



## “How Do You Move a Hospital?”

Q: How do you eat an elephant?

A: One bite at a time!

Moving a hospital is kind of like eating an elephant. You can't do it all in one bite. Departments and equipment will move during the months prior to the doors of the new hospital opening in mid-2010. Department-specific move plans will detail employee orientation to the new location and new equipment.

However, the move of all inpatients will occur in one day. A “Day in the Life” exercise for hospital staff, with 20-30 mock patients will help staff to prepare and practice for patient move day. This drill will take staff through a variety of patient scenarios that could occur on patient move day, with “patients” arriving by ambulance and helicopter, Rapid Assessment Team calls and codes, and various clinical outcomes.

“This is the one day when everyone says, ‘Aha! Now I see what all this is about,’” says Kevin Mettler, planning associate, Health Care Transitions. RMH has retained HealthCare Transitions to help plan the transition to the new hospital.

The day of the patient move will require two and a half times the normal day shift staff, according to Mettler. However, support departments will serve in various roles to help with the transition

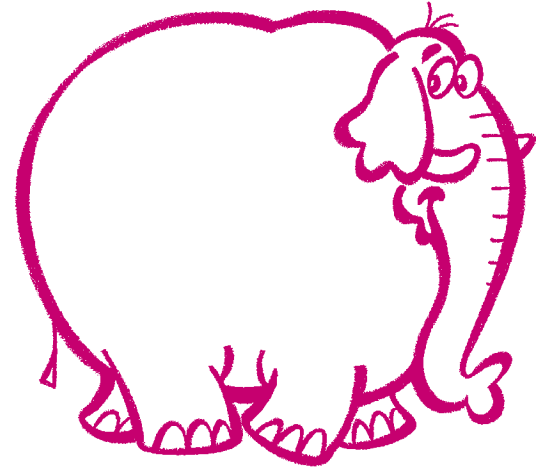
by answering questions, serving as tour guides, escorting patients and supporting clinical staff.

Transition planning team members are already talking with 911 centers, fire and rescue squads and ambulance companies to arrange for additional support on the day of the patient move, says Judith Trumbo, director, Transition Planning.

A start-up plan will help with the first week on the new site. It will take repetition to learn where supplies are placed, the fastest route to a destination and much more, Trumbo says. A “chaperone” program will help familiarize doctors, staff and others with the site. Employees who have had additional orientation, training and experience on the new site can help co-workers by walking them through their first time doing things, Trumbo explains.

Currently, 24 teams are working on transition planning. Donna Wilmoth, RN, director, 5 West and 3 East, leads the Patient Advocacy and Move team. The 16-member group has been evaluating patient advocacy initiatives, including signage, communication and safety measures. In 2009, the team will begin developing a patient move plan, Wilmoth says.

“We will do lots of smaller mock moves,” Wilmoth says. “We will be timing



how long it takes to move a patient from a bed at the current facility to a bed at the new facility, mapping out the best traffic route and even evaluating which day of the week is best for the patient move.”

Also a part of this team is Meg Schrader, RN, breast health navigator, RMH Women’s Health Focus. Schrader previously served as the patient move coordinator for Augusta Medical Center when two hospitals merged into one new facility in 1994.

“I had a great team to work with that included both hospital and community agencies,” Schrader says. “It was a wonderful experience. The key to success is teamwork, communication, advanced planning and contingency plans. RMH is right on track with our transition planning. I am looking forward to being a part of the process.”

## Putting It All Together

From left, Malerie Plank, RN, 5 West, Megan Alger, clinical assistant, float nursing, and Phyllis Eskridge, RN, 5 West, view a new interactive display in the Facilities Planning and Development office, in East 250. The display allows RMH employees and visitors to dissect a 3-D model of the new hospital, see the tiles, interior paint colors, wood and flooring and learn more about the new facility. To visit, stop by any time during office hours, 7 a.m.-5 p.m., or call x7369 to schedule a visit outside office hours.



# Spring Employee Bus Tours



# Site Progress—May 2008



Q&A

**Q:** What will the new hospital's address be?

**A:** Actually, we don't know yet! We're using an address at the Port Republic entrance, but it won't necessarily be the final address. The roads bordering the new RMH site are scheduled for changes. Until the Virginia Department of Transportation establishes numbers along these new roads, we don't know where our address will fall in the sequence.

## Did You Know?

Our brick supplier for the new hospital, Belden Brick, has given us a lifetime guarantee that they will match the color of bricks we have selected. As RMH moves and grows on its new campus, we will never have to worry about where the old brick ends and the new brick begins. Our color is always guaranteed to be in stock for any future renovations or additions. This will help create a unified, aesthetically pleasing structure.

# BUILDING GREEN

## Wetlands Enhancement Underway

As the new hospital project progresses, RMH remains committed to doing the right thing for the community and the environment through use of safe, sustainable practices. Part of this effort includes wetland management at the new hospital site.

In the first phase of construction, RMH is developing 65 acres of the 254-acre site. While plans for managing the remaining acreage are still being considered, a small portion of the property—about 5-7 acres—is being examined carefully. This area is called a wetland, a unique type of natural habitat. Often appearing like a swamp or marsh, a wetland helps provide flood control, along with maintaining diversity of plants and animals in the ecosystem.

"We want to ensure RMH construction does not disturb the natural habitat of the wetland," says Dennis Coffman, director, RMH Facilities Planning and Development.

When a wetland is disturbed, the animals that inhabit it are often displaced and must find new homes. Wetland disturbance often results in a decrease in water quality downstream. Wetlands serve to filter storm water and land runoff before it reaches rivers and streams. Usually this takes place by a slow-moving channel meandering through grassy areas. This built-in filtration system cleans the earth's water before it reaches fish and other organisms, says Wayne Teel, PhD, professor of integrated science and technology at James Madison University. Teel served as sponsor for a spring course titled "Sustainability, An Ecological Perspective" in which students collaborated with RMH for a senior-level practicum in planning wetland management at the site.

"Water that comes off impervious surfaces, like parking lots, picks up particles that aren't healthy for downstream life," Teel says. "We're trying to manipulate the water so it flows correctly offsite. The most important thing is managing the pulse of water to reduce flooding impact and prevent erosion. We want to slow it down so the water is released in the stream as if there were no impervious surfaces nearby. We also want to beautify the area."



Wayne Teel, PhD, center, talks with students Nicolas Jaramillo, left, and Bonnie Tang, on the new hospital site where they are conducting research on how to manage wetlands. Inset: Students recently spied a red winged blackbird, a native species.

Teel's students surveyed the land, identified native plant species and mapped the best route to create a slow-moving stream. This stream would connect the artificial "detention" pond that RMH installed with existing ponds on the site. The current detention pond helps filter runoff from the construction site to prevent flooding or the release of excess sediment into the stream.

***RMH is releasing cleaner water into the stream than before construction began, when the land was under farm use.***

While the current detention pond provides enough support for the storm water runoff from the construction site, the need for increased filtration will begin when the hospital's parking lots are installed. The wetland area will filter sediment and chemicals from storm water before it reaches city and county water processing plants and is released into the watershed.

Of particular importance, the site of the new RMH sits at the headwaters of Pleasant Run, a tributary to the Chesapeake Bay. It is considered navigable water, and thus a federal stream. Pleasant Run is already recognized and listed as an "impaired" stream. Thus, RMH is paying particular attention to the quality of water being released into the wetland on its property.

Two JMU students, Nicolas Jaramillo and Bonnie Tang, are doing senior projects on the wetlands for their integrated science and technology majors. They will continue work through 2008-09. They and their classmates have submitted a proposal to the Virginia Department of Environmental Quality, where it is pending approval.

JMU also has established a monitoring station near Port Republic Road and is watching what effect the RMH construction project is having on the stream. With one detention pond already in place on site to help filter runoff from the construction site, RMH is releasing cleaner water into the stream than before construction began, when the land was under farm use, Coffman says.

JMU students are working with RMH to enhance the wetlands to provide an area replete with native plant species and bird life. Plans are to incorporate walking and biking trails through the wetland area situated along the back of the hospital.

"Part of the RMH mission is to create a park-like, campus setting that offers a healing environment to the community and employees," says Coffman. "We're looking at ways to enhance existing wetlands and make nature trails with information stations along the way."

During a recent outing to the site, students spied a redwinged blackbird, a signature species of wetland areas. The sighting was a positive indication that the land so far has remained relatively undisturbed by the construction.

