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# National Capital Region Medical Update

to  
**The Defense Health Board**

by  
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14 June 2011



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## Agenda

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- NCR Medical Background
- NCR Medical BRAC Base Realignment and Closure
  - Bethesda Construction and Outfitting
  - Fort Belvoir Construction and Outfitting
  - Transition Schedule
- Comprehensive Master Plan
- Other Items of DHB Interest
- Conclusion




## NCR Medical Background

- **NOV 05:** BRAC Directs transition of Walter Reed to new locations
  - Walter Reed National Military Medical Center (WRNMMC) at Bethesda, MD
  - Fort Belvoir Community Hospital (FBCH) at Fort Belvoir, VA
- **FEB 07:** WashPost Article re: Walter Reed Bldg 18 conditions
- **SEP 07:** JTF CapMed established reporting to DEPSECDEF (DSD)
  - Oversee execution of Walter Reed BRAC recommendation
  - Manage NCR to provide more effective and efficient world-class healthcare
- **JAN 09:** DoD Memo
  - Continues JTF CapMed as joint command, establishing WRNMMC and FBCH as subordinate joint commands
  - Reaffirms DoD civilian manning model for NCR hospitals

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## NCR Medical Background (Cont.)

- **JUL 09:** Defense Health Board (DHB) Review of “World-Class”
  - Developed definition of “World-Class Medical Facility”
  - Stated plans for FBCH were world-class, but identified deficiencies at WRNMMC
  - Stated single point of NCR organizational/budgetary authority was “foundational”
- **OCT 09:** FY10 NDAA requires Comprehensive Master Plan (CMP)
  - Law Codified DHB definition of “World-Class Medical Facility”
- **APR/AUG 10:** DSD provides CMP/Supplement CMP to Congress
  - ~800M in post-BRAC facility improvements to achieve world-class at Bethesda
  - Provides JTF CapMed with organizational and fiduciary authorities to manage NCR
  - Directs JTF CapMed to develop NCR Integrated Healthcare Delivery System
- **FEB 11:** PRESBUD 2012 Request includes CMP funding
  - \$109M in 2012 budget (\$762M from FY12-FY16) for projects at Bethesda

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## NCR Medical BRAC

### Construction & Equipment Outfitting Progress



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**BETHESDA**

- Construction: ~1.52M SQFT (84%) of ~1.81M SQFT complete
  - New Outpatient and Inpatient pavilions are LEED Gold
- Equipment (hospital spaces): ~31,800 of ~41,000 items outfitted

**FORT BELVOIR**

- Construction: ~1.4M SQFT (93%) of ~1.52M SQFT complete
- Equipment (hospital spaces): ~65,000 of ~93,000 items outfitted



Walter Reed National Military Medical Center



Fort Belvoir Community Hospital

...BRAC consolidates four inpatient hospitals (run by three Services) into two inpatient hospitals

**BRAC Construction and Outfitting on track to support transition by 15 SEP**

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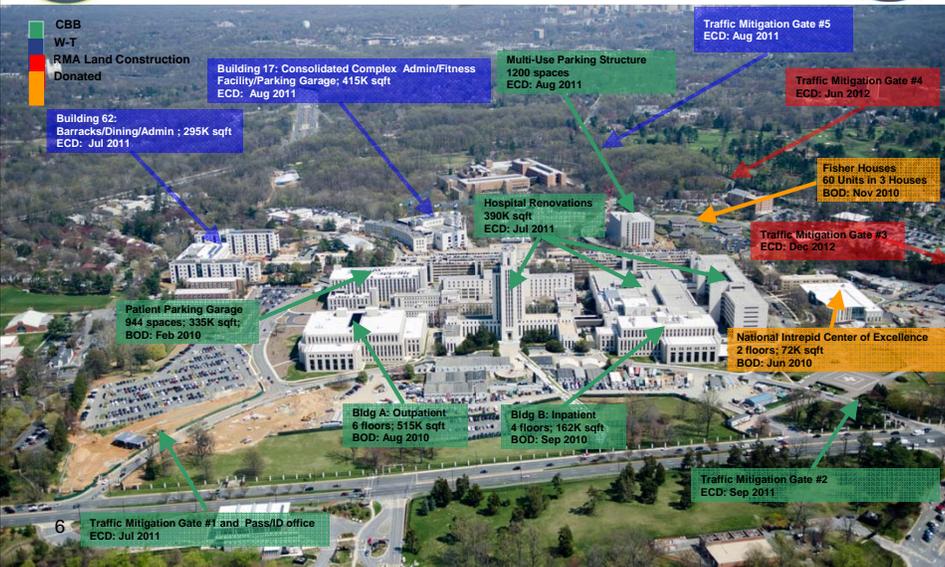
## Bethesda

### BRAC Construction Projects



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- CBB
- W-T
- RMA Land Construction
- Donated



**Building 17: Consolidated Complex Admin/Fitness Facility/Parking Garage; 415K sqft**  
ECD: Aug 2011

**Multi-Use Parking Structure**  
1200 spaces  
ECD: Aug 2011

**Traffic Mitigation Gate #5**  
ECD: Aug 2011

**Building 62: Barracks/Dining/Admin ; 295K sqft**  
ECD: Jul 2011

**Hospital Renovations**  
390K sqft  
ECD: Jul 2011

**Traffic Mitigation Gate #4**  
ECD: Jun 2012

**Fisher Houses**  
60 Units in 3 Houses  
BOD: Nov 2010

**Traffic Mitigation Gate #3**  
ECD: Dec 2012

**National Intrepid Center of Excellence**  
2 floors; 72K sqft  
BOD: Jun 2010

**Traffic Mitigation Gate #2**  
ECD: Sep 2011

**Patent Parking Garage**  
844 spaces; 335K sqft;  
BOD: Feb 2010

**Bldg A: Outpatient**  
6 floors; 515K sqft  
BOD: Aug 2010

**Bldg B: Inpatient**  
4 floors; 162K sqft  
BOD: Sep 2010

**Traffic Mitigation Gate #1 and Pass/ID office**  
ECD: Jul 2011

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## Walter Reed National Military Medical Center (WRNMMC)





**New WRNMMC Capabilities**

- Vision Centers of Excellence
- National Intrepid Center of Excellence
- Level I Trauma Care
- Consolidated Cancer Center
- Gynecological Oncology
- Prostate Oncology
- Breast Cancer
- Medical Oncology
- Surgical Oncology
- Comprehensive Warrior
- Transition Support Services
- Joint Pathology Center

Space: ~2M SQFT  
 Staff: ~6000  
 Total Beds: 345  
 ICU Beds: 50  
 Operating Rooms: 20

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## WRNMMC Construction and Outfitting *America (outpatient pavilion)*



**Prosthetics Lab**



**Exterior**



**Climbing Wall**



**CAREN Virtual Reality Rehab**



**Rock Garden**



**Indoor Track**



**Indoor Rehab Pool**



**Oncology**



**Radiology**



**CONSTRUCTION:** Complete  
**EQUIPMENT:** 18,424 of 18,457 items outfitted  
**SPACE:** 515,000 SQFT  
**LEED STANDARD:** Gold  
**NOTES:** Providing patient care. Largest outpatient clinic in the Military Health System

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## WRNMMC Construction and Outfitting

### *Arrowhead (inpatient pavilion)*



**Nurse Duty Station**



**Exterior**



**Intensive Care Unit**



**Nurse Work Station**



**Catheterization Lab**



**Trauma Suite**



**Critical Care**



**CONSTRUCTION:** Complete  
**EQUIPMENT:** 5,850 of 5,853 items outfitted  
**SPACE:** 160,000 SQFT  
**LEED STANDARD:** Gold  
**NOTES:** Providing patient care

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## WRNMMC Construction and Outfitting

### *Hospital Renovations Necessary for BRAC*



**Inpatient Room**



**Clinical Space**



**Pediatric Intensive Care Unit**



**Neurosurgery Space**



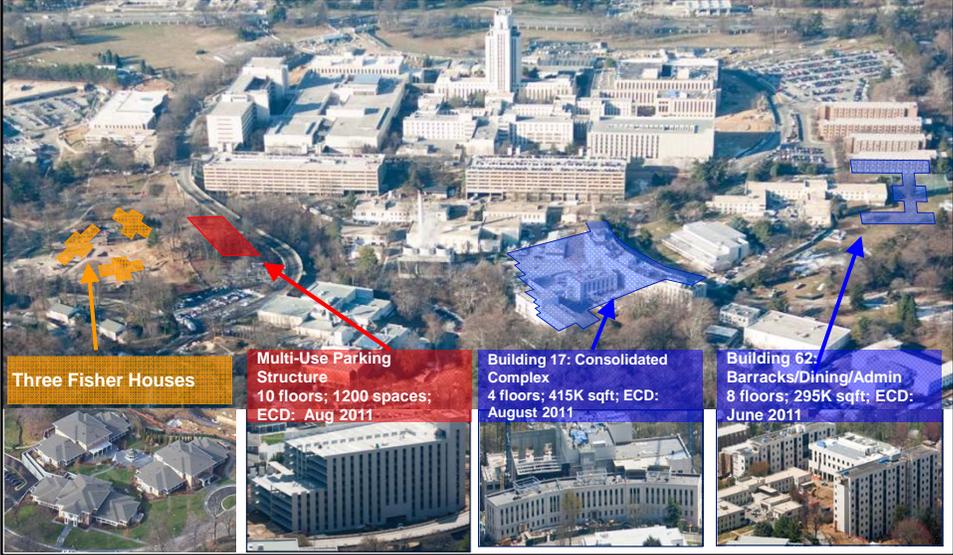
**CONSTRUCTION:** 79% complete  
**EQUIPMENT:** 7,490 of 16,785 Items Outfitted (Complete 15 AUG)  
**SPACE:** 340,000 SQFT  
**NOTES:** Inpatient beds to be completed ahead of schedule

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## Bethesda Support Facility Construction



**Three Fisher Houses**



**Multi-Use Parking Structure**  
10 floors; 1200 spaces;  
ECD: Aug 2011



**Building 17: Consolidated Complex**  
4 floors; 415K sqft; ECD: August 2011



**Building 62: Barracks/Dining/Admin**  
8 floors; 295K sqft; ECD: June 2011





## WRNMMC Construction and Outfitting

### Admin, Fitness Center, Parking Complex



**Exterior (Back)**



**Exterior (Front)**



**Pool**



**Indoor Track**



**Office Area**



**Corridor**



**CONSTRUCTION:** 82% complete  
**EQUIPMENT:** Outfitting complete by 24 AUG  
**SPACE:** 502,000 SQFT  
**LEED STANDARD:** Silver  
**NOTES:** ~576 Parking spaces. Fitness Center sized to accommodate space needs of warriors.

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## WRNMMC Construction and Outfitting

### *Warrior Transition and Lodging Center*



**Exterior**



**Galley**



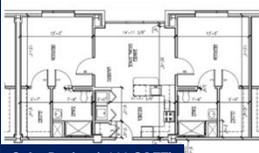
**Roof Solar Panels**



**Warrior Suite Mock-Up**



**CONSTRUCTION:** 92% complete  
**EQUIPMENT:** Outfitting complete by 7 JUL  
**SPACE:** 295,000 SQFT  
**LODGING:** 306 Americans with Disabilities Act Compliant Rooms (153 Suites)  
**LEED STANDARD:** Silver  
**NOTES:** Dedicated galley, warrior support services on-site (center building), close proximity to Warrior Clinic and Fitness Center



Suite Design (~900 SQFT)

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## Bethesda Construction and Outfitting

### *Parking and Gate Renovations*



**Multi-Use Garage**



**CONSTRUCTION:** 75% complete (done by 31 AUG)  
**PARKING:** ~1200 Spaces

**America Patient Garage**



**CONSTRUCTION:** Complete (in use today)  
**PARKING:** ~945 Spaces

**BLDG 17 Garage**



**CONSTRUCTION:** 82% complete (done by 1 AUG)  
**PARKING:** ~576 Spaces

**\*Gate 1 Concept**



**\*Gate 1 (29 APR)**



**CONSTRUCTION:** 38% Complete (finished by 31 JUL)

\*Gates 1, 2, and, 5 to be complete by 15 SEP to support increase in staff and patients

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## Fort Belvoir Community Hospital (FBCH)



**722,835 SF**  
**120 Beds**  
**10 OR Suites**  
**30 ER Exams**

**South Garage**  
Approx.  
1650 Spaces

**Clinics D & E**  
275,528 SF  
152 Exam Rooms

**Clinics A & B**  
276,850 SF  
193 Exam Rooms

**North Garage**  
Approx.  
1380 Spaces

400 Parking Spots (surface) MAY 2011



Site on APR 2008



Space: ~1.275M SQFT  
 Staff: ~3000  
 Total Beds: 120  
 ICU Beds: 10  
 Operating Rooms: 10  
 Parking: ~3500 Spaces

New FBCH Capabilities

- Adult and Radiation Oncology Services
- ICU
- IP Behavioral Health
- Inpatient Pediatric Breast Center
- Nuclear Medicine
- Laser Eye Center
- Oral Surgery
- Chiropractic Services
- Pain Clinic
- Rheumatology
- Comprehensive Warrior Transition Support Services
- Vascular
- Cardiac Catheter Lab
- Neurology
- Endocrinology
- Pulmonary Clinic
- Interventional Radiology

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## Fort Belvoir Construction and Outfitting Outpatient Clinics (Buildings A, B, D, E)



**Exterior (A & B)**



**Clinics A and B (River and Eagle)**



**Clinics E and D (Sunrise and Meadows)**



**Nurses Station (A)**



**Reception Area**



**Linear Particle Accelerator (D)**



**Pediatrics (A)**



**Lobby (A/B)**



**CONSTRUCTION:** Complete  
**EQUIPMENT:** 21,608 of 33,536 items outfitted (complete 10 AUG)  
**SPACE:** 552,000 SQFT  
**LEED STANDARD:** Silver

**Exam Room (E)**



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## Fort Belvoir Construction and Outfitting Inpatient Pavilion (Building C)



**Bird's Eye**

**Exterior**

**Magnetic Resonance Imaging**

**Exterior**

**Corridor**

**Operating Room**

**Emergency Room**

**Intensive Care Unit**

**Main Stairs**

**Inpatient Room**

**CONSTRUCTION:** 89% Complete  
**EQUIPMENT:** 43,409 of 59,284 items outfitted (complete 10 AUG)  
**SPACE:** 723,000 SQFT  
**LEED STANDARD:** Silver  
**NOTES:** Leading exemplar of Evidence Based Design in the country

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## Fort Belvoir Construction and Outfitting Warrior Transition and Lodging Center



**Shower**

**Exterior**

**Bedroom**

**Exterior**

**Kitchen**

**Hallway**

**Exterior**

**CONSTRUCTION:** 86% Complete  
**EQUIPMENT:** Outfitting complete by 1 AUG  
**SPACE:** 240,000 SQFT  
**LEED STANDARD:** Silver  
**LODGING:** 288 Rooms (144 suites)  
**NOTES:** Construction ahead of schedule and Warrior support services on-site

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## NCR Medical BRAC Transition



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- **Staff training and relocation**
  - Staff mapped to future work locations/positions and begin training on 16 MAY
  - Staff relocations would begin 2 AUG
  
- **Reduce/Stop casualty flow to Walter Reed Army Medical Center**
  - Divert NCR Air-Evacs to Bethesda (phased from 29 JUL - 19 AUG)
  - Army casualties already being redistributed
  
- **Clinic relocations**
  - Sequenced systematically from 6 AUG – 31 AUG
  
- **Wounded, Ill, and Injured (WII) Service Member relocation**
  - Walter Reed Army Medical Center WII move to Belvoir from 12 – 13 AUG and Bethesda on 19 – 21 AUG
  
- **Walter Reed Army Medical Center inpatient relocation**
  - Move up to ~150 inpatients in ~8 hours on Sunday, 28 AUG via Ambulances

**No decrement to casualty care during transition**

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## Walter Reed Army Medical Center (WRAMC) Inpatient Move



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- **WHAT:** Movement of WRAMC Inpatients only to Bethesda, MD
- **WHEN:** Sunday, 28 August 2011 (minimal traffic)
- **HOW MANY:** Planning to relocate up to ~150 inpatients
- **HOW LONG:** ~20 inpatients to be moved an hour
  - Total move to last up to ~8 hours (depending on exact census on day of move)
  - Controlled and stable movement of patients with extra time (if needed)
- **EXECUTION:**
  - Patients will be moved systematically from unit/department in three minute increments
  - Carefully coordinated “move team” (nurses, escorts, loaders, etc) to handle patients
    - An appropriately skilled medical team and accompany them to new ward for “warm” handoff
  - Cadre of Ambulances to transport patients via one of three pre-planned routes
    - Coordination with D.C. and Montgomery County Police

**Walter Reed Inpatient move on track to occur on 28 AUG**

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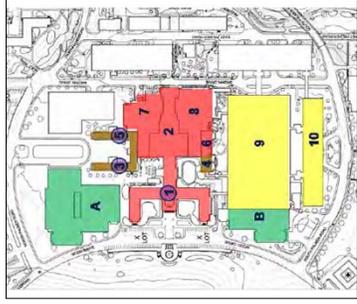
## Walter Reed National Military Medical Center Drivers for Change (Post-BRAC)



- New “World Class” definition
  - Requirements of Sec 2714, FY 2010 NDAA
    - Single Patient Rooms
    - Operating Room Support
- Establishing conditions for the future
  - Evolving standards of care
  - New/expanding technology
  - Market forces
- Lack of flexibility
- Old and inefficient infrastructure

**\*Post-BRAC Facility Condition Index (FCI)**



**FCI INDEX**

- Historical
- Good (100% to 90%)
- Fair (89% to 80%)
- Poor (79% to 60%)
- Failing (59% to 0)

\*Per Sept 5, 2007 DUSD(I&E) policy memo “Facility Quality Rating Guidance”, which complies with Federal Real Property Council guidance

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## Post-BRAC Facility Projects at Bethesda (CMP)



- CMP identified \$829M in facility projects at Bethesda post-BRAC
  - Includes design, temporary facilities, parking garage, outfitting and base infrastructure upgrades
- Constructs ~560K SF, demolishes 325K SF poor/failing condition, renovates 120K SF of clinical space
  - Recapitalize medical space that BRAC did not address
  - Provide additional space required for conversion to single patient rooms, expanding /improving operating suites, rightsizing functional areas, etc.
  - Achieve facility world-class standards required in FY10 NDAA
- Navy has begun National Environmental Protection Act process
- Projects will begin in FY12 and be completed by FY18
  - Funding in President’s FY 12 Budget request




## CMP Objectives

- Patient Centered Care
  - Medical Home concept
  - Access to care
  - Patient satisfaction
- Wounded Warrior
  - Services and space focused on warriors
- Evidence Based Design
  - Single patient rooms
  - Staff and patient safety
- Staff Performance
  - Optimized through innovative and flexible design concepts
- Staff Satisfaction & Retention
  - Enhances productivity
  - Staff amenities
- Healthy Environments
  - Low VOC environments
  - Fresh air and HEPA filtration
  - Surfaces to reduce backs strains, slips, trips and falls
- Energy Innovative & Efficient
  - LEED/Energy Star
- Codes & Standards
  - Exceeds Joint Commission standards

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## Clinical Project Requirements and Schedule

- FY 12 – Design Funds
- FY 13 – Temporary Facilities/Parking
- FY 14 – Demolition/Major Construction Begins
- FY 17 – Major Construction Complete
  - Initial Outfitting
  - Phase II Demolition
  - Renovations Begin
- FY 18 – Project Complete

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 **Design Concept - Today** 



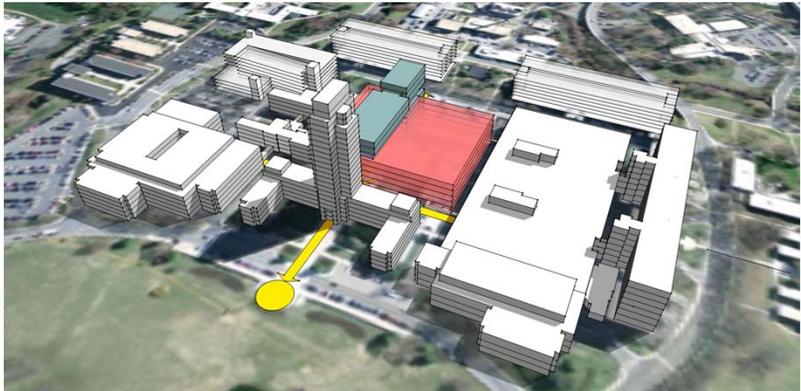
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 **Design Concept - Demolition** 



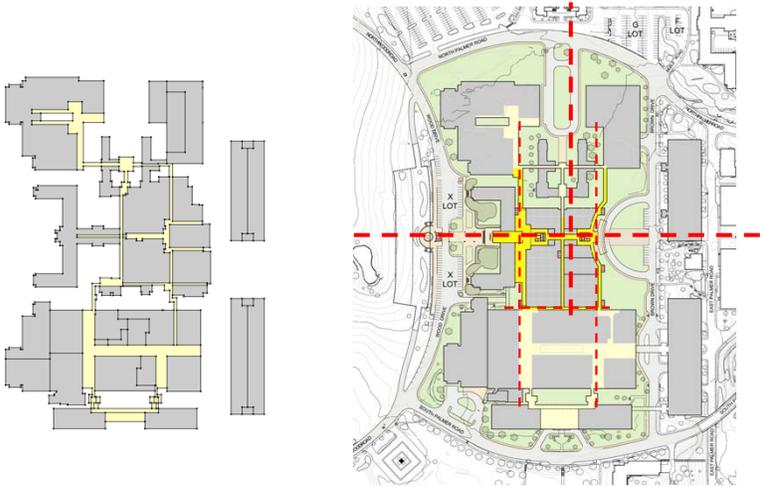
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 **Design Concept - 2018** 



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 **Design Concept - Circulation** 



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## Other Items of DHB Interest

- National Intrepid Center of Excellence
  - Achieved full clinical case load in Feb 2011
- Joint Pathology Center (JPC)
  - 1 Apr, JPC became operational and began its clinical mission (secondary pathology consultation for Fed.Gov., education, research, and management of Tissue Repository)
  - Armed Forces Institute of Pathology (AFIP) will provide support until JPC reaches full operating capability in Sep
- Manning Document Approved for New Hospitals
  - Service Chiefs/JTF CapMed approved manning document for WRNMMC and FBCH
  - Manning document commits the required resources to staff both hospitals
- World-Class Operating Rooms in the NCR
  - Bethesda/Belvoir operating suites will be appropriately sized to support cutting-edge technologies and add capability to support casualty flow and routine surgical care
- Joint Medical Network in the NCR
  - Improve sharing of medical images between NCR hospitals
  - Enhance stability and availability of clinician electronic medical systems
  - Decrease of IT lifecycle costs by consolidating duplicative systems

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## Conclusion

### *“BRAC only part of larger transformation”*

- **NCR Medical BRAC**
  - Currently on schedule to complete the transition of WRAMC by 15 SEP 2011
  - Casualty care and patient safety remain the top priorities as DoD monitors the final milestones necessary to complete the transition
  - Notwithstanding DoD’s legal obligation to complete the BRAC by 15 SEP, a timely transition will substantially enhance military and casualty healthcare in the NCR
- **World-Class Medical Facilities in the NCR**
  - DoD is committed to fulfilling requirements of Sec. 2714, FY10 NDAA
- **Future of NCR Medical (Post-BRAC)**
  - JTF CapMed to provide more effective and efficient healthcare through implementation of NCR Integrated Healthcare Delivery System

**DoD is committed to world-class healthcare in the NCR**

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