

Orlando Health Response to the Pulse Nightclub Tragedy

HCCA - Orlando Regional Conference

David Huddleson
Chief Compliance & Ethics Officer

Steve Stallard
Privacy & Information Security Officer

February 3, 2017

ORLANDO HEALTH

Orlando Health Overview

NOT-FOR-PROFIT
HEALTH CARE ORGANIZATION
\$6.5 BILLION
ECONOMIC IMPACT

8 AWARD-WINNING
HOSPITALS

CENTRAL FLORIDA'S ONLY
LEVEL ONE
TRAUMA CENTERS
FOR ADULTS & PEDIATRICS +6 ERs

25 Outpatient
Centers +
2 Medical Pavilions

More than
18,542
Team Members
caring for you.

MORE THAN
2,500
PHYSICIANS
IN OVER
FORTY AREAS
OF SPECIALTY

LOCAL
REGIONAL
NATIONAL &
INTERNATIONAL
PATIENT BASE

NEARLY
\$204
MILLION
IN SUPPORT
OF COMMUNITY
HEALTH NEEDS

MORE
THAN
65
PRIMARY CARE
PRACTICE LOCATIONS

ORLANDO HEALTH

ORMC's Level One Trauma Center

- ORMC is the only Level One Trauma Center in Central Florida [Closest is 77 miles away]
- ORMC Level One Trauma Center treats over 4,700 patients per year
- 15-20 clinicians treat each trauma alert patient
- State designated center that meets a series of criteria established by the Florida Department of Health.
- Expertise and care beyond that of a typical emergency department and acute care facility.
- Multiple physicians and specialists available 24/7.
- Trauma team is required to conduct trauma research, outreach, injury prevention and education.

ORLANDO HEALTH

Multidisciplinary Trauma Team



Trauma Surgeons
Emergency Medicine
Trauma Nurses
Clinical Techs
Paramedics
Respiratory Therapy
Radiology
Chaplain
Social Work
Business Office
Surgery Department
Orthopedics
Anesthesiologists
Medical Intensivists

GME & Medical Teaching Programs
Transportation
Perioperative Care Unit
Critical Care
Ortho/Neuro/Surgical Nursing
Occupational Therapy/Physical Therapy
Rehabilitation
Wound Management
Care Coordination
Lab/Blood Bank
Protective Services
Trauma Registrars
Clinical Quality Consultants
Foundation

ORLANDO HEALTH

Preparedness / Drills

What saves lives

- Previous Training
- Command Structure
- Processes
- Supplies
- Review/Survey survival results
- Trauma Alert simulation at least 3 times per month

Mass Casualty Incident (MCI) Drills

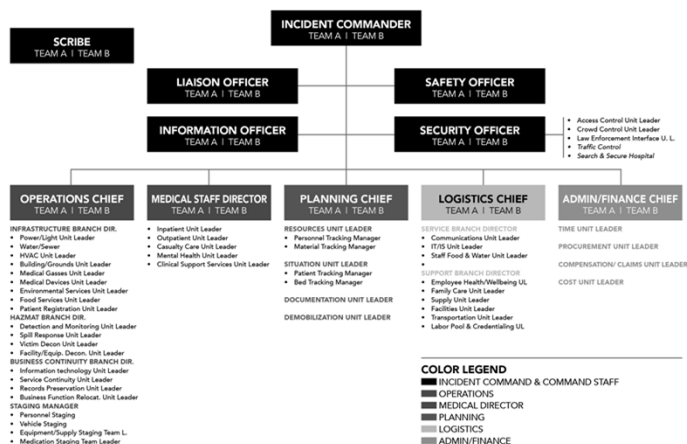
- First ORMC MCI drill 2010
- Most recent drill March 2016
 - Community-wide drill (ORMC, FBI, local police, fire & EMS)
 - Active shooter
 - Two waves of patients



ORLANDO HEALTH

Hospital Incident Command System (HICS)

Provides hospitals and health systems with the tools needed to respond any type of emergency, either internal or community-wide



ORLANDO HEALTH

Timeline

Sunday, June 12

2:00 am The first shots were fired in the Pulse Nightclub

Sunday, June 12

2:00 am **The first shots were fired in the Pulse Nightclub**

2:02 am **Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub**

ORLANDO HEALTH

Sunday, June 12

2:00 am **The first shots were fired in the Pulse Nightclub**

2:02 am **Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub**

2:04 am **Additional OPD officers arrive at scene**

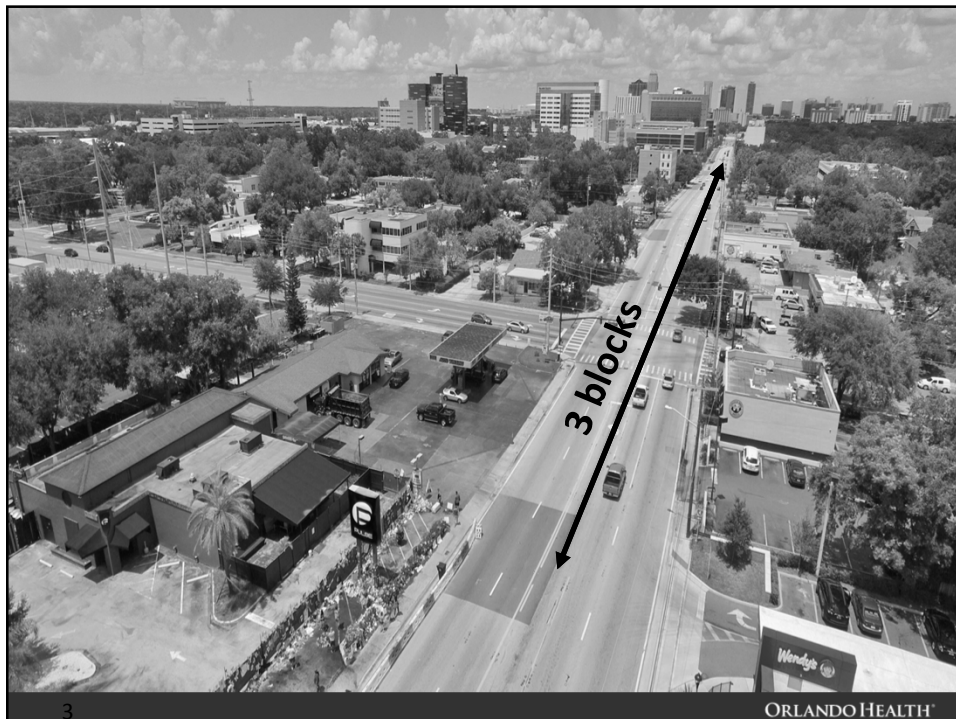
ORLANDO HEALTH

Sunday, June 12

- 2:00 am The first shots were fired in the Pulse Nightclub
- 2:02 am Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub
- 2:04 am Additional OPD officers arrive at scene
- 2:14 am ORMC received its first patient



ORLANDO HEALTH



3

ORLANDO HEALTH

Sunday, June 12

- 2:00 am** **The first shots were fired in the Pulse Nightclub**
- 2:02 am** **Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub**
- 2:04 am** **Additional OPD officers arrive at scene**
- 2:14 am** **ORMC received its first patient**
- 2:14 am** **Code sent to activate a trauma alert**

ORLANDO HEALTH

Sunday, June 12

- 1:57 am** **The first shots were fired in the Pulse Nightclub**
- 2:00 am** **The Fire Department notified call center of active shooter in the area. Call to charge nurse/ORMC ED**
- 2:02 am** **Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub**
- 2:04 am** **Additional OPD officers arrive at scene**
- 2:14 am** **ORMC received its first patient**
- 2:14 am** **Code sent to activate a trauma alert**
- 2:21 am** **ORMC ED placed on lock down after receiving several gunshot victims**

ORLANDO HEALTH

Sunday, June 12

- 2:00 am** The Fire Department notified call center of active shooter in the area. Call to the charge nurse/ORMC ED
- 2:02 am** Orlando Police Department (OPD) call transmitted multiple shots fired at Pulse Nightclub
- 2:04 am** Additional OPD officers arrive at scene
- 2:14 am** ORMC received its first patient
- 2:14 am** Code sent to activate a trauma alert
- 2:21 am** ORMC ED placed on lock down after receiving several gunshot victims
- 2:22 am** **Mass Casualty Incident (MCI) Shooting up to 20 patients**

ORLANDO HEALTH

Sunday, June 12

- 2:14 am** ORMC received its first patient
- 2:14 am** Code sent to activate a trauma alert
- 2:21 am** ORMC ED placed on lock down after receiving several gunshot victims
- 2:22 am** **Mass Casualty Incident (MCI) Shooting up to 20 patients**
- 2:35 am** **Shooter contacted 911 from inside Pulse**

ORLANDO HEALTH

Sunday, June 12

- 2:14 am ORMC received its first patient
- 2:14 am Code sent to activate a trauma alert
- 2:21 am ORMC ED placed on lock down after receiving several gunshot victims
- 2:22 am Mass Casualty Incident (MCI) Shooting up to 20 patients
- 2:35 am Shooter contacted 911 from inside Pulse
- 3:07 am First wave of 38 Pulse patients within ORMC.



ORLANDO HEALTH

Sunday, June 12

- 2:21 am ORMC ED placed on lock down after receiving several gunshot victims
- 2:22 am Mass Casualty Incident (MCI) Shooting up to 20 patients
- 2:35 am Shooter contacted 911 from inside Pulse
- 3:07 am First wave of 38 Pulse patients within ORMC
- 3:09 am MCI in effect greater than 20 traumas

ORLANDO HEALTH

Sunday, June 12

- 2:21 am** **ORMC ED placed on lock down after receiving several gunshot victims**
- 2:22 am** **Mass Casualty Incident (MCI) Shooting up to 20 patients**
- 2:35 am** **Shooter contacted 911 from inside Pulse**
- 3:07 am** **First wave of 38 Pulse patients within ORMC**
- 3:09 am** **MCI in effect greater than 20 traumas**
- 3:14 am** **HICS activated**

ORLANDO HEALTH

Incident Command 6/12/2016



ORLANDO HEALTH

Sunday, June 12

- 2:22 am** **Mass Casualty Incident (MCI) Shooting up to 20 patients**
- 2:35 am** **Shooter contacted 911 from inside Pulse**
- 3:07 am** **First wave of 38 Pulse patients within ORMC**
- 3:09 am** **MCI in effect greater than 20 traumas**
- 3:14 am** **HICS activated**
- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down

ORLANDO HEALTH

Sunday, June 12

- 2:35 am** **Shooter contacted 911 from inside Pulse**
- 3:07 am** **First wave of 38 Pulse patients within ORMC**
- 3:09 am** **Mass casualty in effect greater than 20 traumas**
- 3:14 am** **HICS activated**
- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down
- 5:02 am** **Orlando Police Department (OPD) breached bathroom wall at Pulse Nightclub**

ORLANDO HEALTH

Sunday, June 12

- 3:07 am** **First wave of 38 Pulse patients within ORMC**
- 3:09 am** **Mass casualty in effect greater than 20 traumas**
- 3:14 am** **HICS activated**
- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down
- 5:02 am** **Orlando Police Department (OPD) breached bathroom wall at Pulse Nightclub**
- 5:13 am** **ORMC lock down. Only team members can enter through north tower main entrance or ED entrance with ID**

ORLANDO HEALTH

Sunday, June 12

- 3:09 am** **Mass casualty in effect greater than 20 traumas**
- 3:14 am** **HICS activated**
- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down
- 5:02 am** **Orlando Police Department (OPD) breached bathroom wall at Pulse Nightclub**
- 5:13 am** **ORMC lock down. Only team members can enter through north tower main entrance or ED entrance with ID**
- 5:15 am** **Shooter down**

ORLANDO HEALTH

Sunday, June 12

- 3:14 am** **HICS activated**
- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down
- 5:02 am** **Orlando Police Department (OPD) breached bathroom wall at Pulse Nightclub**
- 5:13 am** **ORMC lock down. Only team members can enter through north tower main entrance or ED entrance with ID**
- 5:15 am** **Shooter down**
- 5:19 am** **Second wave of patients begin to arrive at ORMC**

ORLANDO HEALTH

Sunday, June 12

- 5:00 am** **Media update:** ORMC placed on lock down around 2:00 am after receiving several gunshot victims. Only essential workers allowed access. Arnold Palmer Hospital and Winnie Palmer Hospital also placed on lock down
- 5:02 am** **Orlando Police Department (OPD) breached bathroom wall at Pulse Nightclub**
- 5:13 am** **ORMC lock down. Only team members can enter through north tower main entrance or ED entrance with ID**
- 5:15 am** **Shooter down**
- 5:19 am** **Second wave of patients begin to arrive at ORMC**
- 5:20 am** **Orlando Health counselors arrive to support families**

ORLANDO HEALTH

Sunday, June 12

- 5:15 am** **Shooter down**
- 5:19 am** **Second wave of patients begin to arrive at ORMC**
- 5:20 am** **Orlando Health counselors arrive to support families**
- 5:29 am** **Orlando Health Internal Communication:**
ORMC lock down in place. Only employees allowed to enter. More victims being brought to ORMC. DPH received 1 victim and may receive others. Reported as many as 40 victims injured. Orange Ave. south of Kaley Ave. blocked off by law enforcement

ORLANDO HEALTH

Sunday, June 12

- 5:15 am** **Shooter down**
- 5:19 am** **Second wave of patients begin to arrive at ORMC**
- 5:20 am** **Orlando Health counselors arrive to support families**
- 5:29 am** **Orlando Health Internal Communication:** ORMC lock down in place. Only employees allowed to enter. More victims being brought to ORMC. DPH received 1 victim and may receive others. Reported as many as 40 victims injured. Orange Ave. south of Kaley Ave. blocked off by law enforcement
- 7:00 am** **David Strong email to Orlando Health Board**



ORLANDO HEALTH

Sunday, June 12

- 5:19 am** **Second wave of patients begin to arrive at ORMC**
- 5:20 am** **Orlando Health counselors arrive to support families**
- 5:29 am** **Orlando Health Internal Communication:** ORMC lock down in place. Only employees allowed to enter. More victims being brought to ORMC. DPH received 1 victim and may receive others. Reported as many as 40 victims injured. Orange Ave. south of Kaley Ave. blocked off by law enforcement
- 7:00 am** **David Strong email to Orlando Health Board**
- 7:03 am** **David Strong email to Orlando Health team members (Update #1)**



ORLANDO HEALTH

Sunday, June 12

- 5:29 am** **Orlando Health Internal Communication:** ORMC lock down in place. Only employees allowed to enter. More victims being brought to ORMC. DPH received 1 victim and may receive others. Reported as many as 40 victims injured. Orange Ave. south of Kaley Ave. blocked off by law enforcement
- 7:00 am** **David Strong email to Orlando Health Board**
- 7:03 am** **David Strong email to Orlando Health team members (Update #1)**
- 7:48 am** **HICS first operational objectives documented:**
1. Provide safe environment for guests, patients and team members
 2. Maintain and replenish supplies during incident
 3. Offering assistance to guests/families using Family Assistance Area
 4. Maintain appropriate staffing for quality care during incident
 5. Manage communication

ORLANDO HEALTH

Sunday, June 12

- 7:00 am** David Strong email to Orlando Health Board
- 7:03 am** David Strong email to Orlando Health team members (Update #1)
- 7:48 am** HICS first operational objectives documented:
1. Provide safe environment for guests, patients and team members
 2. Maintain and replenish supplies during incident
 3. Offering assistance to guests/families using Family Assistance Area
 4. Maintain appropriate staffing for quality care during incident
 5. Manage communication
- 8:45 am** Orlando Emergency Operations Center activated

ORLANDO HEALTH

Sunday, June 12

- 7:48 am** HICS first operational objectives documented:
1. Provide safe environment for guests, patients and team members
 2. Maintain and replenish supplies during incident
 3. Offering assistance to guests/families using Family Assistance Area
 4. Maintain appropriate staffing for quality care during incident
 5. Manage communication
- 8:45 am** Orlando Emergency Operations Center activated
- 10:33 am** 5 ORs running and a 6th ready. Working on bed status. Critical staff contacted to come in. Shifting patients, building secure to allow necessary access

ORLANDO HEALTH

Sunday, June 12

- 7:48 am HICS first operational period objectives:**
1. Provide safe environment for guests, patients and team members
 2. Maintain and replenish supplies during incident
 3. Offering assistance to guests/families using Family Assistance Area
 4. Maintain appropriate staffing for quality care during incident
 5. Manage communication
- 8:45 am Orlando Emergency Operations Center activated**
- 10:33 am 5 ORs running and a 6th ready. Working on bed status. Critical staff contacted to come in. Shifting patients, building secure to allow necessary access**
- 10:35 am Plan in place for "regular" patient discharges via cafeteria holding area**

ORLANDO HEALTH

Sunday, June 12

- 8:45 am Orlando Emergency Operations Center activated**
- 10:33 am 5 ORs running and a 6th ready. Working on bed status. Critical staff contacted to come in. Shifting patients, building secure to allow necessary access**
- 10:35 am Plan in place for "regular" patient discharges via cafeteria holding area**
- 10:36 am Surgeons including trauma, orthopedic and vascular were operating-on or attending-to Pulse victims**

ORLANDO HEALTH

Sunday, June 12

- 10:35 am** Plan in place for "regular" patient discharges via cafeteria holding area
- 10:36 am** Surgeons including trauma, orthopedic and vascular were operating-on or attending-to Pulse victims
- 10:45 am** Family area in ORMC conference rooms established. Rooms set up for discharged incident victims. Security to "wand" prior to hospital entry. Option to transfer ICU patients to WPH and DPH. No visitation unless critical until further notice from family/friends of non-incident victims

ORLANDO HEALTH

Sunday, June 12

- 10:36 am** Surgeons including trauma, orthopedic and vascular were operating-on or attending-to Pulse victims
- 10:45 am** Family area in ORMC conference rooms established. Rooms set up for discharged incident victims. Security to "wand" prior to hospital entry. Option to transfer ICU patients to WPH and DPH. No visitation unless critical until further notice from family/friends of non-incident victims
- 10:47 am** Orange County Emergency Operations Center Hotline:
- # for hospitals and medical facilities
 - # for family of victims
 - Victim identification and family assistance established at a nearby hotel

ORLANDO HEALTH

Sunday, June 12

- 10:45 am** Family area in ORMC conference rooms established.
Rooms set up for discharged incident victims.
Security to "wand" prior to hospital entry.
Option to transfer ICU patients to WPH and DPH.
No visitation unless critical until further notice from family/friends of non-incident victims
- 10:47 am** Orange County Emergency Operations Center Hotline:
 - # for hospitals and medical facilities
 - # for family of victims
 - Victim identification and family assistance established at a nearby hotel
- 10:49 am** Coordination of patient identification set up for family members to identify victims

ORLANDO HEALTH[®]

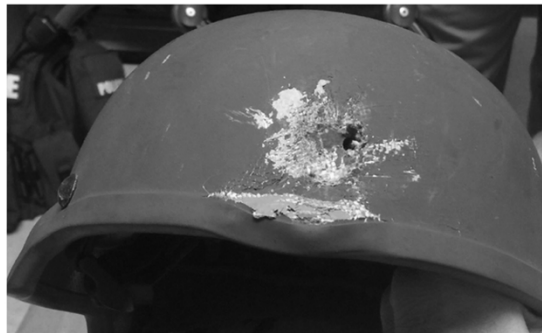
Sunday, June 12

- 10:49 am** Coordination of patient identification set up for family members to identify victims
- 10:57 am** Dr. Cheatham designated spokesperson for Orlando Health

ORLANDO HEALTH[®]

Sunday, June 12

- 10:49 am** Coordination of patient identification set up for family members to identify victims
- 10:57 am** Dr. Cheatham designated spokesperson for Orlando Health
- 11:00 am** OPD Officer who was shot released



ORLANDO HEALTH

Sunday, June 12

- 10:49 am** Coordination of patient identification set up for family members to identify victims
- 10:57 am** Dr. Cheatham designated spokesperson for Orlando Health
- 11:00 am** OPD Officer who was shot released
- 11:00 am** Media update on operational and clinical status

ORLANDO HEALTH

Sunday, June 12

- 10:49 am Coordination of patient identification set up for family members to identify victims
- 10:57 am Dr. Cheatham designated spokesperson for Orlando Health
- 11:00 am OPD Officer who was shot released
- 11:00 am Media update on operational and clinical status
- 11:04 am 14 surgeries complete

ORLANDO HEALTH

Sunday, June 12

- 10:57 am Dr. Cheatham designated spokesperson for Orlando Health
- 11:00 am OPD Officer who was shot released
- 11:00 am Media update on operational and clinical status
- 11:04 am 14 surgeries complete
- 11:13 am Governor Scott declares State of Emergency

ORLANDO HEALTH

Sunday, June 12

1:14 pm Team members read incident updates on OH intranet. Updates continue on OH social media

Orlando Health @OrlandoHealth · Jun 12
At this time, our facilities are currently under lockdown. Only essential workers are being allowed access.

Orlando Health @OrlandoHealth · Jun 12
As the region's only Level One trauma center, Orlando Regional Medical Center is prepared to receive patients as needed.

Orlando Health @OrlandoHealth · Jun 12
If you believe an immediate family member may be in the hospital, please come to the main entrance of ORMC's new north tower. ID required.

Orlando Health @OrlandoHealth · Jun 12
The ORMC family meeting area will be located in the new north tower at 52 West Underwood Street. ID'd visitors will be escorted to the area.



ORLANDO HEALTH

Sunday, June 12

10:57 am Dr. Cheatham designated spokesperson for Orlando Health

11:00 am OPD Officer who was shot released

11:00 am Media update on operational and clinical status

11:04 am 14 surgeries complete

11:13 am Governor Scott declares State of Emergency

**1:14 pm Team members read incident updates on OH intranet.
Updates continue on OH social media**

**2:54 pm Family without victims at ORMC moved to
nearby hotel**

ORLANDO HEALTH

Sunday, June 12

- 11:04 am** **14 surgeries complete**
- 11:13 am** **Governor Scott declares State of Emergency**
- 1:14 pm** **Team members read incident updates on OH intranet.
Updates continue on OH social media**
- 2:54 pm** **Family without victims at ORMC moved to nearby hotel**
- 3:02 pm** **ORMC ED lock down lifted. North Tower and ED
entrances open. UF Cancer Center doors closed**

ORLANDO HEALTH

Sunday, June 12

- 11:13 am** **Governor Scott declares State of Emergency**
- 1:14 pm** **Team members read incident updates on OH intranet.
Updates posted on OH social media**
- 2:54 pm** **Family without victims at ORMC moved to nearby hotel**
- 3:02 pm** **ORMC ED lock down lifted. North Tower and ED
entrances open. UF Cancer Center doors closed**
- 4:00 pm** **HICS Team 2 takes command**

ORLANDO HEALTH

Sunday, June 12

- 1:14 pm** Team members read incident updates on OH intranet. Updates continue on OH social media
- 2:54 pm** Family without victims at ORMC moved to nearby hotel
- 3:02 pm** ORMC ED lock down lifted. North Tower and ED entrances open. UF Cancer Center doors closed
- 4:00 pm** HICS Team 2 takes command.
- 8:44 pm** **Community Counseling Resources Announced:**
Zebra Coalition, First Unitarian Church, Aspire, UCF Counseling

ORLANDO HEALTH

Sunday, June 12

- 2:54 pm** Family without victims at ORMC moved to nearby hotel
- 3:02 pm** ORMC ED lock down lifted. North Tower and ED entrances open. UF Cancer Center doors closed.
- 4:00 pm** HICS Team 2 takes command.
- 8:44 pm** **Community Counseling Resources Announced:**
Zebra Coalition, First Unitarian Church, Aspire, UCF Counseling
- 8:57 pm** **Family waiting area moved to Beardall Center.**
Open until 11 pm and reopens at 7 am

ORLANDO HEALTH

Sunday, June 12

- 3:02 pm** ORMC ED lock down lifted. North Tower and ED entrances open. UF Cancer Center doors closed.
- 4:00 pm** HICS Team 2 takes command.
- 8:44 pm** Community Counseling Resources Announced: Zebra Coalition, First Unitarian Church, Aspire, UCF Counseling
- 8:57 pm** Family waiting area moved to Beardall Center. Open until 11 pm and reopens at 7 am
- 9:25 pm** Media update on patients

ORLANDO HEALTH

Monday, June 13

- 4:00 am** HICS Team 1 resumes command

ORLANDO HEALTH

Monday, June 13

4:00 am **HICS Team 1 resumes command**

5:22 am **David Strong third update to OH team members**



ORLANDO HEALTH

Monday, June 13

4:00 am **HICS Team 1 resumes command**

5:22 am **David Strong third update to OH team members**

6:00 am **Support for Orlando Health team members
following the Pulse Tragedy begins**

ORLANDO HEALTH

Monday, June 13

- 4:00 am** HICS Team 1 resumes command
- 5:22 am** David Strong third update to OH team members
- 6:00 am** Support for Orlando Health team members following the Pulse Tragedy begins
- 10:30 am** David Strong and Dr. Hakim accompanied FBI to Beardall Center to find family of last remaining unidentified patient

ORLANDO HEALTH[®]

Monday, June 13

- 4:00 am** HICS Team 1 resumes command
- 5:22 am** David Strong third update to OH team members
- 10:30 am** David Strong and Dr. Hakim accompanied FBI to Beardall Center to find family of last remaining unidentified patient
- 10:30 am** Orlando Health sign at Lake Beauty becomes make-shift memorial along with Dr. Phillips Performing Arts Center

ORLANDO HEALTH[®]

Make-Shift Memorial



ORLANDO HEALTH

Monday, June 13

- 4:00 am HICS Team 1 resumes command
- 5:22 am David Strong third update to OH team members
- 10:30 am David Strong and Dr. Hakim accompanied FBI to Beardall Center to find family of last remaining unidentified patient
- 10:30 am Orlando Health sign at Lake Beauty becomes make-shift memorial along with Dr. Phillips Performing Arts Center
- 10:40 am All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations

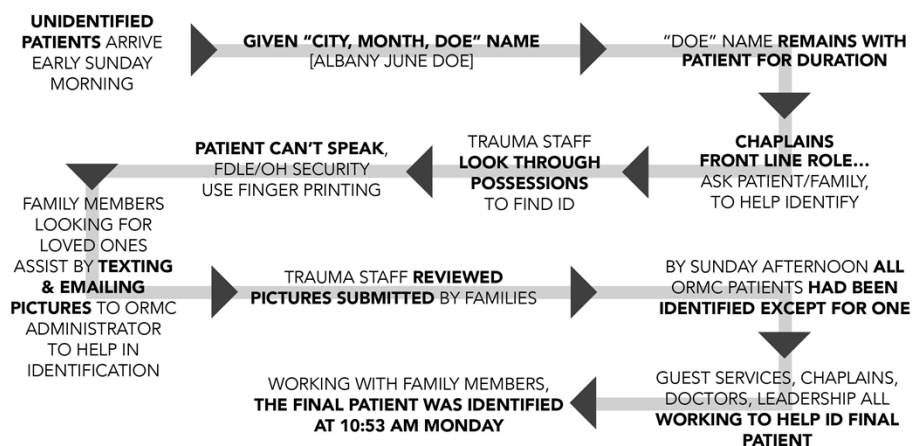
ORLANDO HEALTH

Monday, June 13

- 4:00 am** HICS Team 1 resumes command
- 5:22 am** David Strong third update to OH team members
- 10:30 am** David Strong and Dr. Hakim accompanied FBI to Beardall Center to find family of last remaining unidentified patient
- 10:30 am** Orlando Health sign at Lake Beauty becomes make-shift memorial along with Dr. Phillips Performing Arts Center
- 10:40 am** All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations
- 10:53 am** Last patient identified

ORLANDO HEALTH

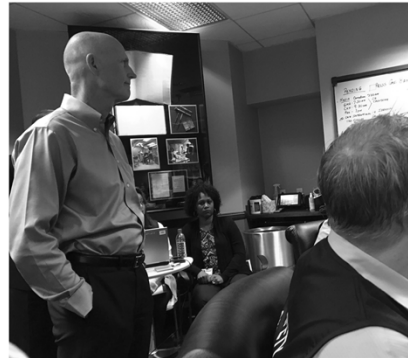
How We Identified Unknown Patients



ORLANDO HEALTH

Monday, June 13

- 10:40 am** All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations
- 10:53 am** Last patient identified
- 2:10 pm** Governor Scott visit ED, Trauma ICU and HICS. He will return to visit night shift

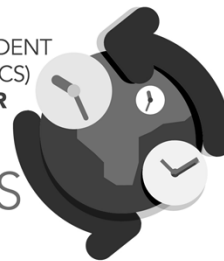


ORLANDO HEALTH

Monday, June 13

- 10:40 am** All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations
- 10:53 am** Last patient identified
- 2:10 pm** Governor Scott visit ED, Trauma ICU and Incident Command. He will return to visit night shift
- 2:38 pm** HICS deactivated

HOSPITAL INCIDENT
COMMAND (HICS)
IN EFFECT FOR
34 HRS
48 MINS



ORLANDO HEALTH

Monday, June 13

- 10:40 am** All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations
- 10:53 am** Last patient identified
- 2:10 pm** Governor Scott visit ED, Trauma ICU and Incident Command. He will return to visit night shift
- 2:38 pm** HICS deactivated
- 3:32 pm** Post Trauma Support for Team Members continue every two hours until 7:30 am. Further times TBD



ORLANDO HEALTH

Compliance Implications

HIPAA

45 CFR 164.510:

(b) *Standard: Uses and disclosures for involvement in the individual's care and notification purposes*

(1) *Permitted uses and disclosures.*

(i) A covered entity may, in accordance with paragraphs (b)(2), (b)(3), or (b)(5) of this section, disclose to a family member, other relative, or a close personal friend of the individual, or any other person identified by the individual, the protected health information directly relevant to such person's involvement with the individual's health care or payment related to the individual's health care.

(ii) A covered entity may use or disclose protected health information to notify, or assist in the notification of (including identifying or locating), a family member, a personal representative of the individual, or another person responsible for the care of the individual of the individual's location, general condition, or death. Any such use or disclosure of protected health information for such notification purposes must be in accordance with paragraphs (b)(2), (b)(3), (b)(4), or (b)(5) of this section, as applicable.

ORLANDO HEALTH

Recent OCR guidance and FAQ

- OCR Issued guidance on same-sex marriage and sharing information with patients' loved ones
- This guidance updates and expands related guidance issued in September 2014
- OCR has also issued an FAQ explaining allowable disclosures to a loved one who is not married to the patient

ORLANDO HEALTH

Social Media



ORLANDO HEALTH

Auditing for Inappropriate Access

- Medical record audit logs were reviewed for each of the patients from the day of the event through several days afterward.
- At ORMC, over 2,000 team members spanning 184 job titles from 119 different departments accessed the medical records.
- We evaluated data by looking for anomalies and user demographic details that could indicate possible inappropriate access, such as the user's department, facility and job title.
- For team members whose primary work location was not ORMC, we reviewed the timekeeping data to see if they were working at ORMC at the time the patient was accessed.

ORLANDO HEALTH

Auditing for Inappropriate Access

- For any remaining users with questionable access, we contacted the team member's manager and HR to assist with determining if the access was appropriate.

Findings:

- Several team members inappropriately accessed records which constituted a formal breach under HIPAA. Notification letters were promptly sent to the 12 patients.

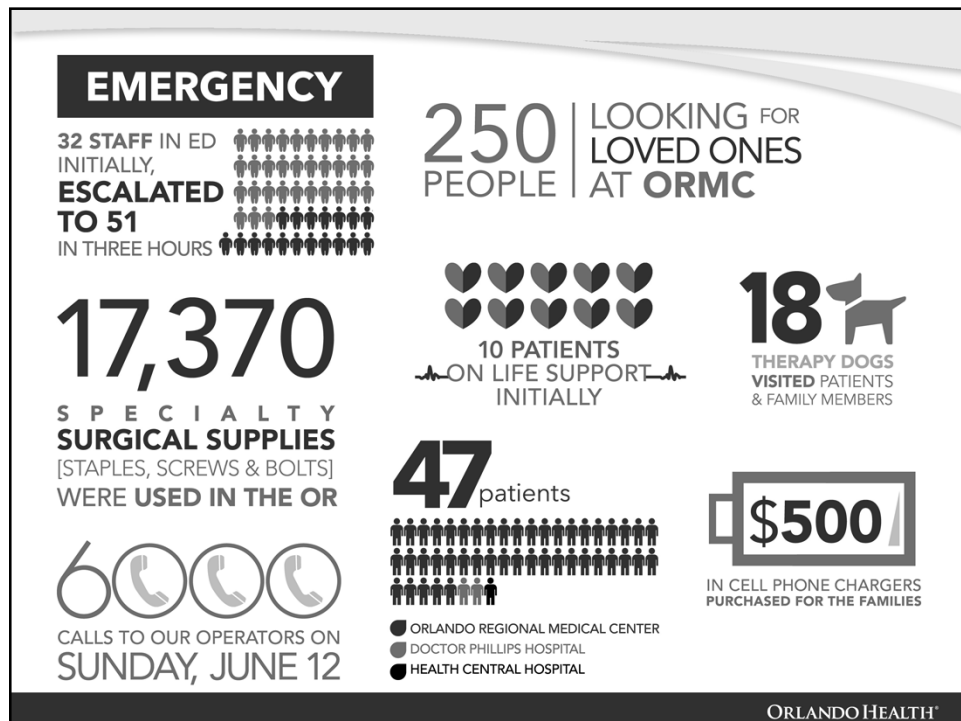
ORLANDO HEALTH

Opportunities for improvement

- Identified the need for a robust patient identification tracking solution
 - Allow families or friends to send pictures
 - Track communication with outside agencies
- Consider using alternate breach notification options

ORLANDO HEALTH

Details



Blood

One Blood sent us blood throughout the morning

550 UNITS TOTAL

USED FOR PULSE PATIENTS
 AVERAGE USE FOR
 ONE DAY IS **35 UNITS**


ORMC KEEPS
300 TOTAL
BLOOD PRODUCTS
 ON-HAND EVERY-DAY

 **1 PATIENT**
USED 200
UNITS OF BLOOD

ORLANDO HEALTH

Surgery

- Trauma surgeons repaired multiple organs, removed bowels, massaged hearts, repaired arteries and blood vessels.
- Orthopedic trauma surgeons rebuilt bones with metal rods, bone cement, and bone grafts from other areas of the body.
- 28 trauma surgeries completed in first 24 hours
 - 14 exploratory laparotomies
 - 7 upper extremity repairs
 - 6 lower extremity repairs
 - 1 vascular injury repair


8 OPERATING ROOMS
 RUNNING SIMULTANEOUSLY
 FOR PULSE VICTIMS
 THROUGHOUT THE DAY

76 PULSE-RELATED
SURGERIES
 TO DATE

SURGEONS
 – WILL BE –
REBUILDING
BONES
 FOR **3+ YEARS**

SURGEONS@ORMC
 PERFORMED
13 SURGERIES
ON SUNDAY
 NOT RELATED
 TO PULSE VICTIMS

ORLANDO HEALTH

Media

First Communication: informed Team Members to NOT come into work on Sunday (press helped)

Second: Alert and assure patients with appointments

Sunday morning: initial communication from the CEO to Team Members

Social media updates: blood donations, patient status, etc.

JUNE 14
PRESS EVENT
WITH 300+
MEDIA
OUTLETS
IN ATTENDANCE



ORLANDO HEALTH

Community Resources



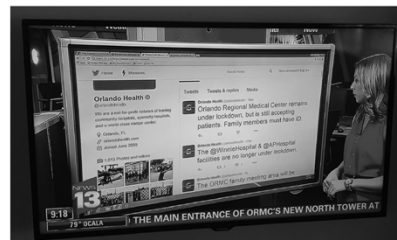
- FBI, Homeland Security & DEA
- Orlando Police Department and other local police departments
- Orlando Fire Department
- Orange County Fire Rescue
- City of Orlando Office of Emergency Management
- Florida Department of Law Enforcement
- Orange County Sheriff's Office
- Bureau of Alcohol, Tobacco, Firearms & Explosives
- Orange County Office of Emergency Management
- Foreign Government Consulate Officers
- Orange County EMS (Office of the Medical Director)
- Rural Metro

ORLANDO HEALTH

Our Story

Our Culture and Our Planning Proved Beneficial

- Exceptional clinical care
- Quick activation of Emergency Plans and HICS
- Prior exercises and drills
- Took care of front-line staff and other team members
- Our "system-ness" allows for shared staff
- Communication to media and team members
- Care and compassion for the families
- Central supply restocked quickly
- Seasoned clinical team
- Extensive use of social media



ORLANDO HEALTH

Lessons Learned & Things to Consider

- There was no script for this event
- Identifying and protecting privacy of multiple unidentified patients at the same time
- Road closures had an impact on accessibility to ORMC
- Provide timely updates to phone operators
- People want to help [gifts of supplies/food, blood donation]
- Dignitaries & high-profile visitors
- Supporting the needs of families
- Unexpected costs were significant [overtime and attention to family members]
- Moving patients from ED and onto the next phase of the hospital saved lives.



ORLANDO HEALTH

Lessons Learned & Things to Consider

- Engage organizations with close relationships to unique populations [in this case LGBTQ and Hispanic communities]
- Close proximity = little to no notice
- No drill planned for the majority of acute patients to go to one hospital
- Two weeks of media presence on campus/invasive press
- Post security impact
- Team Members asked, "Why didn't you call me?"



ORLANDO HEALTH

Moving Forward

Memorials



- Permanent memorial on ORMC campus
- 49 crosses became part of the Orange County Regional History Center's permanent collection



Show of support from across the country



1,200+ Team Members have taken advantage of post trauma support sessions

There continues to be a coordinated, rapid-response effort to provide psychological support for Orlando Health Team Members. Special attention was paid to those who cared for the shooting victims or who helped the many family members awaiting news about loved ones.

- Critical incident debriefings
- Debriefings for physicians and residents
- Spiritual support from Chaplains through prayer and 1:1 conversations
- Educational materials for Team Members and leadership
- Individual sessions with Employee Assistance Program counselors

OTHER
HEALING
RESOURCES

HEALING
FROM GRIEF & LOSS

HEALING
MESSAGES FOR
PATIENTS &
THEIR FAMILIES

HEALING
FROM A TRAUMATIC
EVENT

ORLANDO HEALTH

What's Next

Patients

- Rehabilitation
- Additional surgeries and wound care

Orlando Health

- Health System – increased security
- Educating other hospitals
- Updating disaster plans
- Ongoing team member support

ORLANDO HEALTH

Remembering the Victims

Source: Orlando Sentinel

