

Supplemental Material D: Setting the Scene

No-Notice Events, Staff Nurses' Response

NE1: Weather

EF5 Tornado-Emergent Evacuation

...that was an EF5 tornado that did a massive amount of damage...we had a building that did not have any support for patient care...And so that resulted in the need for an immediate evacuation of all the patients in the building. We had 183 patients that had to be emergently evacuated to other facilities, primarily to another hospital here in [name of city] that had suffered some damage but did not have the type of damage that [we]had. And then we also set up an alternate care site to transfer other patients to until we could disposition them outside of [our city] and provided emergency room care out of that alternate care site, until we were near their families' temporary hospital building. (NE1)

NE2: Weather

Generator Failure, Emergent Evacuation

They immediately shifted their attention to the most critical babies because they realized that some of the equipment was not functioning because it didn't have power, and there was a nurse leader there who was organizing things and the nurses were, were really telling the physicians what to do, right? So they got physicians situated with each of the critical patients to either manage the ambu bags or whatever needed to be done, but the nurse caring for the patient was really caring for the patient at that point, until leaders like I arrived and made a decision that we were going to leave this broken space and go somewhere... (NE2)

NE3: Violence

Mass Casualty Incident, Critical Care Surge

We physically turned down no patient. We turned down no one. And so we basically made our building a field hospital and took care of the gunshot wounds as if we would something that happened in a war. I don't know any other way to say it, the tracking was a gap. Like being on the side of an interstate or in the middle of a war-torn—I mean it was like that's how they were coming in. So I think the thing that struck me the most about that night...whether or not you were a med-surg nurse or you were a critical care nurse or an ED nurse, that night you were a critical care nurse or an ED nurse or you were an OR nurse. You were whatever you had to be while a procedure was going on in an area to stabilize life. The 12 or so patients that we had that died out of that 212, and it's important to say that three-quarters of them came to us dead, so we had the most optimal outcome I think you could ever have from a tragedy like this as far as the care provision goes... (NE3)

NE4: Violence

Mass Casualty Incident – Surgical Surge

...the night that it happened, I was home. One of my nurses that was on call in the recovery room called me at home, and she's somebody that I explicitly trust to tell me anything. When she tells me something, I stand up and take notice...she said, there is a disaster going on downtown. I'm calling you about it, because I heard the emergency room is already being overwhelmed, and I think you should come to work, and I don't think she's ever, ever told me that. We pulled into the parking lot. I could see people doing CPR...the blood was thick, and I stepped into it when I stepped into the emergency room. I ran over to my department, which is the operating room...the point was just

saving lives, that's what it was all about...we did like 50 surgeries the first 24 hours or something like that, actual surgeries, and they were all -- everybody was critical. (NE4)

NE5: Violence

Active Shooter/Run-Hide-Fight

There was a doctor, who changed shifts with someone for the day ...[the doctor] was the fatality as well as the shooter who killed himself. On every unit, it surprised me to see that there were a number of people who chose to stay and care for their patients and others who just immediately left. Their range of responsibilities because of that grew immensely. So now they were in charge of lots of people on the unit. (NE5)

NE6: Violence

Active Shooter/Shelter in Place

So, we had trauma and drama and all kinds of stuff throughout the building, even in places where they were completely unaware that anything had happened. And you can kind of imagine coming out of a patient room and looking down the barrel of an assault weapon that the police have.

...people in the operating room were scared to death. And when I walked into the operating room, I mean, just the emotions, I mean the horror... (NE6)