

### THE ORGANIZATION

**Bed Size:** 2,105

**Number of Sites/Locations:** Six wholly-owned hospitals and two affiliated hospitals

**Academic or Community:** Academic

### THE TEAM

**Description:** Orlando Health "Pulse Team"

**Multidisciplinary:** Yes

**Established:** 2016

**Care Setting:** Almost all areas of Orlando Health Orlando Regional Medical Center (ORMC) were involved in caring for the victims of the 2016 Pulse nightclub shooting. Victims also treated at Orlando Health Dr. P. Phillips Hospital and Orlando Health - Health Central Hospital.

**Patients:** Critically ill and injured trauma patients (ORMC is a Level One Trauma Center)

### TEAM STRUCTURE

**Location:** In addition to the multiple care settings Orlando Health's hospitals used to care for the Pulse victims, all of Orlando Health's hospitals responded to support the ORMC team with resources and staff during and after the incident.

**Outcomes Access:** Metrics displayed on ED huddle board where team meet four times/week to review falls, isolation protocol compliance, patient experience, ED door-to-discharge time, cost per unit, engagement scores, turnover, and ED volumes.

**Shared Goals:** During the Pulse tragedy, the Hospital Incident Command System (HICS) was implemented. Under HICS the goals are to preserve life, preserve the environment, and preserve resources.

**Team Incentives:** Metrics linked to incentive plan are patient experience, engagement, C. difficile reduction, and cost per unit.

**Team Building Example(s):** In the hours and weeks following the Pulse tragedy, updates from the Internal Communications Department connected team members. The President and CEO sent a raw and genuine video message to the Orlando Health family via video. Many departments prepared videos and took pictures wearing shirts that read "#OrlandoUnited."

### TEAM PERFORMANCE

#### Team Contributions to Improving Value and Enhancing Care

- At 2:04am on 6/12/2016, with 32 staff on duty, the first Pulse victim arrived. Learning there were more victims to come, staff levels were immediately elevated to 51 in the ED alone, pooling from other campus hospitals.
- During the initial hours, 417 team members responded. Environmental Services turned over exam rooms quickly and leadership ran supplies while surgeons and their teams performed lifesaving procedures under an active shooter alert.
- Within two hours of receiving the first victim, the number of activated and fully staffed ORs was elevated from two to six.
- 44 victims were brought to ORMC early that morning (36 in just 36 minutes) and 35 were saved due to the team's preparedness, efficiency, ability to adapt, and teamwork. All 35 that went to surgery survived.
- Two victims were treated at Dr. P. Phillips Hospital and one victim was treated at Health Central Hospital.
- At 10am, just hours after receiving the initial victim, ORMC's trauma bay was again open and ready to serve.

#### Team Impact on Delivering Care that Reduces Patient Suffering

- The Pulse attack was a reminder that suffering comes in all forms. During the tragedy, the focus to reduce suffering was not only on patients. ORMC became a place of refuge for the victims, their loved ones, and the entire community.
- Guest Services developed a process for family reunification and identification and frequent responses to grief.
- Media Relations worked to provide updates and was a trusted source of information.
- For families who wanted to give blood, but didn't want to leave the hospital, a blood mobile was arranged.
- Food, water, and phone chargers were provided.
- Counseling services were offered to all team members. Over 1,200 team members have attended sessions.

## Outcome Highlights

### PATIENT EXPERIENCE

#### Overall Patient Experience

- In the six weeks prior to the Pulse attack, Orlando Health's HCAHPS hospital rating averaged the 76<sup>th</sup> percentile. In the weeks following the attack, it improved to the 84<sup>th</sup> percentile.

#### Patient Evaluation of Teamwork

- A patient commented on their returned ED survey:
  - *I came in on Sun. 6/12—the horrible day of pulse victims—but @ 10:30/a.m. your ER was spotless, all had been cleared—amazing hospital staff! XOXO. I'm proud my wife rocks w/YOU ALL! You are THE BEST!"*

### SAFETY, CLINICAL, OPERATIONAL, COST

#### Safety

- During the Pulse tragedy, the HICS was in effect for 34 hours, 48 minutes.
- Team members responded to the Code Silver-Active Shooter procedures during the Mass Casualty Incident (MCI).

#### Clinical Process

- The first community-wide MCI drill was conducted in 2010 with the most recent drill being held in March 2016. All staff cited MCI drills as the core reason for success during this incident.

#### Clinical Outcomes

- As of 9/06/2016, Orlando Health reports the following details on Pulse victims:
  - Nine died (ORMC did not lose a single Pulse patient after the initial hours)
  - 39 have been discharged
  - Since the incident, surgeons have performed 76 operations on the victims

#### Operational

- The Pulse MCI started with 2 operating rooms available. Within 2 hours, ORMC was simultaneously running six ORs which meant activating the ORs and fully staffing them.
- Additional operational measures include:
  - 36 patients seen within 36 minutes
  - Over 17,000 pieces of select specialty supplies used in the OR (e.g., staples, screws, bolts)
  - Overall 200 pieces of supplies to ORMC (e.g., chest tubes, PPE, gloves)
  - Over 500 units of blood used to save lives of Pulse shooting victims

#### Cost to Patient

- Orlando Health has not sent hospital or medical bills directly to Pulse patients and will pursue other funding sources for reimbursement of medical costs. Even with funding, Orlando Health's total unreimbursed costs could exceed \$5 million.

### ENGAGEMENT

#### Overall Team Member Engagement

- In 2015, overall team member engagement rate at Orlando Health was 43.7% (63<sup>rd</sup> percentile). In July 2016, overall team member engagement increased to 51.9% (84<sup>th</sup> percentile). While this improvement cannot be completely attributed to the Pulse event, this is evidence that team member engagement has improved.

#### Team Perception of Teamwork

- While we grieve for the victims that could not be saved, the survivors, and their loved ones, we are proud of our performance and recognize that we were only able to do what we did because we were a team. Staff members never speak of what they did personally; rather, it was how well fellow team members performed or how each area had stepped up.