National Capital Region Medical Update

to

The Defense Health Board

by

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Agenda

• 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
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
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

...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
Bethesda
BRAC Construction Projects

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

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

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

- Patient Parking Garage
  - 944 spaces; 335K sqft
  - BOD: Feb 2010

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

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

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

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

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

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

- Traffic Mitigation Gate #2
  - ECD: Sep 2011

- Traffic Mitigation Gate #3
  - ECD: Dec 2012

- Traffic Mitigation Gate #4
  - ECD: Jun 2012

- Traffic Mitigation Gate #5
  - ECD: Aug 2011

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

- CBB W-T RMA Land Construction
  - Donated

- Hospital Renovations
  - 390K sqft
  - ECD: Jul 2011
Walter Reed National Military Medical Center (WRNMMC)

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

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
WRNMMC Construction and Outfitting America (outpatient pavilion)

**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
WRNMMC Construction and Outfitting
Arrowhead (inpatient pavilion)

CONSTRUCTION: Complete
EQUIPMENT: 5,850 of 5,853 items outfitted
SPACE: 160,000 SQFT
LEED STANDARD: Gold
NOTES: Providing patient care
WRNMMC Construction and Outfitting
Hospital Renovations Necessary for BRAC

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
Bethesda Support Facility Construction

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

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

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

Three Fisher Houses
WRNMMC Construction and Outfitting
Admin, Fitness Center, Parking Complex

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.
WRNMMC Construction and Outfitting
Warrior Transition and Lodging Center

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
Bethesda Construction and Outfitting
Parking and Gate Renovations

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

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

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

**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*
Fort Belvoir Community Hospital (FBCH)

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

South Garage
Approx. 1650 Spaces

Clinics D & E
275,528 SF
152 Exam Rooms

North Garage
Approx. 1380 Spaces

Clinics A & B
276,850 SF
193 Exam Rooms

Site on APR 2008

400 Parking Spots (surface)
Fort Belvoir Construction and Outfitting

Outpatient Clinics (Buildings A, B, D, E)

CONSTRUCTION: Complete

EQUIPMENT: 21,608 of 33,536 items outfitted (complete 10 AUG)

SPACE: 552,000 SQFT

LEED STANDARD: Silver
Fort Belvoir Construction and Outfitting

Inpatient Pavilion (Building C)

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
Fort Belvoir Construction and Outfitting
Warrior Transition and Lodging Center

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
NCR Medical BRAC Transition

- **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**
Walter Reed Army Medical Center (WRAMC) Inpatient Move

- **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 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)

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
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
Design Concept - Today
Design Concept - Demolition
Design Concept - Circulation
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
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