



Leading Through Crisis:

UMC's Response to 1 October

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#VEGASSTRONG

UMC Key Facts

- **Year Founded:** 1931
- **Academic Affiliation:** UNLV School of Medicine
- **Employees:** More than 3,800
- **Physicians on Staff:** Approximately 1,100
- **Registered Nurses on Staff:** More than 1,100
- **Number of Beds:** 541

UMC Offers:

- Nevada's **ONLY** Level I Trauma Center and **ONLY** Designated Pediatric Trauma Center
- The UMC Lions Burn Care Center, the **ONLY** burn care center in Nevada
- The **ONLY** center for transplantation in Nevada
- The most advanced surgical technology in the state

UMC Trauma Center

- Providing the highest level of trauma care available, the UMC Trauma Center serves patients in a 10,000-square-mile area.
- The UMC Trauma Center is the **ONLY** free-standing trauma center west of the Mississippi.
- In 2016 alone, the Trauma Center treated approximately 12,500 patients.
- The Trauma Center offers 11 resuscitation beds, 18 ICU beds and three surgical suites
- The Trauma team frequently trains for mass casualty incidents, including a recent visit from Dr. Gary Parrish of Orlando Regional Medical Center.





September 28 – Gunman Stephen Paddock checks in at the Mandalay Bay Resort, occupying a room on the 32nd floor of the hotel with a direct view of the nearby festival grounds.

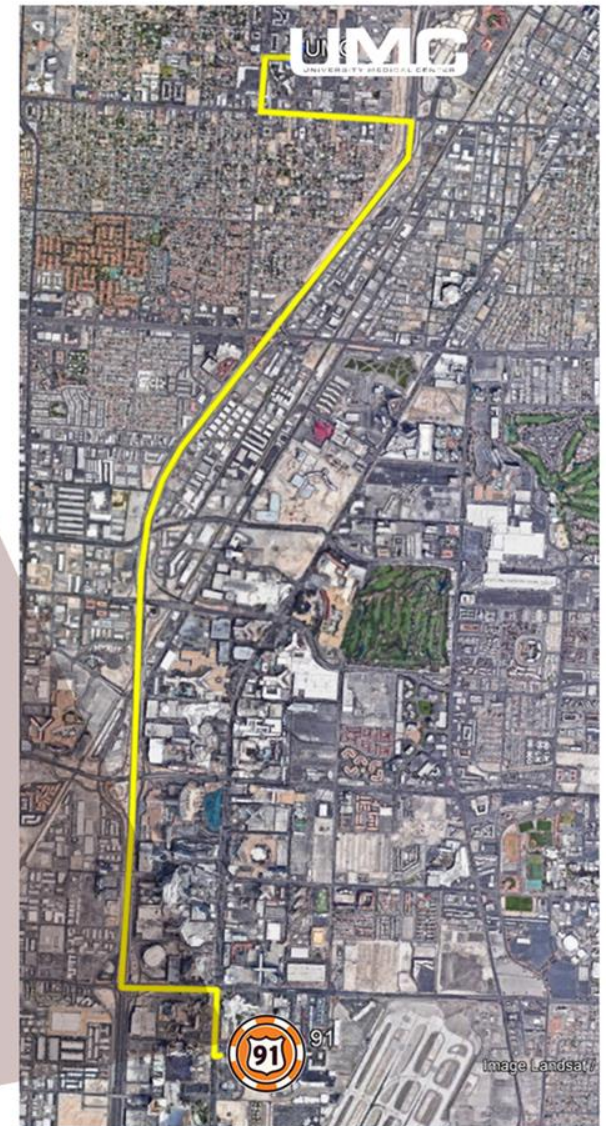
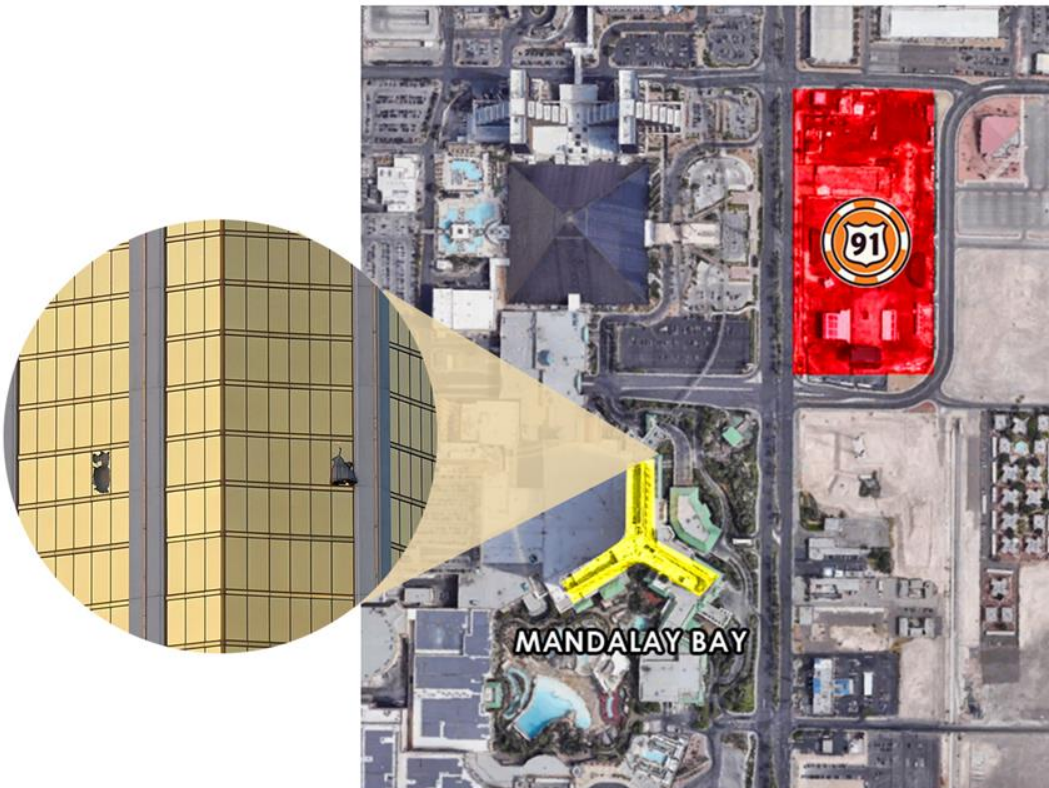
October 1, 9:40 p.m.– With a crowd of approximately 22,000 people in attendance, the closing act of the Route 91 Harvest Festival begins as Country Musician Jason Aldean takes the stage

9:59 p.m. – Paddock fires approximately 200 bullets through the door to his room, wounding a hotel security guard.

10:05 to 10:15 p.m. – Paddock opens fire on thousands of concertgoers from his suite, firing more than 1,100 rifle rounds during the 10-minute period.

10:25 p.m. – The first shooting victim arrives at UMC.

Distance to UMC Trauma Center
6 miles – Approximately 23 minutes away







104 Total Patients

More than **20** surgeries
within the first **24** hours

12 Critical Patients



60

Patients
Admitted

ENTRANCE



21 ← / → **0**

Patients transferred
from area hospitals
to **UMC**.

Patients transferred
from UMC to
area hospitals

44 Treated and Released
within the first **24** hours



70 Blood Units

33 packed red blood cells, **29** units of fresh
frozen plasma, **3** units of single donor
platelets, **5** units of cryoprecipitate

4 No one who arrived
alive died

Fatalities

Initial Notification: “Active Shooter on the Strip”

- Night and day Trauma teams were at the hospital and stayed
- Five to 10 patients from the scene expected to arrive at UMC
- Back-up surgeon and anesthesia called

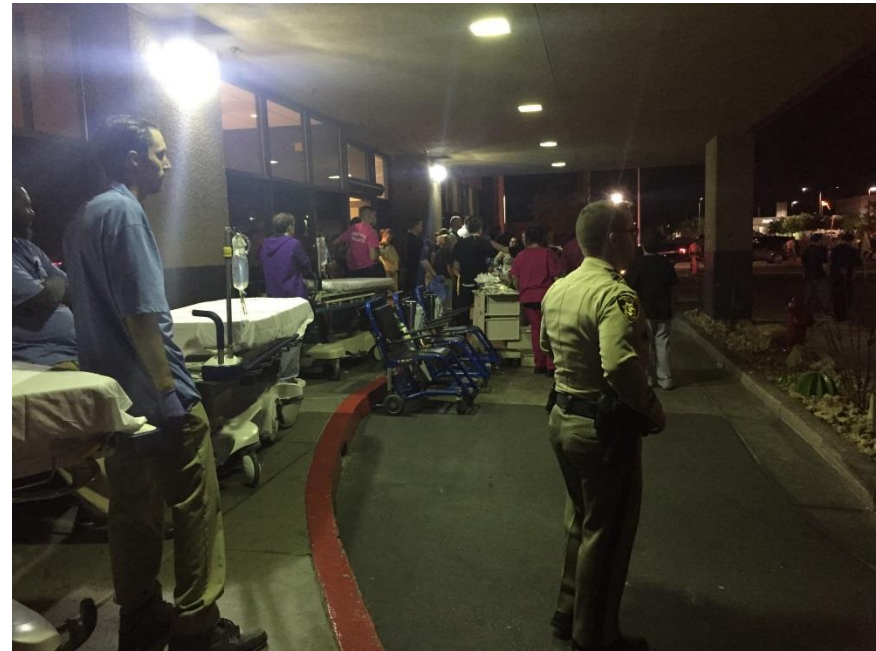
Second Notification:

- 50 to 100 or more patients expected
- UMC Activates Disaster Plan
- Teams begin placing gurneys with IV bags in hallways and outside of the Trauma Center to prepare for an influx of patients



Patients Arrive

- In the span of just five minutes, 40 patients arrive at UMC, including more than 20 self-transporters to the Trauma Center and Adult Emergency Department.
- Patients arrived in ambulances, pick-up trucks, cars, Uber vehicles and taxicabs.
- UMC receives 104 total patients, including teenagers, more than 50 of whom are admitted.



Adult Emergency Room

- 59 Beds
- Triage Area
- Multiple EM Physicians, EM Residents, PAs

Main Operating Rooms

- 20 Rooms
- Endoscopy/
Procedure Suites



Trauma Resus
11 Beds

Adult ED
59 Beds

PACU & ASU
46 Beds



- Prior to the incident, it was already a busy night at the UMC Trauma Center, with nine patients occupying beds in its 11-bed Trauma Resuscitation Unit

- Staff moved patients from the Trauma Resuscitation area to the Trauma PACU, an area recently secured for use as an overflow unit in the event of a mass casualty incident.

- UMC medical professionals triaged patients outside of the Trauma Center.

- The hallway, main PACU and Ambulatory Surgery Unit were set up for less critical patient and staffed by an emergency medicine physician, trauma surgeons, an anesthesiologist and nurses.



- The most critical patients were brought to Trauma Resuscitation, assessed and evaluated for surgery.
- Team members opened the Trauma operating rooms and Main operating rooms at UMC, preparing for a significant number of surgeries.
- At one point in the evening, UMC had eight operating rooms running simultaneously.
- Within the first 24 hours, UMC completed more than 20 surgeries, providing life-saving care to critically injured patients

UMC Team Arrives in Full Force

- UMC Team members arrived in droves, with physicians, nurses and other medical professionals from across the hospital working collaboratively to save lives.
- Many team members arrived without being called in by their supervisors.
- UMC's trauma surgeons also responded swiftly to reports of the mass shooting

Trauma Surgeon Arrival Times

0 minutes	2 faculty in house, plus Surgery, Orthopedic and Emergency Medicine residents
30 minutes	4 faculty and 2 fellows (6 total), in addition to residents
1 hour	5 faculty and 4 fellows (9 total), in addition to residents
2 hours	8 faculty and 4 fellows (12 total) plus residents

Day 2 Response

- A fresh team was available to care for patients.
- Internal Medicine, Family Medicine, Hospitalists and the Medical Intensive Care Unit offered to take non-critical patients from the Trauma Center.
- The UMC Trauma Center transferred 12 ICU-level patients and many others to units across the hospital.
- The Trauma team utilized a comprehensive sign-out process to prevent patient injuries from being missed. This included a tertiary survey and detailed documentation.

Clinical Lessons Learned

- Importance of Disaster Training
 - Hospital, Systems
 - DMEP
 - ATLS
- Triage
- Surge Capacity
- Military/Civilian Partner
- Communications
- Recovery, Psychiatric Care
- Multi-Specialty Care
- Send team members home to rest
- Keep the next day team home
- Supplies
- Bed Control
- Community Support
- Analysis
- Priority Hospital Needs
- Media Attention

Stop the Bleed

- Provides community members with the skills needed to stop life-threatening bleeding before emergency medical personnel arrive on the scene
- In many cases, friends, colleagues and other bystanders must take steps to save an injured person's life. Mere seconds can mean the difference between life and death.
- Offers hands-on activities to ensure community members understand how to apply pressure, pack wounds and use tourniquets



- Through Stop the Bleed, UMC has trained more than 1,000 people, including representatives from casinos, schools, health care organizations and search and rescue professionals.
- To schedule a complimentary Stop the Bleed training session, please contact stopthebleed@umcsn.com.
- In addition to Stop the Bleed, UMC's clinical staff and leadership team will continue to provide other health care organizations with support and guidance to assist in preparations for mass casualty incidents.



- UMC administration immediately activated its Incident Command Center
- Brought together leaders from across the hospital to ensure the best possible responses to numerous challenges.
 - Team included: Nursing leadership, administrators, public safety, operations, communications and many other departments.
- The Incident Command Center served as a central hub for the team, conducting regular briefings to disseminate up-to-date information across departments.



Key Challenges:

- Mobilization of hospital resources and volunteer support
- Identification of victims
- Reunification of families
- Call volume – more than 5,000 calls in the first 24 hours
- Management of media outlets and protection of patient privacy

Resources and Staffing

- Mobilized resources, including physicians, nursing, imaging, lab, blood, transport by using up-to-date call trees.
- Many team members arrived without being called, and they wanted to help in any way possible.
- UMC prepared for emergency physician credentialing, but made the decision that the hospital had sufficient medical staff.



Family and Friends

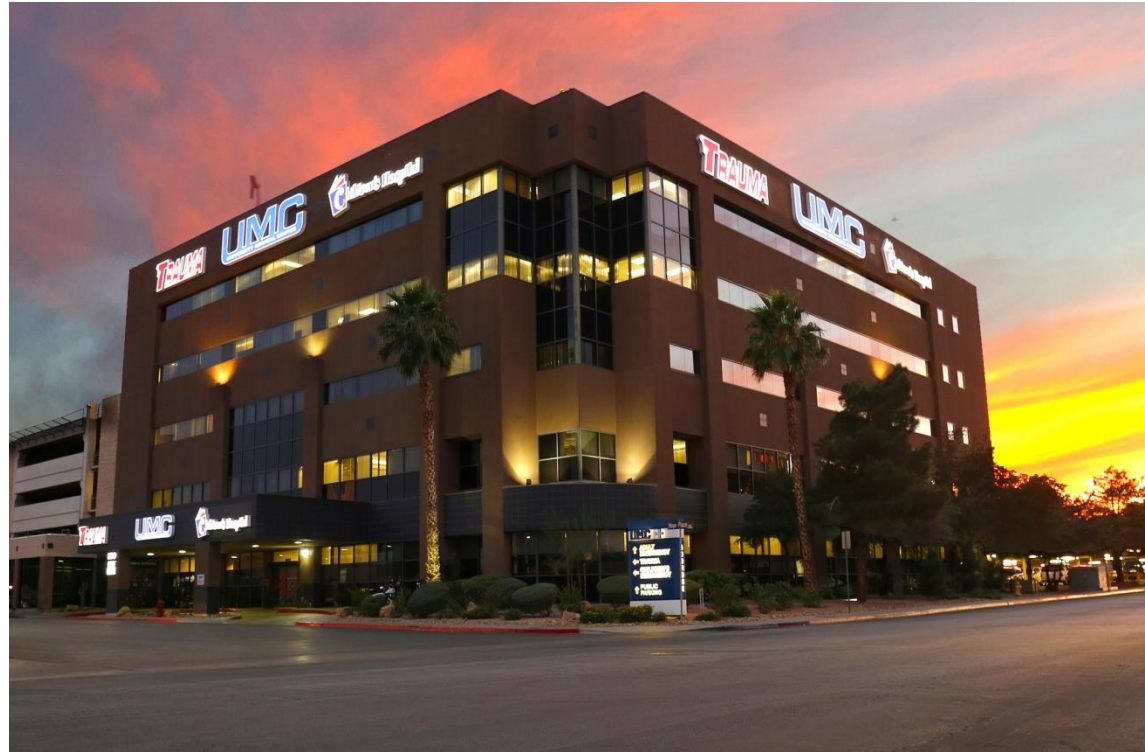
- Immediately following the incident, family members and friends of potential victims began calling and visiting the hospital.
- Many visitors also lived through the horrific shooting and were understandably shaken and terrified for their loved ones
- UMC utilized its cafeteria and family retreat room as designated locations for family members and friends of patients
- UMC staff from various departments provided comfort to the families and assisted in identifying patients.
- In some cases, team members utilized photographs and descriptions provided by families to identify patients and provide updates.
- UMC Social Services, the Trauma Intervention Program and chaplains played key roles in assisting and supporting visitors who lost family members.

Family Reunification

- Many patients were discharged quickly, some with bullets still in their bodies.
- In the hours following the shooting, police and UMC public safety locked down the hospital to ensure the safety of patients, visitors and staff.
- In an effort to help family members find their loved ones, UMC established a meeting destination at a nearby shopping center.
- UMC provided transportation to patients and their loved ones. This included bringing patients to their hotels on the Strip once hotels resumed their normal operations.

Key Advantages:

- The day-shift Trauma Surgeon happened to still be in-house
- Gurneys were staged throughout lobby and outside the hospital
- All leadership was present
- As state's **ONLY** Level I Trauma Center, UMC always stands prepared for mass casualty incidents



Media Response

- Throughout the incident, UMC worked alongside media outlets to keep the public informed.
- Dozens of local, national and international outlets lined up outside of UMC, with many staying for more than a week.
- UMC successfully protected patient privacy while allowing reporters to share thought-provoking stories about the hospital and the survivors.
- Physicians frequently participated in live interviews at 4 a.m. Most national outlets target the East Coast time zone.



Presidential Visit

- UMC hosted a presidential visit just three days after the largest mass casualty incident in the hospital's history.
- Staff worked closely with the White House and Secret Service to coordinate the visit.
- President Donald Trump met with patients and thanked staff for their tireless efforts to save lives.





- UMC received an overwhelming level of support from the community.
- Almost immediately after the incident, UMC began receiving donations of food, water and comfort items for the patients and their family members.
- Team members utilized half of UMC's cafeteria to store the items.
- Restaurants and chefs brought meals and food trucks to UMC for visitors and staff



- Hundreds of community members lined up to donate blood to United Blood Services.
- Volunteers visited the hospital to assist UMC team members.
- The Vegas Golden Knights hosted a special ceremony for the victims and their families.
- Organizations and individuals from across the country donated to the UMC Foundation, which supports the hospital's mission to provide Nevada's highest level of care.
- UMC directed many donors to the Las Vegas Victims' Fund.



- UMC made counseling services available to all UMC staff, encouraging employees to utilize the resource and look out for one another.
- Located near the UMC campus, the Vegas Strong Resiliency Center plays a valuable role in supporting visitors, community members and first responders affected by the tragic shooting.
- UMC team members continue to receive letters of gratitude from across the world.
- To celebrate the tremendous work of UMC's team, the hospital hosted a large-scale "UMC Strong" celebration.



