THE MILLER BUILDING OPENS JUNE 1, 2019

With all private inpatient rooms, this building is much more than a beautiful new facility: the Miller Building will enable the transformation of the way we provide care to our patients and families.
**A Conversation with Dawn LeBaron, Vice President, Hospital Services**

**Q:** How is the project going?

**A:** Let me start by saying that planning for the Miller Building has been going on for a long time. We identified the need for a new inpatient facility in our Master Facility Plan nearly a decade ago. Here we are today, and construction is going extremely well. We are on time and on budget, with about 85% of the construction complete.

The reason for our success is our collaborative approach throughout the process, starting with design development, the construction management and opening readiness.

**Q:** Following the theme of collaboration, can you talk about the people involved in this work?

**A:** Absolutely—the people are the reason for our success. By the time we’re finished, we will have had several hundred people involved in the design and development of this building, including physicians, nurses, patients, families and ancillary staff.

The engagement of our patients and families has been essential. They really helped us develop the emotional framework for the design of the building: as a patient, how do you feel? How would you like to feel? Input from our staff has been equally important. They have helped us create a space that not only meets the needs of our patients, but supports the people who are providing the care.

At one point we took key people from the design/user groups on a site visit to the University of Colorado Medical Center to see what their space looked like. They had recently opened an inpatient building very similar to what we were planning and we wanted to give members of the user group the chance to see the possibilities. The visit was extremely validating in terms of where we are heading with the direction of the design.

**Q:** What is next as far as planning goes?

**A:** We are now deep in the operational and transition planning phase. This is more than a building: we designed the space around a multi-disciplinary model of care, bringing all aspects of patient care to the bedside. We are working on bringing that model of care across the organization, literally transforming the way we take care of our patients and families. That work will continue in the months ahead.

The transition planning also involves a lot of training and orientation, which brings me to my next point: the new space poses a significant change for many of our staff. And while it is exciting, it also can be stressful. A lot has to be accomplished in a short period of time, and we recognize that our staff need our support. So we’re working on providing that support in a number of ways leading up to our opening day in June of 2019. As part of that process, we want to hear from our people about how they feel and what they need for all of us to be successful in this transition.

**Q:** Any closing thoughts?

**A:** The Miller Building will transform the way we provide care; it will help us improve the patient experience across the spectrum; and it will improve the work experience for our staff.

The Miller Building will enable the transformation of the way we provide care; it will help us improve the patient experience across the spectrum; and it will improve the work experience for our staff.
Miller Building Transition Planning Timeline

2017
• 11 focus groups planned for Miller Building future operations
• Initiated change management and leadership preparation for future operations

JUNE 2018
• Opening Scenario presented to Leadership

FEBRUARY 2019
• Building will be handed over to UVMMC on February 15, 2019
• Initial move preparation exercises will begin in the Miller Building
• Training Ongoing for Staff

JUNE 2019
• Miller Building will open for patient care on June 1, 2019
• Patient move will be completed in one day, expecting to move 120 patients

JANUARY—MAY 2018
• Planned for Miller Building opening
• Final operational and IT plans for Miller Building and current unit reconfiguration

JULY 2018—JANUARY 2019
• Ongoing detail development for opening scenario, including 2 tabletop move exercises
• Weekly coordination of all building preparation activities (e.g. facilities, IT, medical equipment, EVS, operations)
• Staffing reconfiguration
• Selection and training of transition leaders
• Beginning of clinical staff training

APRIL 2019
• Building will be certified for full occupancy by April 1, 2019
• Final equipment installation to begin
• Orientation, Team Training and ‘Day in the Life’ sessions

TOURS, ORIENTATION & TRAINING, EVENTS

ONGOING OPERATIONS AND PATIENT CARE

PUNCHLIST COMPLETION

Substantial Completion

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS

Final Certificate of Occupancy

Target Opening

JULY 2018

PUNCHLIST COMPLETION

ONGOING OPERATIONS AND PATIENT CARE

TOURS, ORIENTATION & TRAINING, EVENTS
ED Celebrates Opening of New Entrance

The first major Miller Building milestone—the opening of our new Emergency Department entrance—was celebrated in October. Events leading up to the official opening of our ED doors included a ceremonial ambulance arrival, staff celebrations, and a barbecue for the many involved in the construction.

“This is an important milestone in our work to improve care through the construction of the Miller Building,” said Eileen Whalen, MHA, RN, UVM Medical Center president. “We are getting closer to the day when we can welcome our patients and families to a building that has been designed around their needs.”

KATHLEEN TRIEB, RN
Senior Project Manager, Clinical Supply Chain

“To comfort and advocate—that is what a nurse does in any role they take on. And for me that role is a privilege.”
Dave Hillman was just settling into his couch at home Saturday, March 3, when his work cell phone began ringing. “This can’t be good,” he thought.

Indeed it wasn’t. At 6:30 p.m., a loud bang had reverberated throughout the PACU. Within seconds, water began pouring from the ceiling and the fire alarm system was activated. The water quickly worked its way down from the 3rd floor to the ED, causing flooding and ceiling tile damage to both ED tunnels, the new side of the waiting room, greeter and security desks, the common area in front of the registration discharge desk, all the registration offices, and more. The tunnels had to be shut down immediately, meaning no EMS or ambulatory traffic could enter or exit from that route.

The cause of all this mayhem was later determined to be a heating unit being used during the Miller Building construction. It had been running too hot, and the water line melted. The subsequent hot water activated the sprinkler head system, causing the release of massive amounts of water.

By the time Dave arrived, water was pouring from the ceiling in all areas, with large pools of standing and spreading water. His first official task was to begin bailing.

Meanwhile, ED staff were calmly and efficiently putting in place a new, dry way for patients to enter the ED. They opened up triage space for patients in the small conference room in the ACC entrance to the ED, converting the large conference room and back hallway way into a replacement waiting area. Registration and Security staff were relocated to outside of the small conference room, with incoming access to the ED essentially uninterrupted during this time.

All EMS and ambulatory patients were diverted to the ACC front circle, where UVM Healthnet and ED staff greeted people and assisted them as needed to the ED. Ambulatory patients arrived via the ACC elevators and EMS patients were brought through the 3rd floor OR waiting room, into the OR hallway and down to the ED via the trauma elevator.

ED Nurse Manager Kristin Baker says tech staff and nursing were running back and forth to make sure patients were being routed correctly. “I can’t stress enough how impressive everybody was.” All this while meeting the needs of ED patients: a SANE case, a red trauma alert and a gunshot wound to the hand and leg.

“I don’t want to know what it would actually take to rattle people around here,” says Kristin. “In typical ED fashion, people managed to find a way to have good humor about the situation and not miss a beat in figuring out how to keep patient flow going.”

What was most impressive about the entire scenario, says Dave, was the way staff dealt with this situation. “It was amazing. People figured out what had to be done and they did it. Everybody was calm and focused.”

“You always wonder how people are going to react in this kind of emergency situation, and it was just very reassuring to see how people stepped up.”
Table Top Exercises Prepare for Opening Readiness

On September 27, a cross-section of leaders, managers, nurses and patient and family advisors gathered to practice a table top exercise that would simulate the move into the Miller Building. This exercise, which will be conducted again on December 12, allows staff to see how the move will be.

MICHELLE NADEAU, RN
Staff Nurse IV, MICU
“I am a nurse—and a colleague, a mentor, a student, a patient and a member of this community. I am inspired to support families to reach the next stage of healing and encourage my colleagues to achieve excellence.”

COMPLIANCE & PRIVACY DEPARTMENT INFORMATION
The UVM Medical Center has established a confidential disclosure mechanism through its Integrity and Compliance Hot Line, a toll-free telephone line, to enable employees, residents, staff and patients to report instances of noncompliance and/or make inquiries on compliance issues. The Compliance Hot Line can be reached at: (800) 466-7131 or (802) 847-9430.
Diversity of Thought Guides Miller Planning

Hundreds of people have been involved in the planning and design work for the Miller Building. Here, a few share their thoughts.

Kristy Brown, Miller Building IT Project Manager

“I’ve been involved in the Miller Building since the Spring of 2017 as the IT Project Manager. It’s kind of like being an air traffic controller for the building’s IT needs—from printers and computers to new technology to improve the patient experience. It’s really exciting to see how we are using technology to help bring every aspect of care to the patient’s bedside. Just to give an example, each patient room will have a tablet that will enable patients to go online and learn about who’s on their care teams, what their vital signs are, see their lab information, access patient education and more: basically everything related to their inpatient stay. It even provides a menu and information about how to order your meals. It’s a pretty intuitive device and it’s just one example of the many things we’re doing to make this a truly patient-centered care experience. This has been one of the greatest experiences I’ve had in my career in health care. To be a part of this work, to see the transformation from plans to these beautiful places of healing...it’s just been such an awesome opportunity to touch the patient experience and support our care teams.”

Dottie and Rissa Lynn Michelson, Patient Advisors

Dottie:

“As a patient advisor for the Miller Building project, I had the opportunity to share what I thought our patients need in the new space. I feel like my voice has really been heard.”

DOTTIE MICHELSON, PATIENT ADVISORS

Continued on page 7.
I’ve really enjoyed being a part of the Miller Building planning, and I can say I feel that I really got the patient’s side of the work done. I’m proud to have had something to do with this."

**Rissa Lynn:**
“I think the private rooms are going to be such a huge benefit for patients. As a transgender person, I feel especially acutely the need for privacy in the health care setting, and I’ve been working with Meredith Moses and the Miller Building team to ensure the hospital is consistently sensitive about gender identity. It’s so important that health care meets the needs of all members of our community.

I’ve been impressed with how open the Miller Building team has been to opinions and thoughts. The variety of people they’ve chosen to listen to in the Miller Building planning—it shows a real effort to get a deep and broad perspective on what health care should look like."

“**I’ve been impressed with how open the Miller Building team has been to opinions and thoughts. The variety of people they’ve chosen to listen to in the Miller Building planning—it shows a real effort to get a deep and broad perspective on what health care should look like.”**

**RISSA LYNN, PATIENT ADVISOR**

---

**Aimee Wilson, RN, Miller Transition Training Program Manager**

“My role is to coordinate all training for staff who will be working in the new building. This includes clinical and non-clinical staff, and encompasses training in workflow, equipment, space orientation and understanding of the care philosophy.

I’m currently working with all groups, looking at their training needs, making sure there’s a plan in place for them. Clinical staff, especially nursing, will require the most training, a lot of which has to do with familiarizing them with the equipment and technology in the new space. For example, each patient room has a patient lift—this is designed to reduce the risk of staff injuries. Environment has a lot of influence over care delivery, and the Miller Building—besides offering patient privacy—provides our staff with a whole new way of being in their work space. It really will allow us to have a working space that matches the care we provide. It’s very exciting to be a part of that.”

**ELLIE WEGNER, MD**
Physician, Women’s Services

“I approach every patient with complete focus and attention. It is enormously rewarding for me when this leads to a patient getting the appropriate diagnosis and care.”

---

**FACES**
*of The University of Vermont Medical Center*
As we look ahead to the opening of the Miller Building, we have shifted our focus from operational planning to opening readiness. This work has been led by a multidisciplinary committee that has employed a collaborative approach with a focus on patient- and family-centered care. The guiding questions behind the work include:

- How do we transition in a patient- and family-centered way?
- How can we ensure that staff have all the necessary training and support?
- What are the best ways to minimize the impact on staff and overall operations?
- How do we coordinate key equipment needs?
- What does success look like?

With extensive input from clinical staff, the decision has been made to make this a one-day move, on a weekend, on June 1, 2019. Why one day? Hear from individuals involved in the work about the logic behind this decision.

**THOUGHTS ON THE OPENING OF THE MILLER BUILDING:**

“Many aspects of the clinical experience are interdependent, so in many respects it just makes sense to do the move in one day. With a very clear plan and many practice sessions, I’m confident we will be prepared. Further, having everybody pulling together to make it happen, capturing the excitement of the move, provides us with a single, galvanizing event for a successful transition.”

—Mark Pasanen, MD

“There’s been a tremendous amount of work going into our opening readiness. I’m most proud of our Shep 3 staff, who have really stepped up. Our nurses are working to visualize what move day will look like. We’ll continue to look to their experience at the bedside to guide us as we prepare for the transition.

I’m confident that the one-day move is the right choice. We’ve looked carefully at all the options—one day, a few days, a week—we’ve studied the data, and we’ve looked to our staff at the bedside for their perspective. It seems clear that we will not only be ready—this will be a unifying event for our staff, patients and families.”

—Sarah Hoffman, Nurse Manager, Shepardson 3

“Everyone on my team is super-excited about the new space and what it will mean for not just our orthopedic patients and families but for the staff as well—it’s going to be a great working environment as well as a great healing one.

As for our transition to the new space, a one-day move makes the most sense for a number of reasons. Most importantly it provides a single, central event that can be really be planned for and focused on by everyone at once—a wholly shared experience—that underscores the notion of teamwork we try so hard to foster. The energy building toward that single day really capitalizes on the strengths of everyone on the team.

And, from a logistical standpoint, I think it’s important that we’re doing this on a weekend day, which provides a better opportunity to focus on the task at hand instead—and with a decreased chance of interruptions from procedures and all the other aspects of day-of-the-week care. Being all on the same page all on the same day is really going to underscore the teamwork aspect of the move.”

—Sue Tschorn, Nurse Manager, Baird 3