NCR BRAC Subcommittee Report

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Chairman
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Convened to advise DoD on the establishment of an integrated service delivery network (IDN) in the NCR service area

Additionally charged to conduct an independent design review of the plans for the Walter Reed National Military Medical Center and new community hospital at Fort Belvoir
NDAA 2009 calls for an independent design review of:
- Walter Reed National Military Medical Center
- New community hospital at Fort Belvoir

Questions to be answered:
- Will the design achieve the goal of providing “world-class medical facilities”?
- If not, what changes should be made to ensure the construction of world-class medical facilities?
PL 110-417 (NDAA 2009), Section 2721
Corollary Questions

- What is a “world class medical facility”?
- Is DOD’s approach to design and construction of the WRNMMC sound?
- Is there any reason to call a halt to construction at this time?
- Are there other considerations that must be dealt with?
NRC BRAC Subcommittee Process

- Subcommittee supplemented with SMEs
- Multiple in-person meetings and conference calls
- Extensive review of facility plans and other documents; heard numerous presentations
  - Re: what is “world class” hospital design
  - Re: plans for these two facilities
- Outside review of “world class” definition by leaders in healthcare
What is a “world class medical facility”?  

“World class” is a descriptor increasingly used in healthcare to convey an impression of being “among the best in the world”  

No recognized body has established an operational definition  

Subcommittee developed a definition  

- extensive review of documents  
- committee’s considerable collective experience and expertise  
- favorable reviews and helpful suggestions from dozens of healthcare luminaries
What is a “world class medical facility”?

Qualities that can be measured with current methods (Appendix A)

- 6 domains
- 18 conditions

Qualities that cannot be measured with current methods

- routinely goes above and beyond what is required
- the whole is greater than the sum of the parts
- advances the frontiers of knowledge and pioneers improved processes of care
- makes the extraordinary ordinary and the exceptional routine
Is the DOD’s approach to the design and construction of the WRNMMC sound?

- Yes; design process shortened timeline, and still provided flexibility in comparison to traditional MILCON process.
- Present inability to complete renovations at NNMC/WRNMMC because of limitations in BRAC funding process is a serious problem.
NCR BRAC Subcommittee Findings

- NCR IDN concept is sound and should improve service delivery
- A lot of diligent work has been done, but efforts are hampered by an ambiguous vision, unclear chain of command and incomplete funding due to its multiple sources having different requirements
- Plans for Fort Belvoir Hospital appear to be well conceived; some areas where improvements could be made
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Findings

- Variable use of input from users (patients, clinicians, staff)
- Needed culture change to support the NCR IDN not occurring by design
- Insufficient demand analysis for WRNMMC
- No “master plan” for WRNMMC or NCR IDN
- Present inability to complete renovations at NNMC/WRNMMC because of limitations in BRAC funding process is a serious problem
Current WRNMMC plan has significant deficiencies

- some non-conformance with Joint Commission standards
- surgical suite deficiencies
- hospital bed plan incomplete
- no simulation labs
- information technology plans need additional work
- approach to medical records needs further review
- strategic technology plan needed
- location of dialysis unit problematic
- plans for support services incomplete
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Recommendations

- Empower a single official with complete organizational and budgetary authority
- Develop a master plan for both WRNMMC and NCR IDN
- Begin engineering needed culture change
- Correct identified plan deficiencies
- More fully incorporate end-user input into plans
- Evaluate design processes for future use in MHS capital projects
- Continue with construction and backfill renovations
Further Subcommittee Process

• Finalize report
• Present and discuss findings as requested
• Continue with review of the development of the NCR integrated delivery network
• Otherwise as directed