressing a button when a recorded voice says "shock now."

"It's really idiot-proof," Glatter says.

Dr. Kathy Glatter, who can recall several stories of lives saved after sudden cardiac arrest, is a vocal proponent of installing AEDs anywhere large groups gather. She says they are especially needed at health clubs, where intense exercise can stress a damaged heart.

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Call The Bee's Sam McManis, (916) 321-1145.

