

Move To New Building Now In Sight

With our new building rapidly heading toward completion, Tampa General is now forging plans to move in.

Like a military campaign, every detail is being carefully laid out by a small army of hospital staff.

They're looking at everything from staffing each new area to the logistics of moving people, patients, and equipment into the new units and orienting everyone to their surroundings. They're focusing on details such as signage, traffic control, training, equipment, and more.

Heading this effort is an Expansion Steering Committee of hospital managers, directors and vice presidents, which meets once a week. In addition, teams of employees and physicians known as multidisciplinary study teams

– or MDSTs – are researching and ironing out specific plans for their areas.

There are MDSTs working on staffing, orientation and training, equipment, and issues specific to the five new centers going into the building – Emergency and Trauma, Cardiovascular, Women's, Critical Care, and Digestive Disorders.

They're not going it alone. Committee members are turning to the experiences of other facilities to help forge the plans, says Assistant Vice President David Robbins.

"We've looked at other places and got a lot of information about not only what to build but also how to actually occupy the building," David says. "We've heard from several speakers over the past four to five

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Moving In

Here's how the move into the new building is expected to unfold:

Late summer 2007

The building company Skanska USA should complete its work on the second and fifth floors and turn those areas over to TGH. The next six weeks or so will be spent cleaning those areas up and receiving and installing equipment. That will be followed by another six weeks of employee orientation, so staff can become familiar with the equipment and the areas' layouts. The training will involve mock scenarios for employees to practice working in the new environments.

Late fall 2007

Opening of the new Emergency and Trauma Center on the second floor and Neuro Intensive Care Unit on the fifth floor

Early 2008

Opening of the third floor Cardiovascular Center and fourth floor Women's Center after a similar 12-week process of cleaning up, installing equipment, and training.

Late Summer/Early Fall 2008

Opening of a Digestive Disorders Center and 32-bed med-surg unit on the sixth floor.

Fall 2008

Opening of two more critical care units on the third floor.



The new Marjorie Merritt Davis Promenade, which meanders through Tampa General's campus along the water.

Staffing Numbers To Rise With Building's Opening

Tampa General will experience a population boom when the new building opens – not just in patients but also in the number of staff members.

Many hospital departments will add employees as the need arises for both clinical and support staff to meet the increasing demand for services. TGH will need more nurses, doctors, pharmacists, radiology staff, unit coordinators, registration clerks, housekeepers, transporters, computer technicians, dietary workers, therapists, and a host of others as the patient census rises.



A labor/delivery/recovery room on the fourth floor with windows overlooking the water and the city beyond.. The unit's 21 LDR rooms will be furnished and equipped to feel like bedrooms.

“We’re opening 365,000 more square feet. You can’t open a facility like that without having staffing levels increase,” says Facilities Management Director Oslec Fernandez, whose department is adding plumbing, air conditioning, electrical, general maintenance, and biomedical engineering positions.

The number of new employees and the timing of their hiring, however, will depend on when and how much our patient volume grows, according to Human Resources Vice President Steve Durbin.

Planning for the additional staffing began in May 2006 with the formation of the Staffing Committee, which includes representatives from a range of hospital departments. The

committee’s mission has been to determine the number and type of new employees needed for the new building. Their other role is to determine when to hire them.

That requires a delicate balancing act based on the timeframe necessary to prepare new employees for their jobs, says the committee’s chairman, Nursing Administration Director Leah Godfrey.

“We realized that some jobs require longer orientations than others, for example, critical care nurses for the ICUs,” Leah says. “New critical care nurses need a transition of six months to a year before they can begin to feel comfortable in a critical care unit.

“We also realized that we’d need more administrative supervisors,” she says. “These supervisors work on the off-shift and are responsible for the whole house, including the expansion. We don’t want to have a brand new supervisor working on the same day the brand new expansion opens.”

Critical Care Rotation

Within the past year, TGH has hired six more supervisors, increasing the ranks to 15. The hospital also last year established an innovative new Critical Care Rotation Program to develop a cadre of experienced critical care nurses.

The program, under the direction of Surgical Intensive Care Unit Nurse Manager Kassie Basnight, provides graduate nurses with critical care training in a variety of settings. The new nurses rotate among all TGH’s adult intensive care units, giving them a chance to find the unit that suits them best.

So far, some 50 nurses have gone through or are currently



The enclosed walkway leading from the West Pavilion to the new building's lobby. Windows to the right look out on the hospital campus. Windows on the left give a view of the Food Court Dining Room. The walkway will be air conditioned when it opens in late fall.

in the rotation program. Some will eventually work in the new building, while others are filling staff positions in existing units.

Tampa General is now turning its attention to filling other clinical and support positions that will be needed as the patient census increases. Some departments, such as Building Operations, are actively recruiting staff, while others are in the midst of determining what their staffing needs will be.

With about six months to go before the first unit opens in the new building, Staffing Committee members say they are right on schedule. Aided by intensive recruiting efforts, including a TGH job fair slated for this summer, employee numbers will be more than adequate to meet the new building’s needs.



These newly installed staff elevators are located on the new building's north side and will be accessible from within the West Pavilion. Visitors will take elevators on the building's south side.

Transition To New ER Requires Attention To Detail

The Emergency Department's transition into the new building will begin sometime in the middle of the night when emergency room activity is at a low point.

For a few hours, Tampa General will have two emergency rooms, with new patients being directed to the new facility and patients still in the old ER being treated and either admitted or sent home.

Once the old ER is empty, TGH will lock the old facility's doors and begin operating solely in the new Emergency and Trauma Center.

Before that can happen, however, a lot of decisions must be made.

Those decisions are the province of the ER Multidisciplinary Study Team, a task force of staff members from around the hospital headed by Emergency and Trauma Services Director Amy Paratore.

The team has been meeting every two weeks to iron out every detail relating to the new ER's operations and its move into the new facility.

"There are literally thousands of tasks that have to be accomplished," Amy says. "We have to decide what time we'll make this move happen. How will we bring each section of the Emergency Department up? When will we start redirecting traffic to the new Emergency Department? How do we coordinate the change of signs? How do we get equipment from here to there and at what point should we do that?"

More ER Staff

One decision that's already been made is to hire additional staff.

At 62,000 square feet, the new Emergency and Trauma Center will be more than twice the size of our existing 25,000-square-foot ER. It will also hold 72 emergency beds, compared to the current 48.

That means a lot more people have to work there to keep it operating smoothly.

The hospital has already begun a recruiting effort to add more nurses to the existing ER staff of 90 RNs.

The University of South Florida's College of Medicine is also stepping up its three-year emergency medicine residency program beginning in July, with an increase to eight residents per year from the current six, Amy says. In addition, TEAM Health will increase the number of attending physicians in the new unit.

But more nurses and doctors are just the beginning of the new ER's staffing needs, Amy explains.

"We also need new paramedics, transporters, unit coordinators, and ER registrars for bedside registration. We'll need housekeepers and respiratory therapists. Radiology will be adding more people because we'll have a CT, MRI, and an additional ultrasound room. We'll have a 24-hour pharmacy that will have to be staffed.

"Almost every discipline in the hospital will be involved," she says. "But we don't need to recruit for those positions that far in advance because they don't need as long an orientation."

Taking Tours

While actual orientation on the unit won't formally begin until early fall, the ER's nurses, physicians, and residents are already getting a feel for their new area. Since February, many of them have taken advantage of guided tours.



A nursing station on the second floor Emergency and Trauma Center. The center's 72 patient rooms will be divided among 10 pods, each with its own nursing station.

"It's becoming a reality to us. We're now starting to think about what it will be like to work in the beautiful expanded ER," Amy says.

"It will be a positive change," she says. "Our present ER is congested and noisy. We're all on top of each other and in really tight quarters. The new one will not be congested at all. We'll have a lot more space to operate in, and it will be a lot quieter."

New Building Update is published by the Strategic Services Department at Tampa General Hospital to provide information to employees, physicians, volunteers, and the community about the hospital's expansion project.

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Workers lay the flooring around a nursing station for the new Neurosciences Intensive Care Unit on the fifth floor.

New ICU To Be Dedicated To Neurosciences Patients

The Neurosciences Intensive Care Unit, now located on 9C, will have a new home when the expansion project opens.

The Neuro ICU, also known as ICU4, will move into the new building's fifth floor next fall, making it the first critical care unit to open in the new building.

The move will enable ICU4 to expand from its current 12-bed size to 18 beds. Those beds, combined with another 10-bed Neuro ICU on 5G, will give Tampa General a distinctive total of 28 neurosciences ICU beds.

The new 18-bed Neuro ICU will not be alone for long on the fifth floor. Two more ICUs are slated to

open on the same floor in late 2008. Watch for details.

Moving In

Compared to the new Emergency and Trauma Center, the transition into the new Neuro ICU will not be as complicated, says Assistant Vice President David Robbins.

"One day, over the course of several hours, we'll move existing 9C patients to the new ICU, which will be an expanded version of ICU4," he explains.

Before that move can take place, however, "there are hundreds of things that have to be happening," he says.

Chief among them is hiring staff. New employees will be needed not only for the expanded Neuro ICU but also for "backfill" projects that will eventually take up the space vacated by units moving into the new building.

The Critical Care Transition Program initiated last year, has already trained more than 50 graduate nurses and those with more experience who are interested in critical care nursing.

months about their experiences in moving to a new building. They gave us a lot of good ideas."

Opening In Stages

In a few months, hospital staff will start enacting these plans as the move begins into the new building.

The new facility will not open all at once, but instead will be occupied in stages. The Emergency and Trauma Center on the second floor and an 18-bed Neuro Intensive Care Unit on the fifth floor will be the first to open.

That will be followed about three months later by the Cardiovascular Center on the third floor and the Women's Center on the fourth floor.

Last to open will be a Digestive Disorders Center and 32-bed med-surg unit on the sixth floor and two more critical care units on the fifth floor. Their opening is slated for late 2008.



This family waiting room on the fifth floor is typical of others in the building, with expansive windows providing scenic views.



A mockup of a patient room on the sixth floor, where a Digestive Disorders Center and 32-bed med-surg unit is slated to open in late summer or early fall 2008.



A corridor on the third floor with windows overlooking the bay. The third floor Cardiovascular Center will open in early 2008.