Orlando Health Response to the Pulse Nightclub Tragedy

HCCA - Orlando Regional Conference

David Huddleson
Chief Compliance & Ethics Officer

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Privacy & Information Security Officer

February 3, 2017

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
- 25 Outpatient Centers + 2 Medical Pavilions
- More than 18,542 Team Members caring for you
- LOCAL REGIONAL NATIONAL & INTERNATIONAL PATIENT BASE
- MORE THAN 65 PRIMARY CARE PRACTICE LOCATIONS
- MORE THAN 2,500 PHYSICIANS IN OVER FORTY AREAS OF SPECIALTY
- NEARLY $204 MILLION IN SUPPORT OF COMMUNITY HEALTH NEEDS

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.

ORMA 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

ORMA 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

Hospital Incident Command System (HICS)

Provides hospitals and health systems with the tools needed to respond to any type of emergency, either internal or community-wide.
Sunday, June 12

2:00 am  The first shots were fired in the Pulse Nightclub
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2:02 am  Orlando Police Department (OPD) call transmitted  
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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

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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
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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
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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

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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
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11:00 am  OPD Officer who was shot released

11:00 am  Media update on operational and clinical status
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11:13 am  Governor Scott declares State of Emergency
Sunday, June 12

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

At this time, our facilities are currently under lockdown. Only essential workers are being allowed access.

If you believe an immediate family member may be in the hospital, please come to the main entrance of ORMC's north tower. ID required.

As the region's only Level 1 Trauma center, Orlando Regional Medical Center is prepared to receive patients as needed.

The ORMC family meeting area will be located in the new north tower at 62 West Underwood Street. ORMC volunteers will be escorted to the area.

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3:02 pm   ORMC ED lock down lifted. North Tower and ED entrances open. UF Cancer Center doors closed
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4:00 pm HICS Team 2 takes command.
8:44 pm Community Counseling Resources Announced:
    Zebra Coalition, First Unitarian Church, Aspire, UCF Counseling

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Open until 11 pm and reopens at 7 am

9:25 pm  Media update on patients

Monday, June 13

4:00 am  HICS Team 1 resumes command
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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
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10:30 am   Orlando Health sign at Lake Beauty becomes make-shift memorial along with Dr. Phillips Performing Arts Center
Make-Shift Memorial

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10:40 am  All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations
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10:53 am  Last patient identified

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How We Identified Unknown Patients

1. UNIDENTIFIED PATIENTS ARRIVE EARLY SUNDAY MORNING
2. FAMILY MEMBERS LOOKING FOR LOVED ONES ASSIST BY TEXTING & EMAILING PICTURES TO ORMC ADMINISTRATOR TO HELP IN IDENTIFICATION
3. PATIENT CAN'T SPEAK, DUE TO OH SECURITY USE FINGERPRINTING
4. TRAUMA STAFF LOOK THROUGH POSSESSIONS TO FIND ID
5. TRAUMA STAFF REVIEWED PICTURES SUBMITTED BY FAMILIES
6. WORKING WITH FAMILY MEMBERS, THE FINAL PATIENT WAS IDENTIFIED AT 10:53 AM MONDAY
7. “DOE” NAME REMAINS WITH PATIENT FOR DURATION
8. CHAPLAINS FRONT LINE ROLE... ASK PATIENT/FAMILY, TO HELP IDENTIFY
9. BY SUNDAY AFTERNOON ALL ORMC PATIENTS HAD BEEN IDENTIFIED EXCEPT FOR ONE
10. GUEST SERVICES, CHAPLAINS, DOCTORS, LEADERSHIP ALL WORKING TO HELP ID FINAL PATIENT
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

2:38 pm  HICS deactivated
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:40 am</td>
<td>All calls offering support directed to Community Relations. Team members being offered donations from vendors refer to Community Relations</td>
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<td>2:38 pm</td>
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<tr>
<td>3:32 pm</td>
<td>Post Trauma Support for Team Members continue every two hours until 7:30 am. Further times TBD</td>
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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.

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
Social Media

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.
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.

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
Details

EMERGENCY

32 STAFF IN ED INITIALLY, ESCALATED TO 51 IN THREE HOURS

17,370

SPECIALTY SURGICAL SUPPLIES [STAPLES, SCREWS & BOLTS] WERE USED IN THE OR

250 PEOPLE LOOKING FOR LOVED ONES AT ORM C

10 PATIENTS ON LIFE SUPPORT INITIALLY

18 THERAPY DOGS VISITED PATIENTS & FAMILY MEMBERS

47 patients

$500 IN CELL PHONE CHARGERS PURCHASED FOR THE FAMILIES

CALLS TO OUR OPERATORS ON SUNDAY, JUNE 12

ORLANDO REGIONAL MEDICAL CENTER
DOCTOR PHILLIPS HOSPITAL
HEALTH CENTRAL HOSPITAL

Orlando Health®
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

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
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.

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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
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
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.

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?”
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
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

Remembering the Victims
Source: Orlando Sentinel