Orlando Health Response to the Pulse Nightclub Tragedy
HCCA - Orlando Regional Conference

David Huddleston
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Privacy & Information Security Officer

February 3, 2017

Orlando Health Overview

NOR-FOR-PROFIT

$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

18,542 Team Members

65 LOCAL REGIONAL
PATIENT BASE

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.
Multidisciplinary Trauma Team

- Trauma Surgeons
- Emergency Medicine
- Trauma Nurses
- Clinical Techs
- 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

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 OHMC MCI drill 2010
  - Most recent drill March 2016
    - Community-wide drill (OHMC, 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 any type of emergency, either internal or community-wide
Timeline

Sunday, June 12
2:00 am  The first shots were fired in the Pulse Nightclub

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### Incident Command 6/12/2016

![Image of Incident Command meeting]

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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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11:00 am  Media update on operational and clinical status

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1/26/2017
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9:25 pm Media update on patients

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How We Identified Unknown Patients

1/26/2017

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2:10 pm Governor Scott visit ED, Trauma ICU and HiCS. He will return to visit night shift

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2:38 pm HiCS deactivated
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 or 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
Blood

One Blood sent us blood throughout the morning.

550 UNITS TOTAL
USED FOR PULSE PATIENTS

Average use for one day is 35 units.

Surgery

- Trauma surgeons repaired multiple organs, removed bowel, 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.

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?”
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