

Orlando Health Response to the Pulse Nightclub Tragedy

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Director, Public Affairs & Media Relations

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

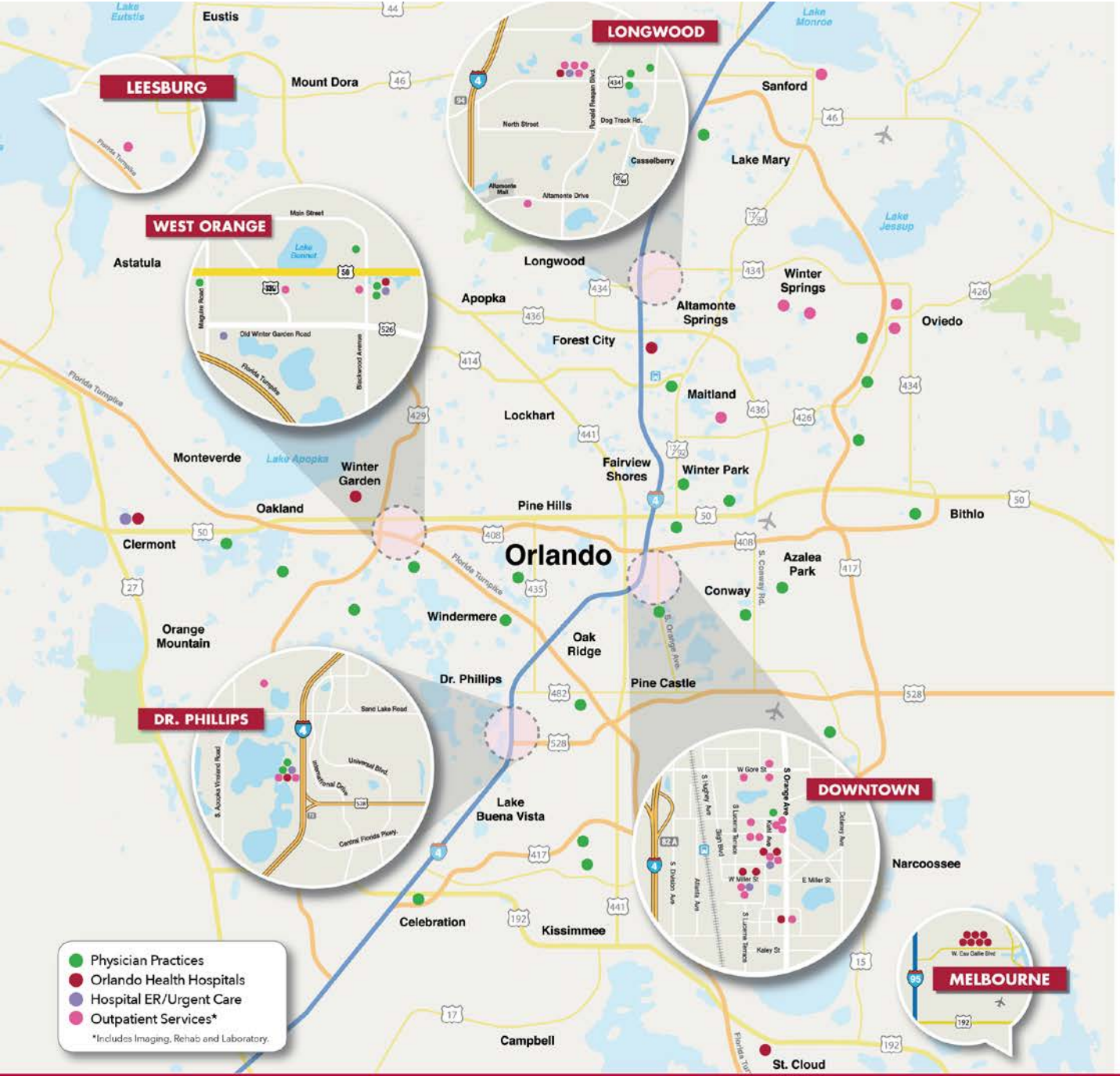
 LOCAL
REGIONAL
NATIONAL &
INTERNATIONAL
PATIENT BASE



NEARLY
\$204
MILLION
IN SUPPORT
OF COMMUNITY
HEALTH NEEDS



MORE
THAN
65
PRIMARY CARE
PRACTICE LOCATIONS



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.

Preparedness / Drills

What saves lives

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

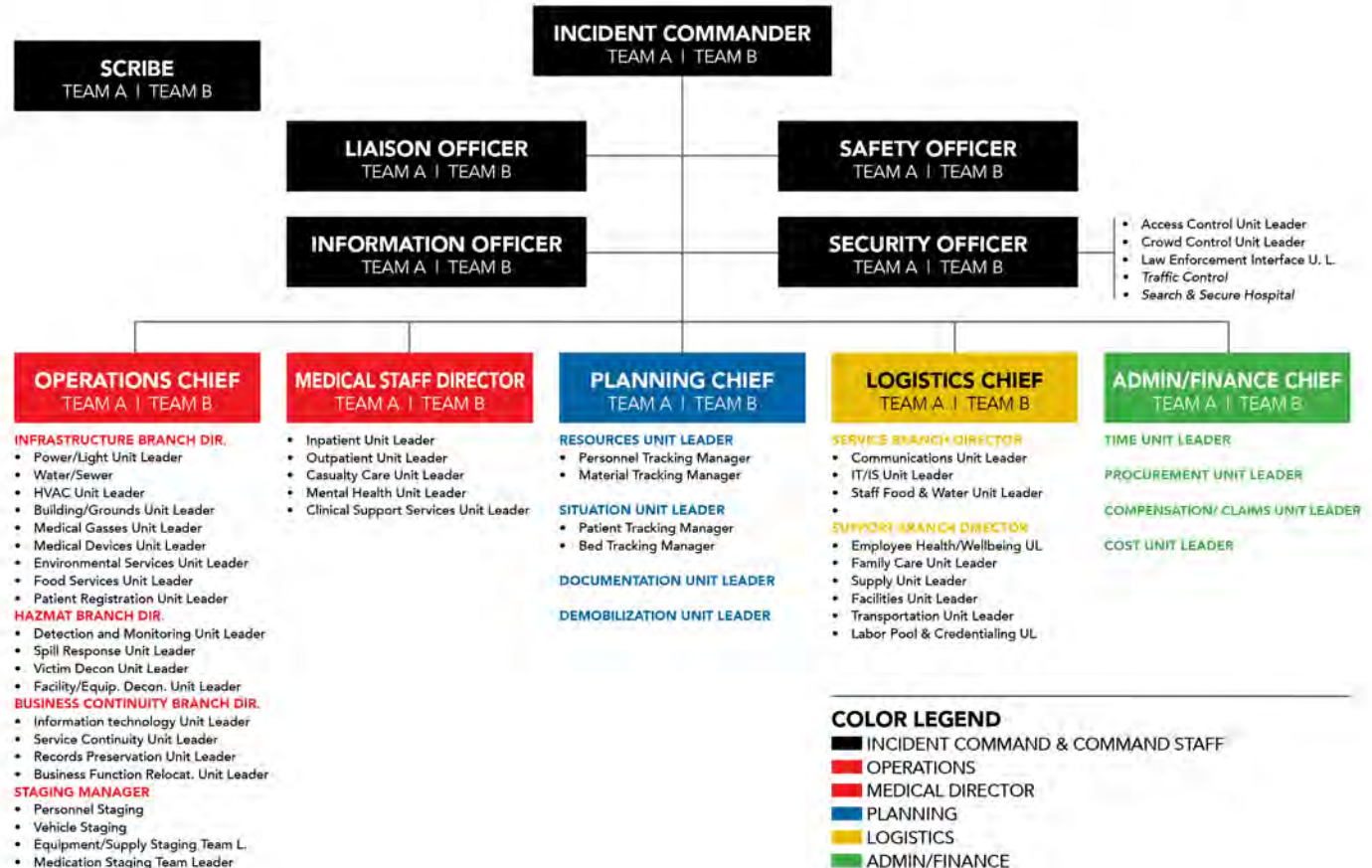
Mass Casualty Incident (MCI) Drills

- 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 any type of emergency, either internal or community-wide



Hospital Incident Command System (HICS)



Friday, June 10

Orlando Sentinel

NEWS SPORTS BUSINESS CLASSIFIED ENTERTAINMENT TRAVEL

Breaking: Singer Christina Grimmie is dead after being shot at Orlando concert

JUNE 11, 2016, 3:25 AM

Singer Christina Grimmie died early Saturday after being shot inside the Plaza Live concert venue in Orlando Friday night, police said.

The shooting was reported at the Bumby Avenue venue east of downtown about 10:30 p.m. after a concert by the band Before you Exit and Grimmie, who has appeared on NBC's singing competition, The Voice.

Grimmie, 22, opened the show, then Before You Exit took the stage. The show ended about 10 p.m., police spokeswoman Wanda Miglio said.

After the show, Grimmie and the band signed autographs near a merchandise table inside.

Saturday, June 11

- A “typical” day
- ORMC had 450 inpatients
- ED was relatively slow with patients in half of the beds
- By 1:30 am Sunday, those whose shift ended at 3:00 am were contemplating going home early

Sunday, June 12

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

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

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- 2:14 am ORMC received its first patient**



Proximity of the Pulse Nightclub



Sunday, June 12

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- 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**

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**

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
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- 2:22 am** **Mass Casualty Incident (MCI) Shooting up to 20 patients**

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- 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**

Sunday, June 12

- 2:14 am ORMC received its first patient
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- 3:07 am First wave of 38 Pulse patients within ORMC.**

38
PATIENTS

67
MINUTES



Sunday, June 12

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- 3:07 am** First wave of 38 Pulse patients within ORMC
- 3:09 am** MCI in effect greater than 20 traumas

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- 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

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- 2:35 am** **Shooter contacted 911 from inside Pulse**
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- 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**

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- 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**

Sunday, June 12

- 3:14 am** **HICS activated**
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- 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**

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**



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**

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**

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**

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



First Media Release of Patient Information

As of **Monday, June 13 @ 11:30 am**, ORMC reports the following details on PULSE victims treated at this hospital

- 44 victims treated
- 9 died
- 6 have been discharged
- 29 remain in the hospital
- Since the incident, surgeons have performed 26 operations on the victims
- 6 more surgeries on the victims are scheduled for today
- A number of patients remain critically ill and in shock
- Five patients remain in grave condition
- We have experienced a huge outpouring of support. Local blood banks have over 600 units of blood on hand, which is more than usual as a result of all the donations.

Last Media Release of Patient Information

As of **Tuesday, September 6, 2016 @ 10:00 am**, ORMC reports the following details on PULSE victims treated at this hospital

- 44 victims treated
- 9 died
- All 35 Pulse victims who were patients at Orlando Regional Medical Center have been discharged. Additional information is unavailable.
- Since the incident, surgeons performed 76 operations on the victims.

Press Outreach

- **We were prepared**
- **We are the experts**
- **We are a team**
 - News coverage [highlights](#)

Press Coverage, June 12 - 15

- **Print & Online (VOCUS)**

- **2,804 company mentions**

- **Total Circulation (Print)**

- **7,590,858**

- **Total Unique Visitors (Online)**

- **5,827,713,960**

- **Television (TV Eyes)**

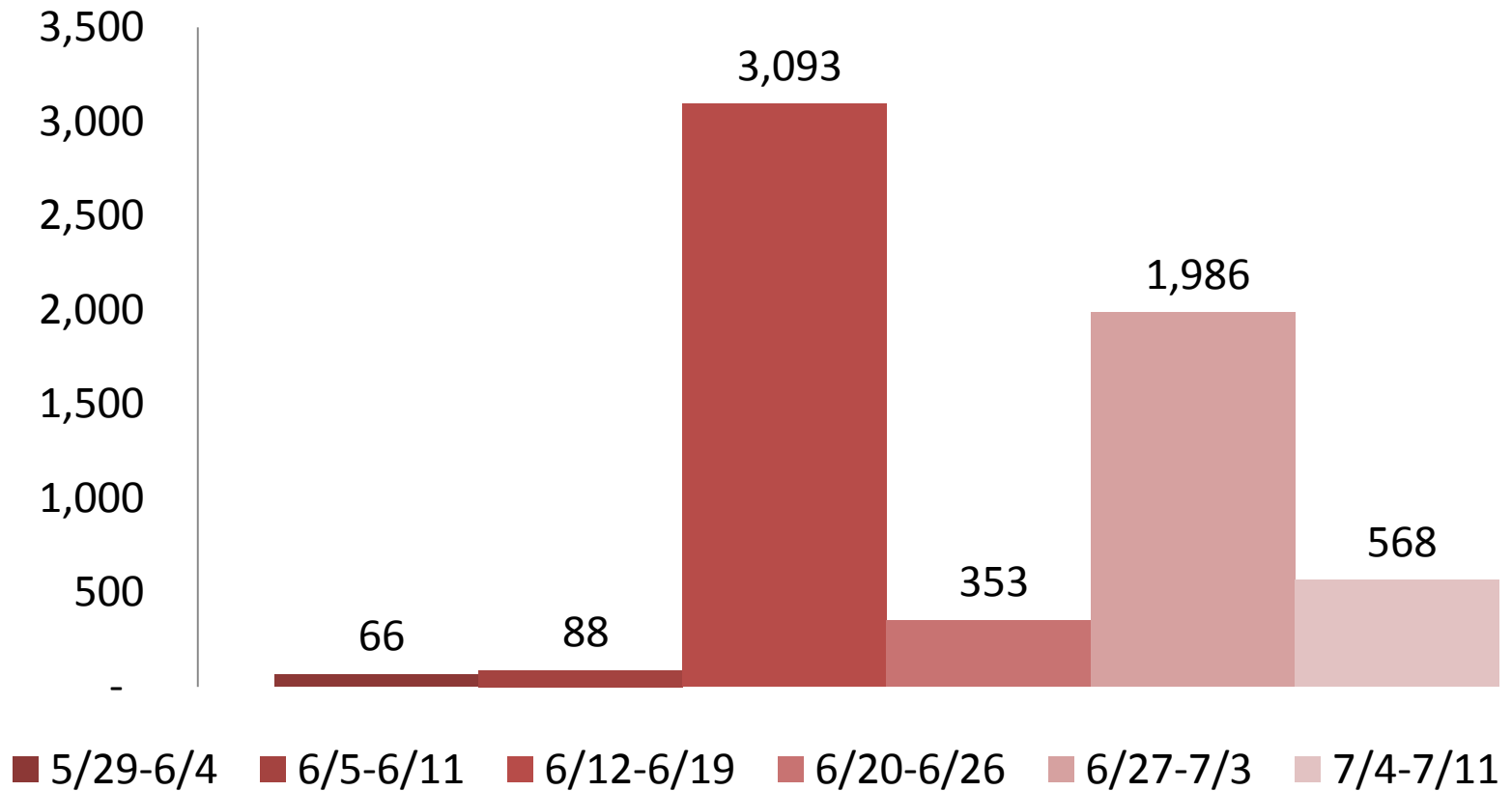
- **835 hits**

- **Total Audience**

- **20,829,804**

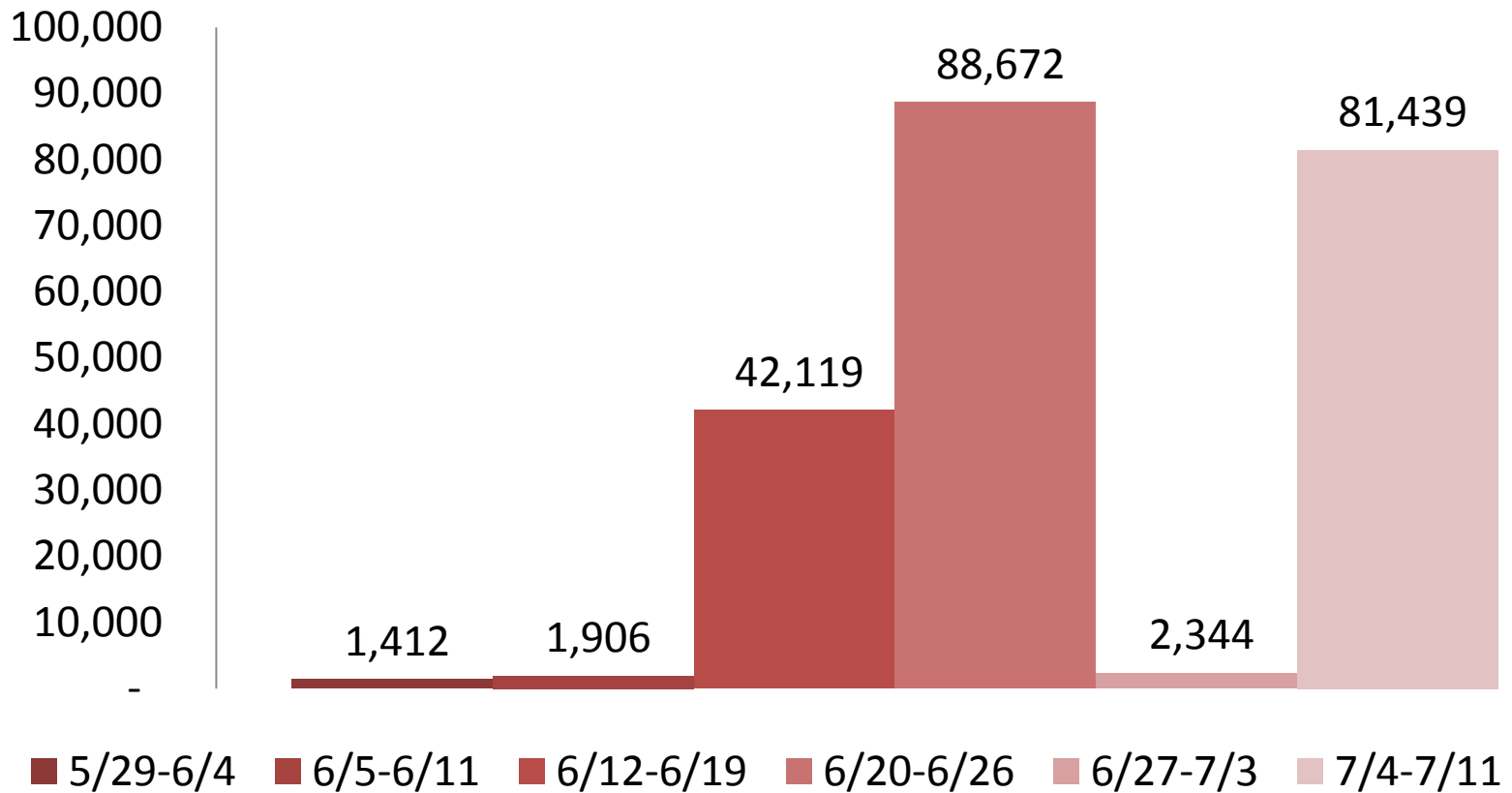
OH Facebook – Likes

May 29 – Jun 25, 2016 (2 Weeks Pre / 3 Weeks Post Pulse tragedy)



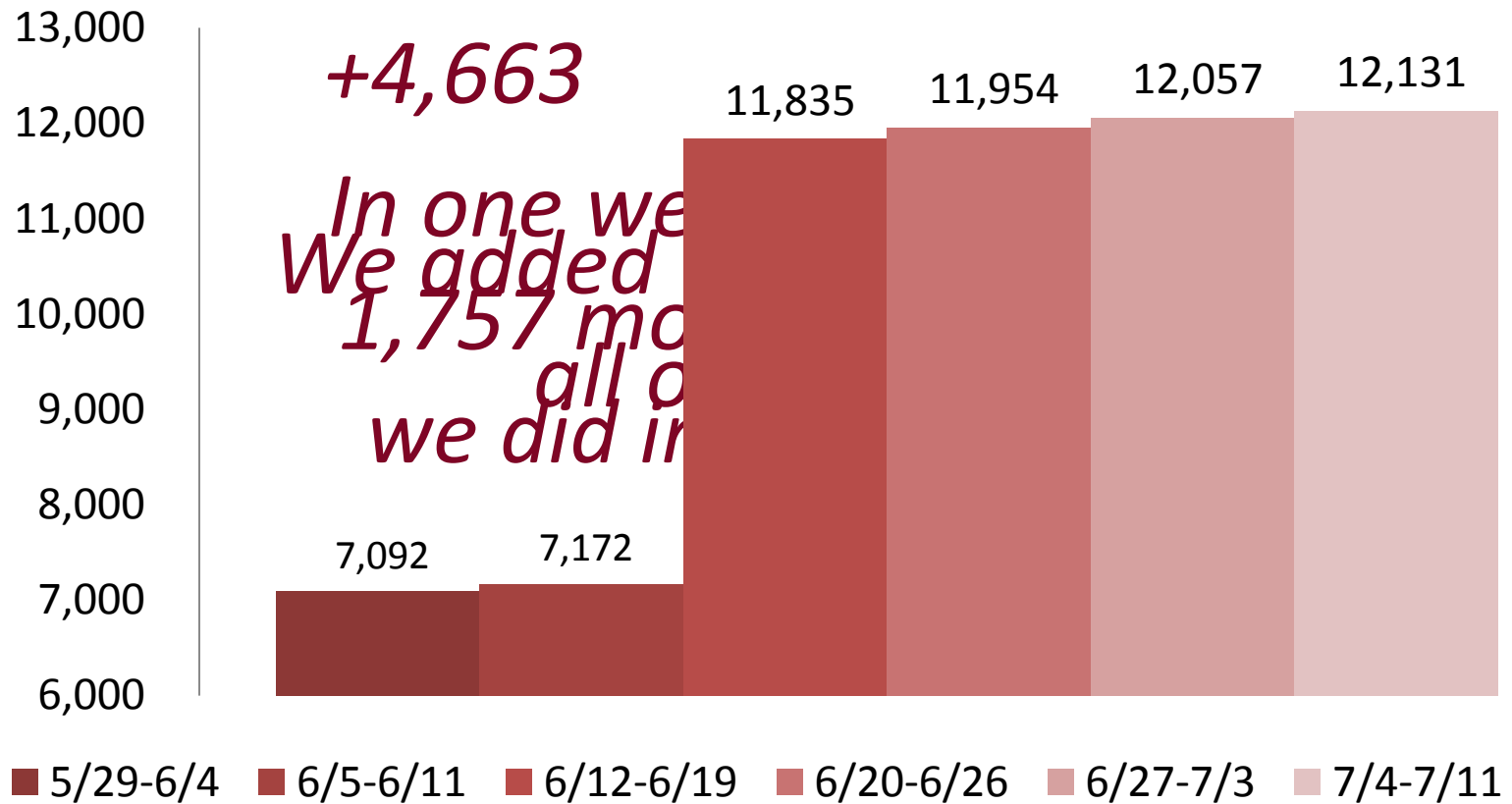
OH Facebook – Video Views

May 29 – Jun 25, 2016 (2 Weeks Pre / 3 Weeks Post Pulse tragedy)



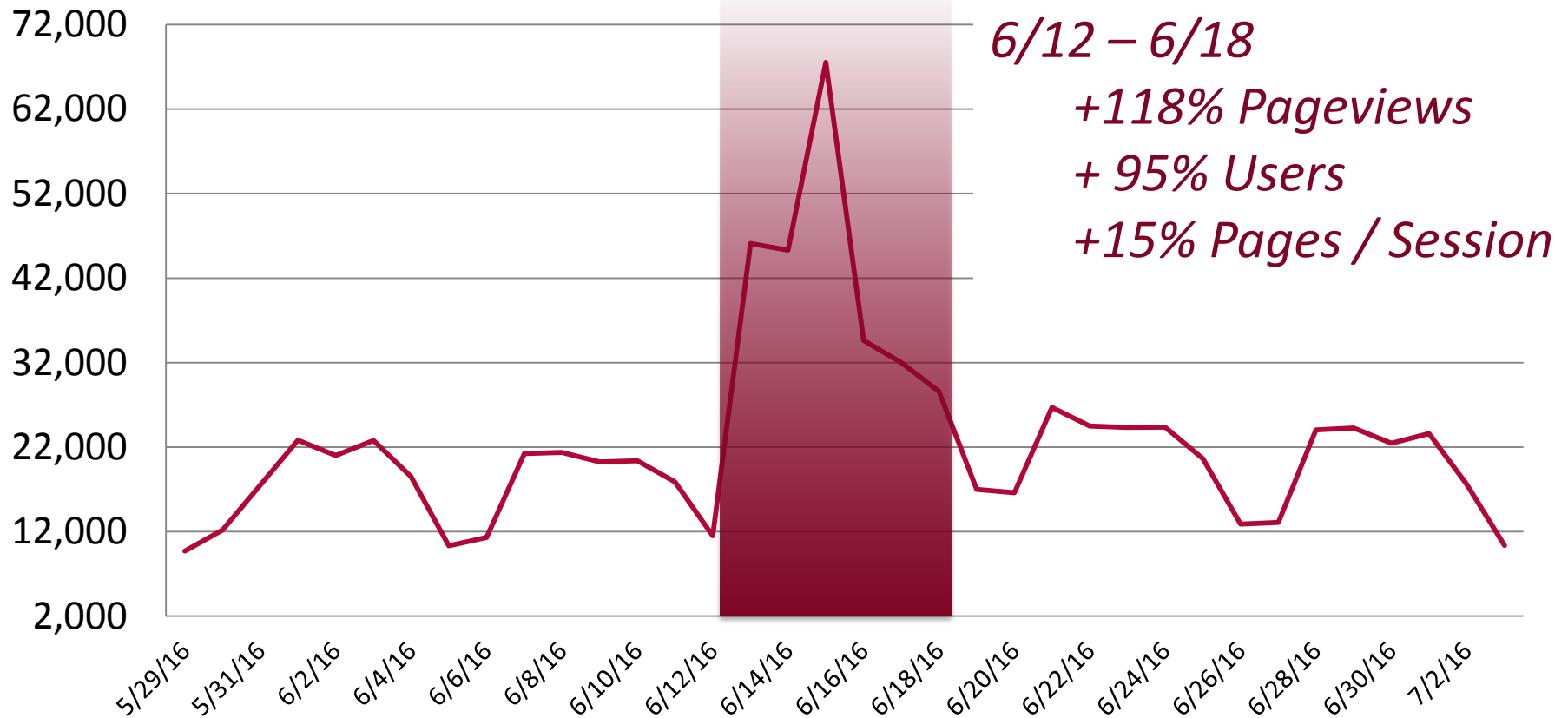
OH Twitter– Followers

May 29 – Jun 25, 2016 (2 Weeks Pre / 3 Weeks Post Pulse tragedy)



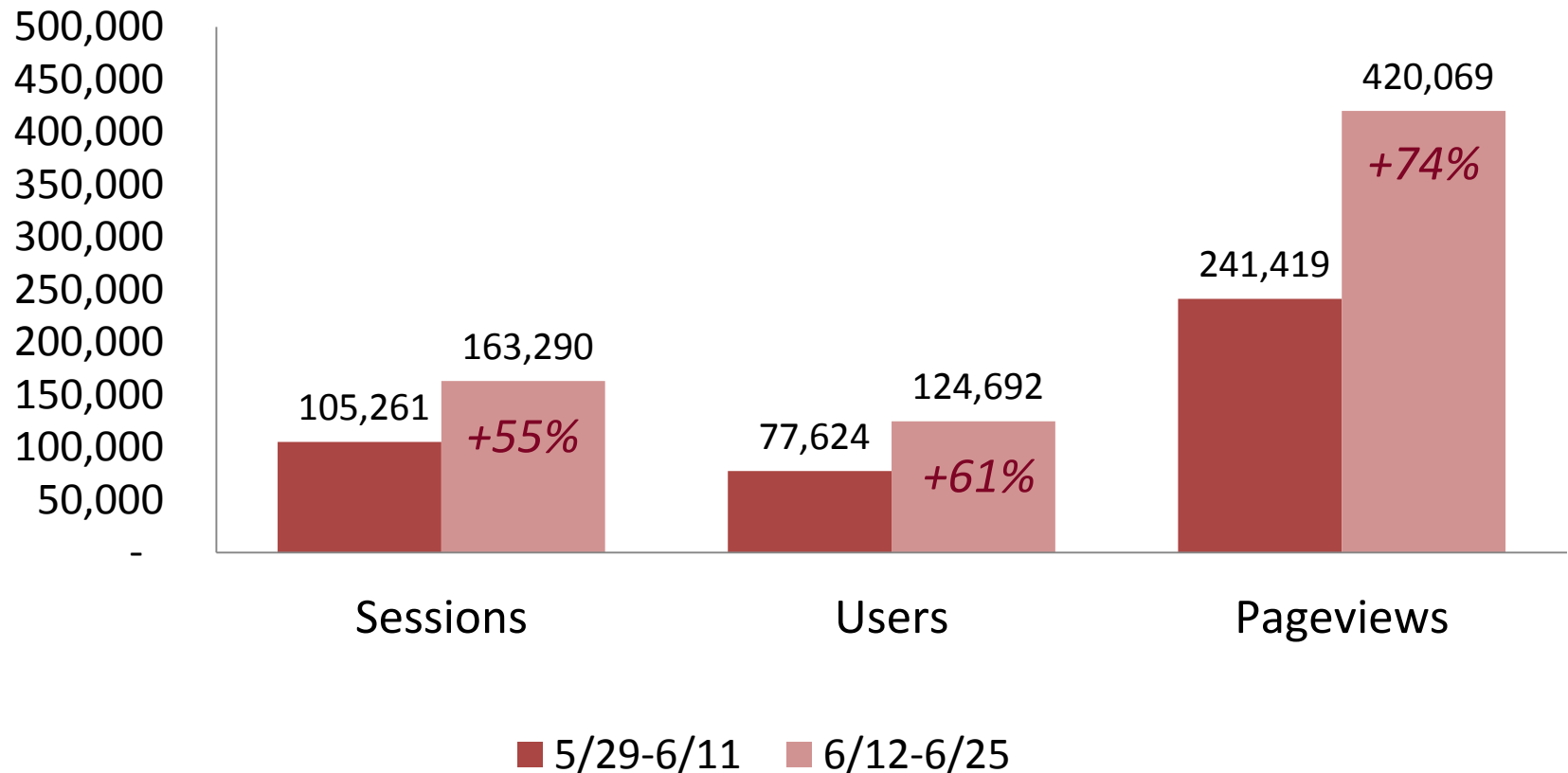
OH.com Pageviews

May 29 – Jun 25, 2016 (2 Weeks Pre / 2 Weeks Post Pulse tragedy)



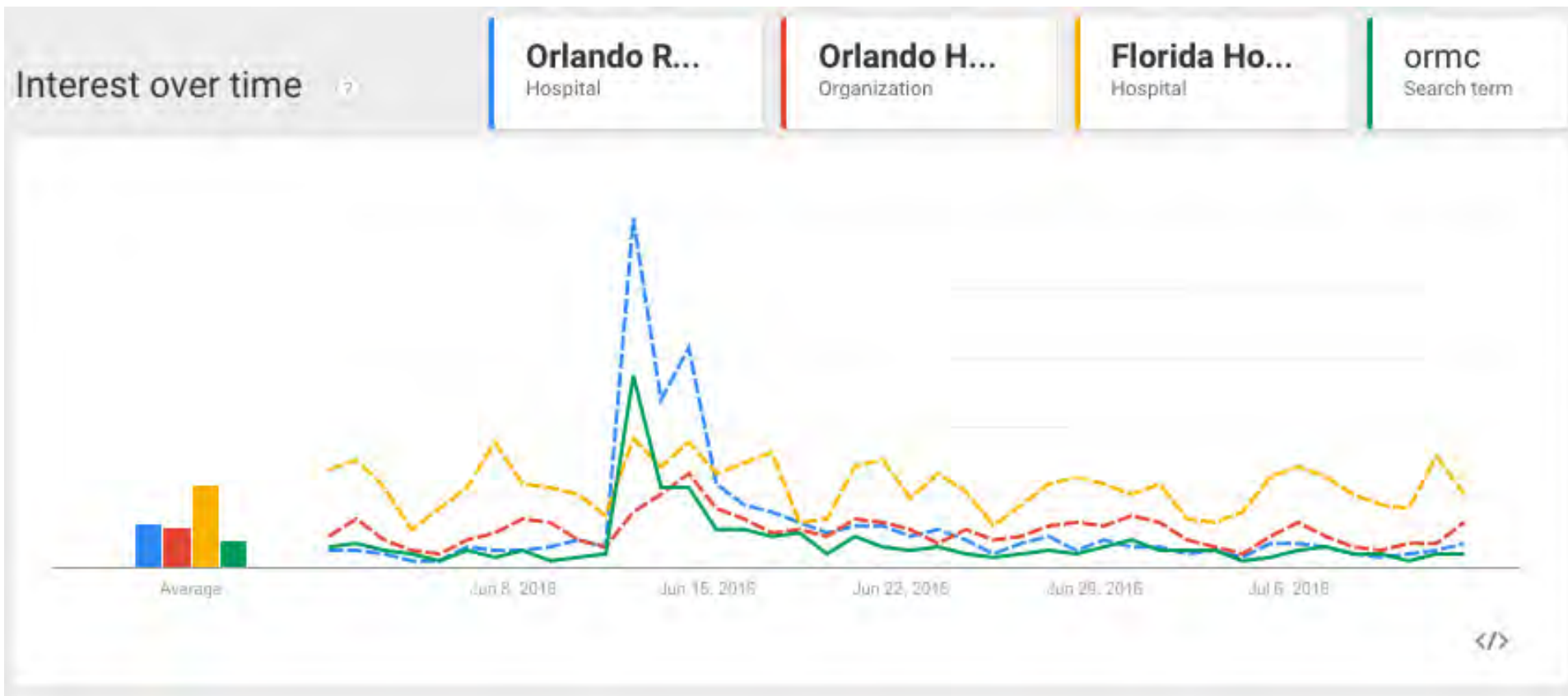
OH.com Web Utilization

May 29 – Jun 25, 2016 (2 Weeks Pre / Post Pulse tragedy)



Google Web Search

June – July 2016



Tips & Lessons Learned

- **Preparation is key**
 - **Crisis Communication Plan**

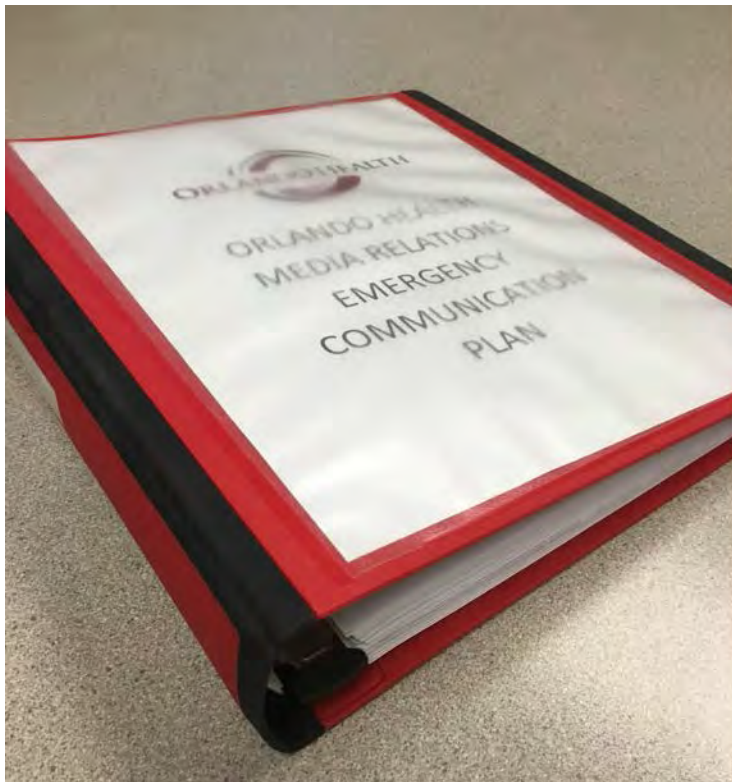


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<ul style="list-style-type: none"> ▪ POLICY 1800 – Hospital Incident Command System (HICS) 	
<ul style="list-style-type: none"> ▪ POLICY DM-16 – Health Central Hospital, External Disaster/Code Emergency Intake Plan 	

Tips & Lessons Learned

- **Crisis Communication Team**

Corporate Crisis Communications Team (Updated 10/22/15)

#	Name	Department Represented	Subject Matter Expertise	Office Phone #	Cell. Phone #
1	Eric Alberts	Emergency Preparedness	Emergency Preparedness		
2	Bill Litton	Emergency Preparedness	Emergency Preparedness		
3	Michelle Strenth	Government Relations	Ext. Affairs/Community Relations		
4	Rachael Elliott	Government Relations	Ext. Affairs/Government Relations		
5	Kari Conley	Community Relations	Ext. Affairs/Community Relations		
6	Beth Smith	Community Relations	Ext. Affairs/Community Relations		
7	Kate Ondrasik	Human Resources	Internal Communications		
8	Bree Balchunas	Human Resources	Internal Communications		
9	Kena Lewis	Public Affairs/Media Rel.	Media Communications		
10	Reather Dawson	Media Relations	Media Communications		
11	Rod James	Brand Marketing	Brand Marketing/Communications		
12	Simon Yohe	Brand & Digital Integration	Marketing/Commercials		
13	Daniel Ruyter	Marketing	Social Media - Digital Cont.		
14	Holly Stuart	Patient Experience	Guest Services/Comm.		
15	Jeremy Johnson	Volunteer/Guest Services	Guest Services/Comm.		
16	Hillary McFadden	Volunteer/Guest Services	Volunteer Services		
17	Marisol Romany	Culture & Language Resrc	Language Services		
18	Veronica Armendar	Culture & Language Resrc	Language Services		
19	Jeff Methven	I.S. Telecom	Phone / I.S. Systems		
20	Gilbert Nunez	Telecom	PBX/Notifications		
21	Stephen Stallard	Compliance & IS	Privacy Requirements		
22	Carol Paris	Risk & Claims Mgmt	Risk Communications		
23	Vicki Pietrack	Risk Prevention	Risk Prevention w/ Comm.		
24	Eve Early	Infection Prevention & Control	Infection Prevention & Control		
25	Dana Emerick	Case Mgmt & Care Coord	Family Communications		
26	Brenda LaBattaglia	Marketing/Community Relations	Marketing/Community Relations		brenda.labattaglia@healthcentral.org
27	Wendy Bacigalupi	Marketing/Community Relations	Marketing/Community Relations	N/A	Wendy.bacigalupi@healthcentral.org

Tips & Lessons Learned

■ Compassion Statement “puzzle”

Since a statement of compassion typically includes several elements, this guide has been designed to make it easier to draft an appropriate statement for any given incident. Those drafting a statement may choose an appropriate phrase from each category in preparing the response.

Introductory Statement	Sentiment	To	Adjective	Event	Action statement
<ul style="list-style-type: none"> On behalf of Orlando Health and our more than 15,000 team members... The thoughts of all our team members are with the family and friends of _____. All of us at Orlando Health are deeply saddened today. Today is a sad / tragic day at our organization, In the wake of _____'s passing, During this difficult time, As we grieve together, Team members are grieving the loss of one of our own, 	<ul style="list-style-type: none"> We express / extend / offer our <ul style="list-style-type: none"> deepest sympathy sincerest / heartfelt condolences assistance thoughts overwhelming grief Our hearts go out Our thoughts and concerns are with the _____ family (today) We are saddened by We grieve / mourn We sympathize with _____. We are shocked and saddened by today's _____. Patients, team members and friends were all touched by _____'s professionalism, compassion and kindness. He / she was <u>was</u> an exceptional team member/nurse/physician and will be missed and remembered. 	<ul style="list-style-type: none"> the family the loved ones those involved the family, friends and loved ones the family, friends and co-workers those who lost loved ones all who knew and loved him / her our respected colleague, team member and friend 	This is a / an..... <ul style="list-style-type: none"> unusual rare isolated unexpected terrible tragic senseless 	<ul style="list-style-type: none"> event emergency disaster tragedy loss incident incident that took _____'s life 	<ul style="list-style-type: none"> First and foremost, our concern is for the patients (s)/visitors (s)/team members (s) family. We have reached out to the family..... We have reached out to them to offer our support and assistance. We have let them know that our thoughts are with them as they cope with this _____. We are taking additional measures to further ensure everyone's safety. We are providing the necessary resources and care, such as grief counseling, to help them / the family, cope with this tragedy. We are providing assistance during this difficult time. We are committed to providing support and assistance to the family. An Orlando Health representative is with the family, providing assistance ... We are assisting the family.... Provide whatever assistance they need We are working closely with authorities to determine the cause of this event. We are gathering information about this event. We want to assure our patients, visitors, team members that nothing is more important to us than their safety. We are committed to learn all we can from this tragedy / event. We wish those involved a quick / full recovery. He / She was <u>was</u> part of our family and we too are grieving the loss of one of our own.

Tips & Lessons Learned

- **What Worked Well**
 - Mediarelations@orlandohealth.com
 - **Studio**
 - **Security**
 - **Video & still photo vendors**
 - **Doctors as spokespeople**

Tips & Lessons Learned

- **Areas of Opportunity**
 - **Emergency notification system**
 - **Family/friends assistance centers & who handles**
 - **Personal social sites of employees, doctors, nurses, etc.**
 - **Get extra help sooner, rather than later**
 - **Elected officials**

Final Thoughts

- **Team**
 - **Divide labor**
 - **One person liaison with patients**
 - **One person create master schedule of interviews**
 - **One person create master press list**
 - **One person take care of the team**
 - **Media Relations**
 - **Decide what level of media will be your focus**
 - **Locals & nationals**
 - **Social media**
 - **USE IT! & direct press to those sites**
 - **Social media/media relations/internal communication teams joined at the hip**

EMERGENCY

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



250 | LOOKING FOR
PEOPLE | **LOVED ONES**
AT **ORMC**

17,370

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



CALLS TO OUR OPERATORS ON
SUNDAY, JUNE 12



10 PATIENTS
ON LIFE SUPPORT
INITIALLY

18



THERAPY DOGS
VISITED PATIENTS
& FAMILY MEMBERS

47

 patients

-  ORLANDO REGIONAL MEDICAL CENTER
-  DOCTOR PHILLIPS HOSPITAL
-  HEALTH CENTRAL HOSPITAL



IN CELL PHONE CHARGERS
PURCHASED FOR THE FAMILIES

Make-Shift Memorial



Remembering the Victims

Source: Orlando Sentinel

