

Supplemental Material D

Six Nurse Executives Set the Scene for No-Notice Events

NE1: Weather

EF5 Tornado-Emergent Evacuation

It literally destroyed the hospital, took out all the infrastructure. So there was not any piped gases, no communication in the building. Oxygen tanks were destroyed. There was virtually not any windows left in the building, massive debris throughout the building, no electricity--the generators were destroyed as well as the infrastructure... the phones weren't working, the paging system wasn't working. I was part of the EOC committee and attempted to go to our incident command--which had been destroyed, the center had been destroyed, and our alternate incident command had been destroyed--and very quickly realized the building was not going to be able to maintain patient care.

(NE1)

NE2: Weather

Generator Failure, Emergent Evacuation

Initially they were doing their usual practice, caring for patients that we were sheltering in place, because that was the plan for that particular event [Hurricane], and I would say that, by and large, it was business as usual. The event happened at a shift change, and the initial issue was a power flicker, where several units went on to generator power, but the pediatric unit...did not... entire incident command structure fell apart... So, they were managing the care of their patients in a physically difficult environment because there, it was pitch black, but ingeniously using tools that they had at their fingertips, not just flashlights that we would break out of an emergency box, but cell phones. I didn't know at

that point that we were going to lose power everywhere...it never occurred to us that this would happen... (NE2)

NE3: Violence

Mass Casualty Incident, Critical Care Surge

Our most critically wounded did not arrive by EMS [emergency medical services]. They arrived by POV (privately owned vehicle), people carrying them on their shoulder, people carrying them in their arms, police cars, Uber drivers. They were literally loading people into the back of pickup trucks. It was really more like what you would see happen in a war zone... we adopted a naming convention that is pretty standard. And we didn't have enough...we had literally 12 people walking in carrying a person at a time—I mean people that had to have their bleeding stopped right then. (NE3)

NE4: Violence

Mass Casualty Incident – Surgical Surge

...there were pickup trucks with people without their shirts on and laying on top of each other. It was like a MASH [mobile Army surgical hospital] unit, and there were just people everywhere, and people were doing CPR [cardiopulmonary resuscitation] in the back of open trucks. I walked into the emergency room... I looked to my left and I just seen blood as far as I could see it, and then I looked to my right and I seen blood as far as I could see it...I ran over to the operating room, and the charge nurse for the night shift was in the operating room already working...people were coming back saying to me we need an operating room, and we're starting to put them into rooms...and the PACU [post-anesthesia care unit] is full...There is a patient in every bed in there ...People were crying and hysterical.. (NE4)

NE5: Violence

Active Shooter/Run-Hide-Fight

He set the fires. He had these little bomb things in his bag. He threw them on the nurses' station. He threw them on the doctors' station. Everything was just melted. He went upstairs and shot up [that floor] and threw it on that nurses' station as well. So the fires set off the smoke--the water...he shot himself and then as he was walking wounded...I don't know where he intended to go, he shot [a doctor]. The water is rising. We couldn't shut the water off...all the elevators are out. The lights were out. The smell was awful. And there's this screaming. We got up to [the floor where shooting took place] and it was even worse up there because that's where the dead bodies were. And we had to move patients past them... (NE5)

NE6: Violence

Active Shooter/Shelter in Place

...it's truly small, tucked in the base of the mountain...in a community where you just kind of never expect anything to happen. And this, on an early night. An angered employee came into work and left work and came back into work to have a conversation with the supervisor. And that individual had a firearm and one thing led to another during the conversation and he ended up firing in the operating room. And struck two employees. One who was treated and spent multiple days in the hospital but is okay. And then a second one who died there later that night. And then he also shot himself. (NE6)