Decommissioning a Hospital: Lessons Learned

Ray Phillips, Director Campus Police
MS, CHPA
Premier Health
• Definition: the planned shutdown or removal of a building, plant, etc. From operation or usage.

businessdictionary.com
Background Information
Background Information

• Opened in 1932
• Closed in 2018 based on:
  Over bedding in Dayton
  Decrease in the use of services
  Large system hospital within five miles
Demolition and site prep to cost approximately $10.4 million.

90% of the materials from demolition are being repurposed, recycled, and donated.
• Commitment by the Executive Team to offer ALL impacted employees a position within the system. Human Resources met with impacted employees to offer and achieve transitional opportunities.

• A voluntary retirement program was offered to eligible employees.
• Incentives were offered to retain employees

• 5 buildings to be removed in phases beginning with the newest.
Developing an Operational Plan

❖ Ensure Campus Police inclusion thru weekly meetings.
❖ Develop plans and strategies for securing areas during census and ancillary services transitions.
❖ Create a strategic plan to ensure Safety and Security of the site until it is “shovel ready”.
Operations Planning

- Review Police staffing model and role transition.
  - Shift coverage, consider 8, 10, 12 hour shifts.
  - Officer transition plan—preference of 3 sites.
  - Shifting from healthcare policing to keeping an empty building secure.
Operations Planning
Internal forces that challenged the department

- Internal Access Control Plan
  - Securing areas while downsizing and providing patient services
    - locking stairwells
    - partitioning off units
    - limiting access thru electronic systems when possible (2 separate systems)
Internal forces-continued

• Continuous evaluation of access control points and camera functionality.
• Developing fluid zones and daily review for changes.
• Communication—keeping all parties informed
External Challenges for Police

• Plan for controlling access to the site
  
  24/7 security coverage
  
  main entry point sign in post to know who is on site.
  
  fencing—entire perimeter—ornamental to security.
  
  gate access points—who needs to go where, when and why.
External Challenges for Police

• Community Rallies
  small group of the community opposed to the closure.

  ensure security and safety for all

  create a plan of action for PD / FD response if needed.
Access Control

- Internal Signage
- External Signage
Access control
Initial Lessons

• Constant change—each day new challenges!
• Communication—needed to be constant with the team—listen!
• Variation—different game plan but business as usual.
• Resilience—staying the course regardless of the outcome.
Initial Lessons-continued

- Staff retention
- Contract services—selecting the right fit.
- Re alignment of assets—equipment and supplies distributed thru the system.
- Structural deterioration—cracks in walls / floors.
First Responder Training
First Responder Training

• Approval from Executive Leadership
• Develop a waiver form and receive approval from Legal.
• Create a Decision document outlining our plan to inform Local, State, and Federal Agencies of our process.
• Establish a timeframe in which agencies can train on site.
First Responder Training

- 3 month window.
- All attendees required to sign the waiver.
- On site safety officer for each agency.
- A designee from each agency was required to conduct an on site visit prior to training to review guidelines.
First Responder Training
First Responder Training

Door breaching

Vehicle placement
Equipment Donations

- Ammunition
- Radios / BDA
- Cameras / DVRs
- Training Gear
- Office supplies
- Uniforms
- Breaching tools
- Vehicles