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# **National Capital Region Medical Update**

to  
**The Defense Health Board**

by  
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14 June 2011



# 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



# 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



# NCR Medical BRAC

## Construction & Equipment Outfitting Progress

### 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*

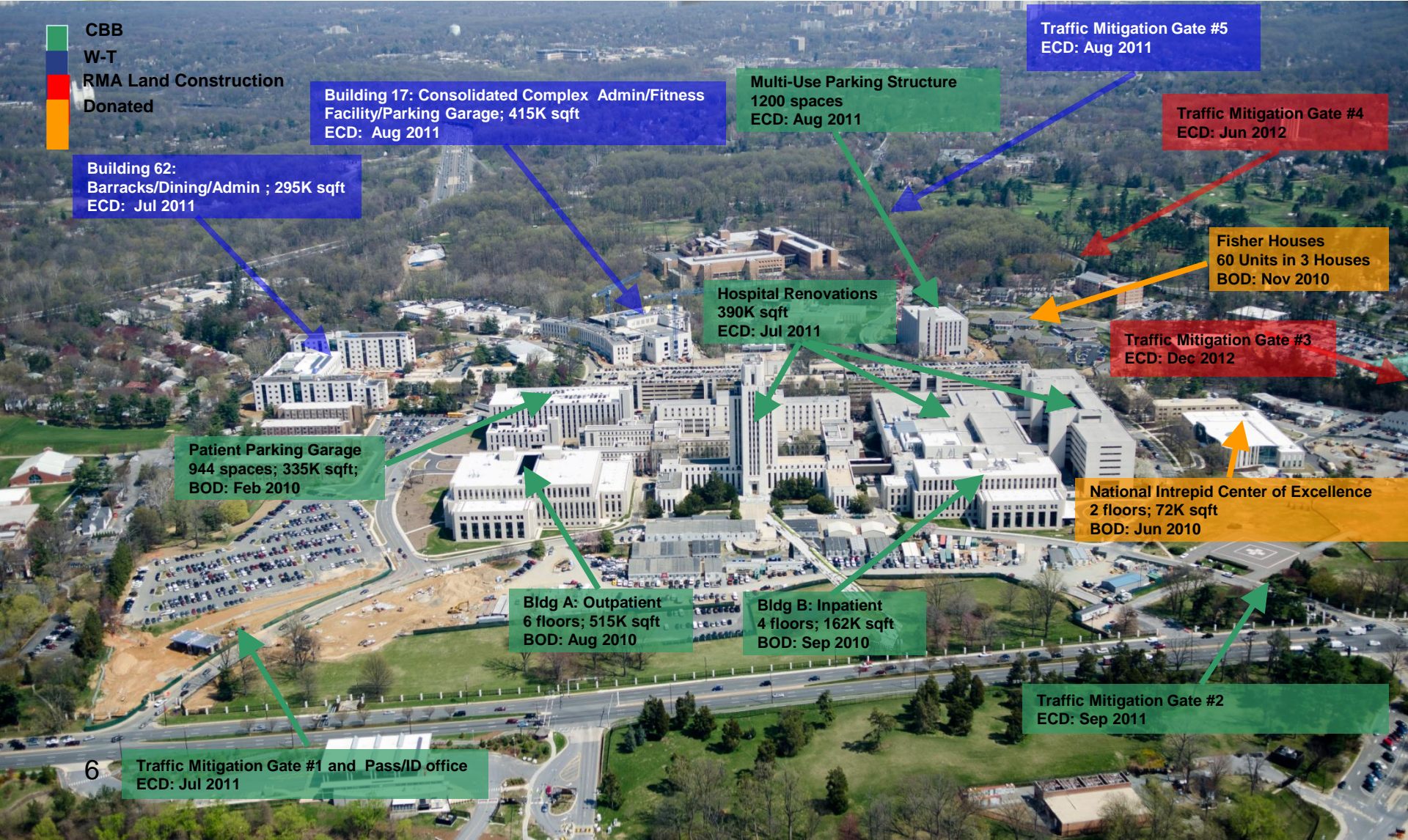
**BRAC Construction and Outfitting on track to support transition by 15 SEP**



# Bethesda BRAC Construction Projects



- 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

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

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

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

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

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

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

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

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

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

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

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



# 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



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



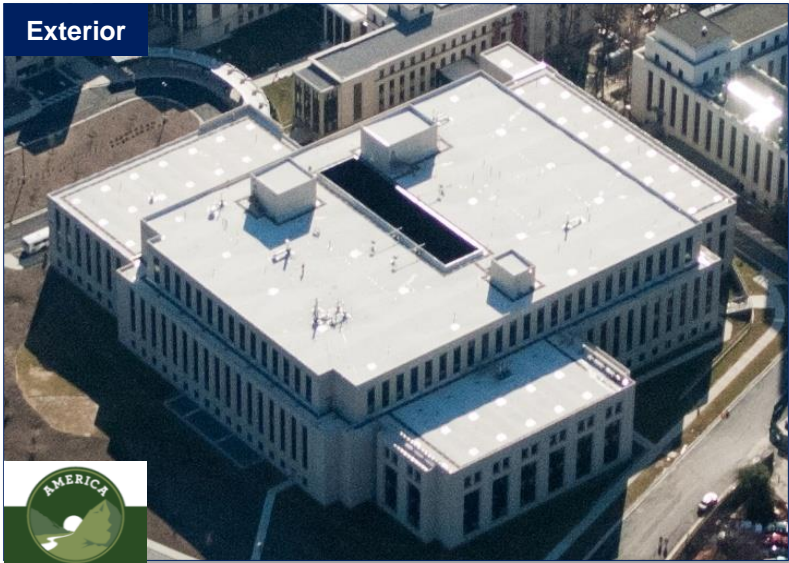
Prosthetics Lab



CAREN Virtual Reality Rehab



Oncology



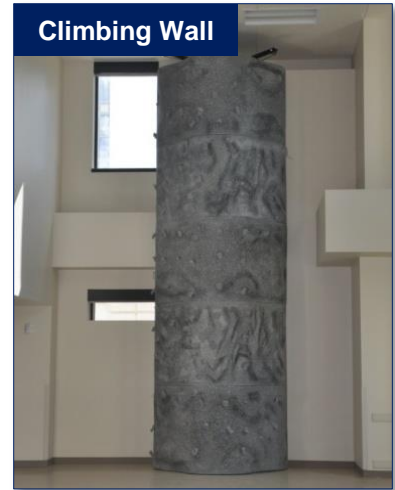
Exterior



Rock Garden



Indoor Track



Climbing Wall



Indoor Rehab Pool



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





# WRNMMC Construction and Outfitting *Arrowhead (inpatient pavilion)*



Nurse Duty Station



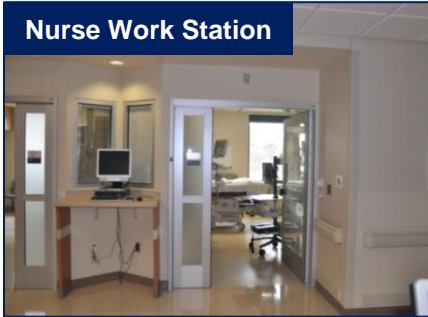
Exterior



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



# WRNMMC Construction and Outfitting *Hospital Renovations Necessary for BRAC*



Inpatient Room



Clinical Space



Pediatric Intensive Care Unit

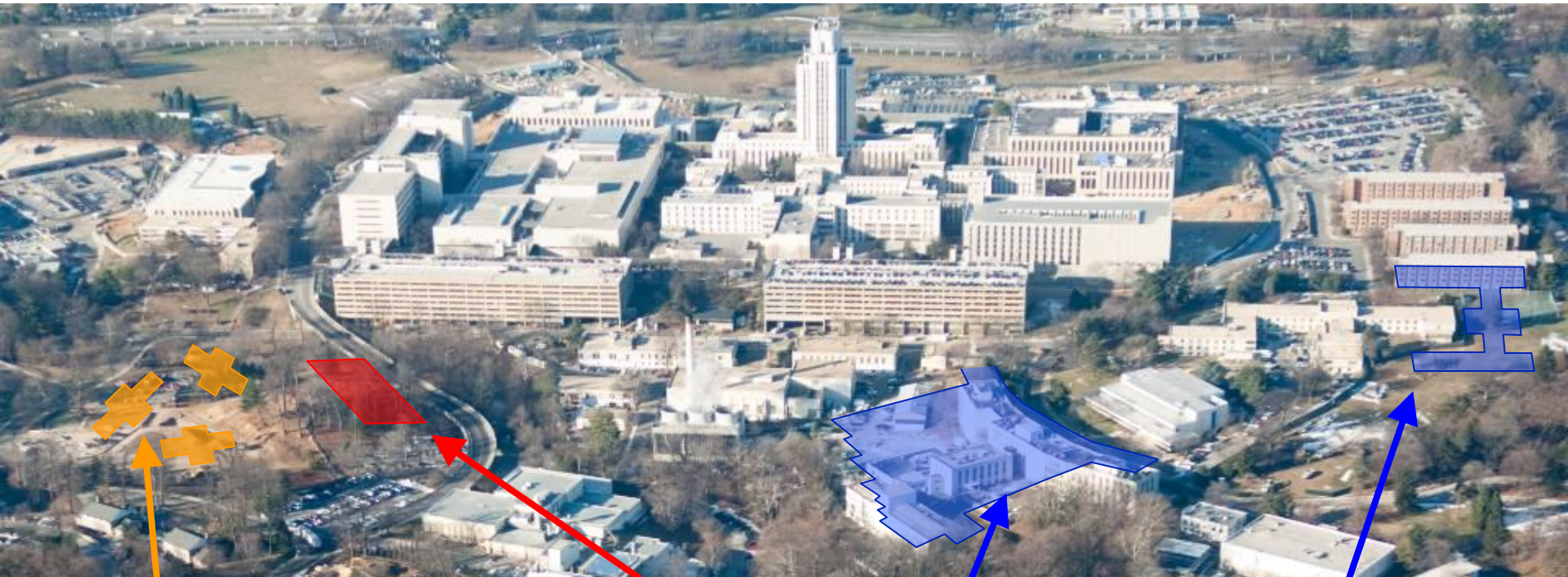
**CONSTRUCTION:** 79% complete  
**EQUIPMENT:** 7,490 of 16,785 Items  
Outfitted (Complete 15 AUG)  
**SPACE:** 340,000 SQFT  
**NOTES:** Inpatient beds to be  
completed ahead of schedule



Neurosurgery Space



# 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)



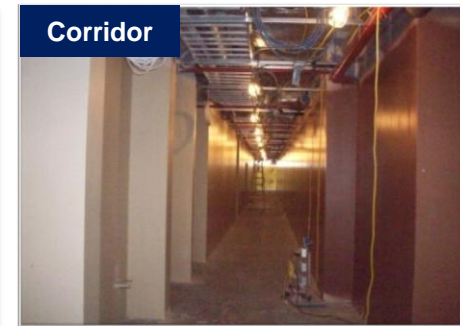
Pool



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.

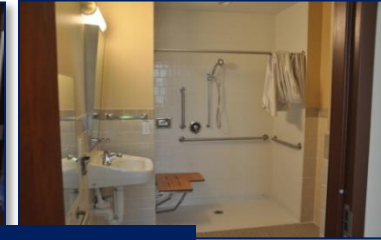


# WRNMMC Construction and Outfitting

## Warrior Transition and Lodging Center



Exterior



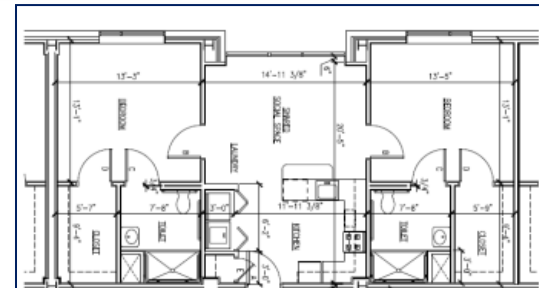
Warrior Suite Mock-Up



Galley



**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



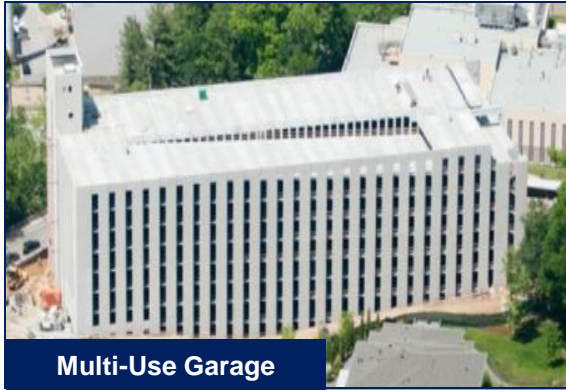
Suite Design (~900 SQFT)

Roof Solar Panels





# Bethesda Construction and Outfitting *Parking and Gate Renovations*



Multi-Use Garage

America Patient Garage

BLDG 17 Garage

**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



\*Gate 1 Concept



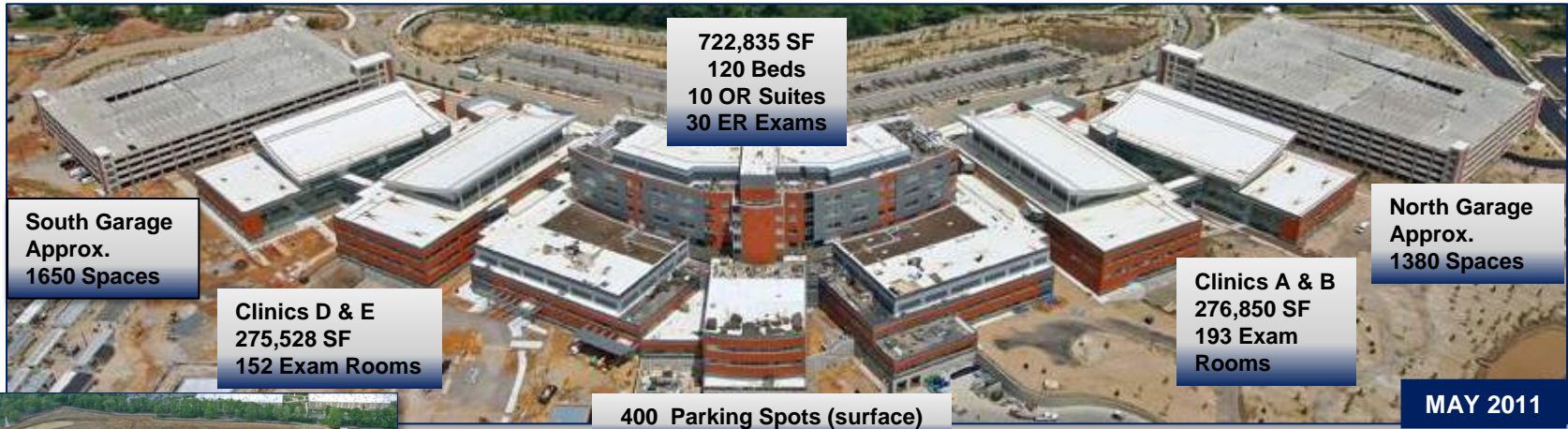
\*Gate 1 (29 APR)

**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



# 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

North Garage  
Approx.  
1380 Spaces

Clinics A & B  
276,850 SF  
193 Exam Rooms

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





# 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



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)







# 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**

**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



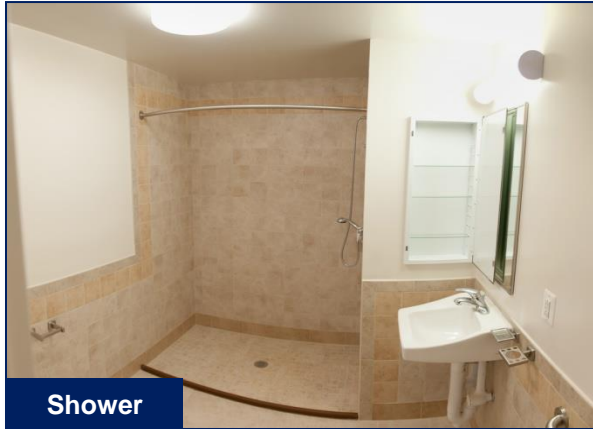
**Main Stairs**



**Inpatient Room**



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



Shower



Bedroom



Kitchen



Hallway



Exterior



Exterior



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



# 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 Inpatient move on track to occur on 28 AUG

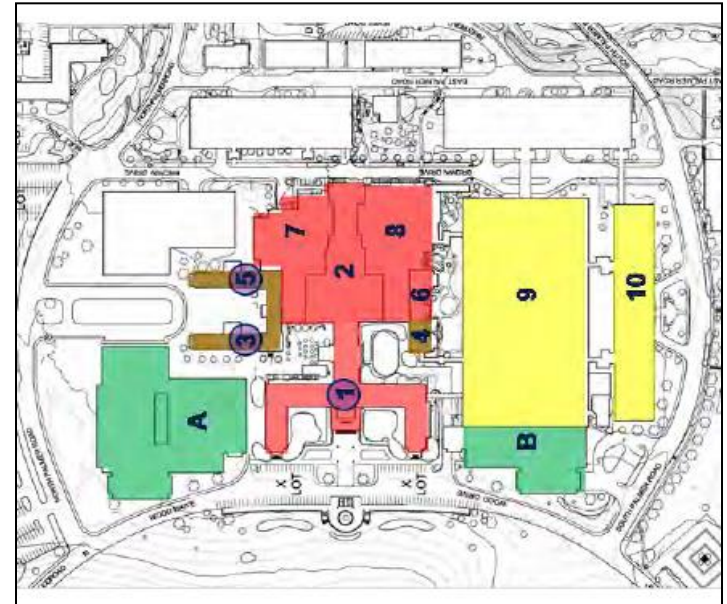


# Walter Reed National Military Medical Center Drivers for Change (Post-BRAC)



- 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



# 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

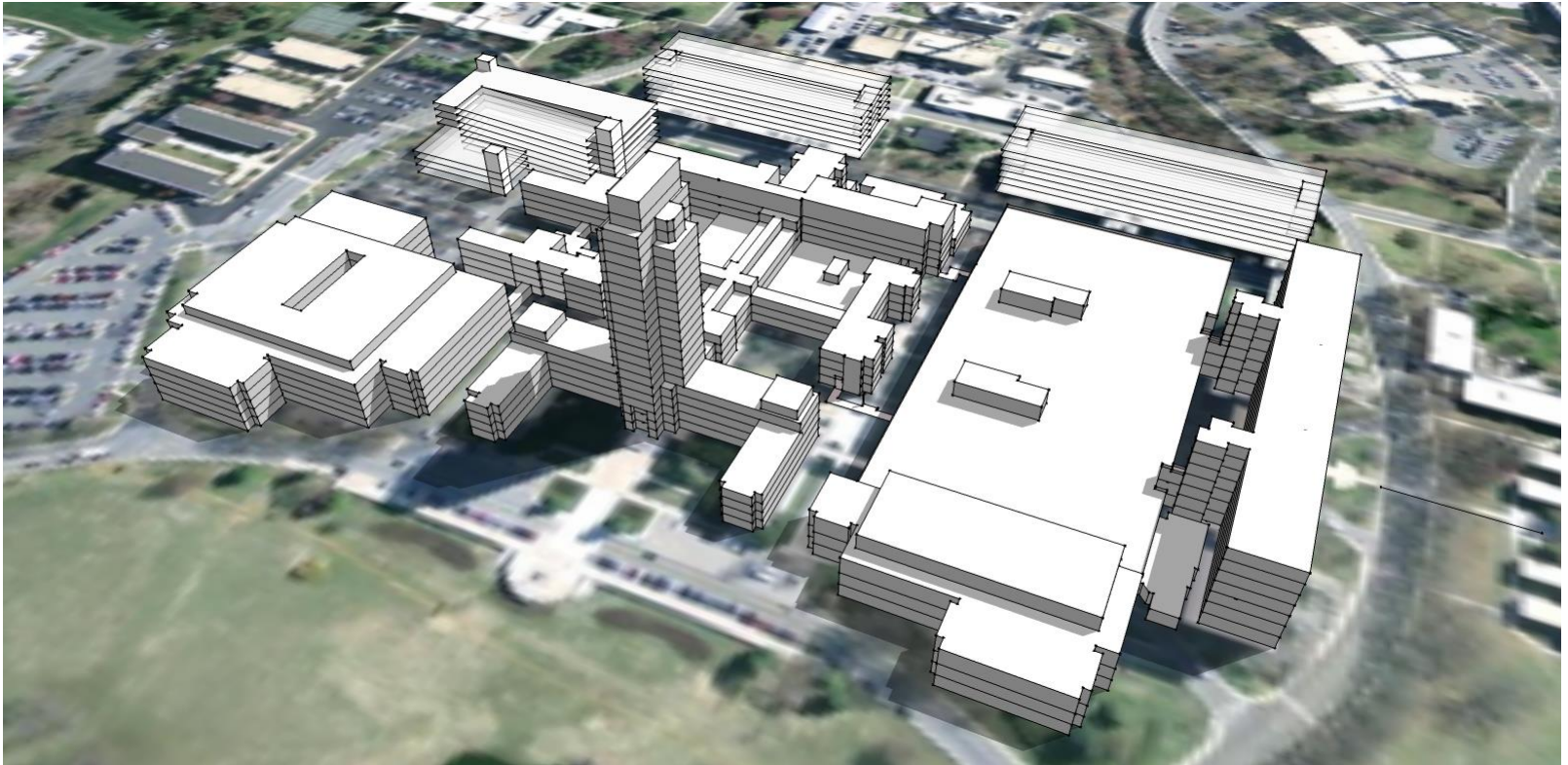


- **FY 12 – Design Funds**
- **FY 13 – Temporary Facilities/Parking**
- **FY 14 – Demolition/Major Construction Begins**
- **FY 17 – Major Construction Complete**
  - **Initial Outfitting**
  - **Phase II Demolition**
  - **Renovations Begin**
- **FY 18 – Project Complete**



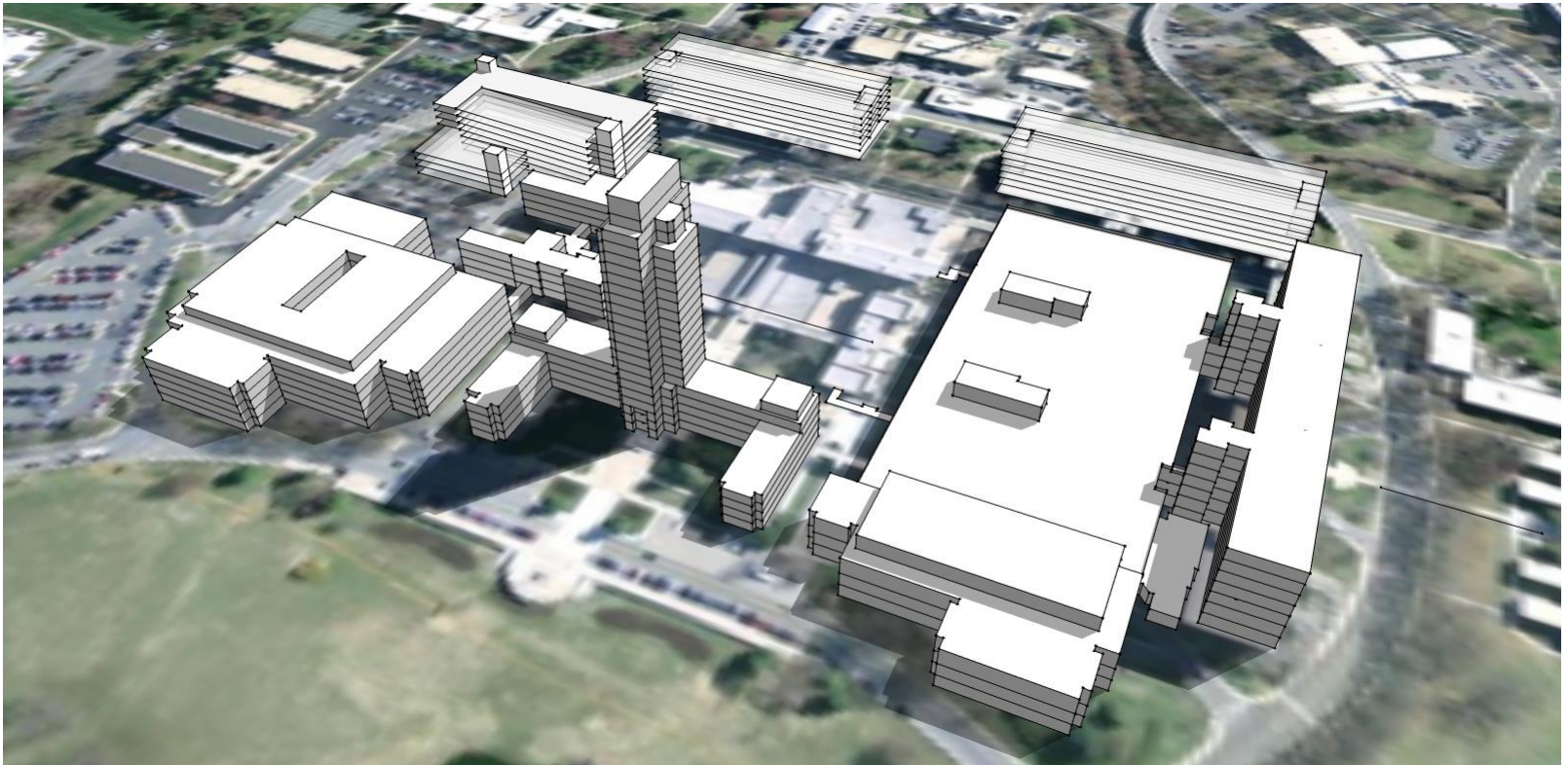


# Design Concept - Today



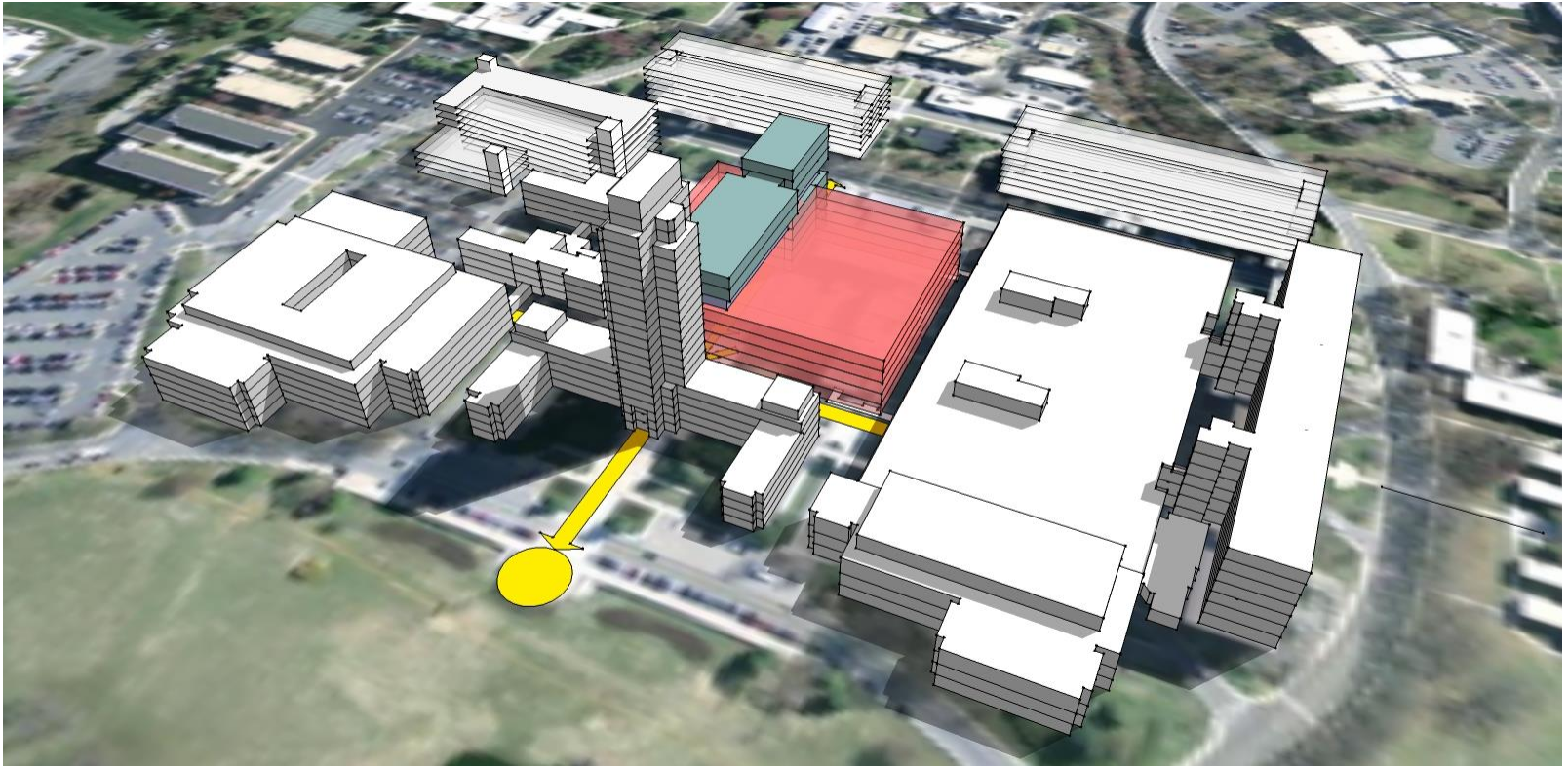


# Design Concept - Demolition



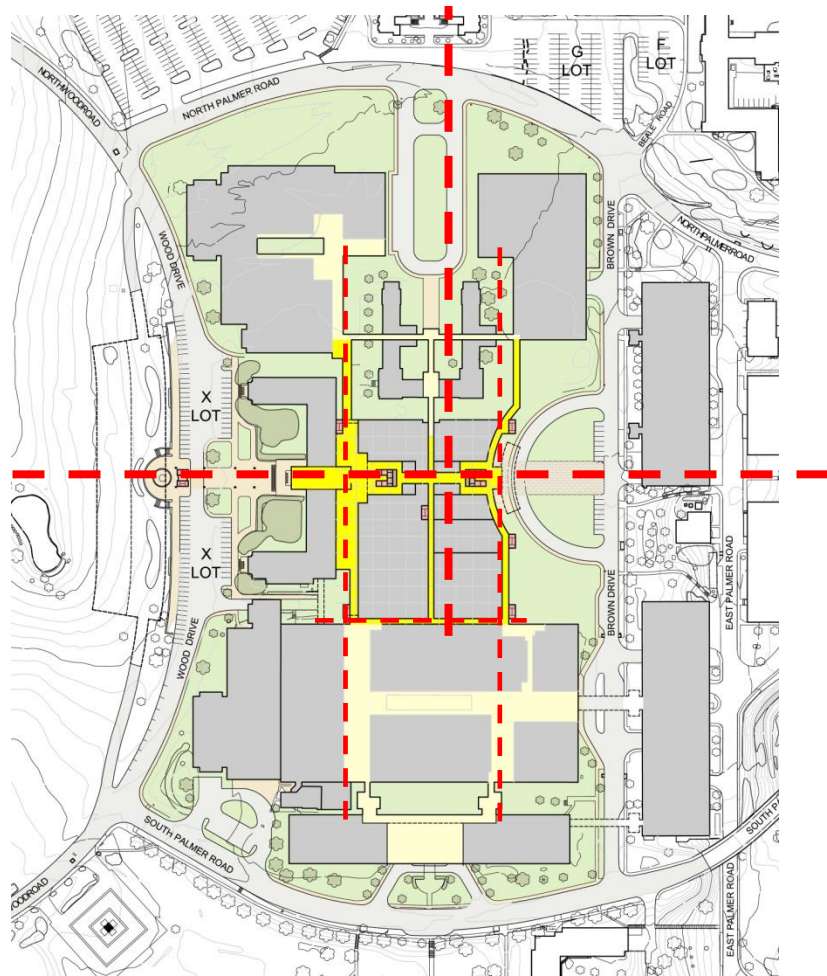
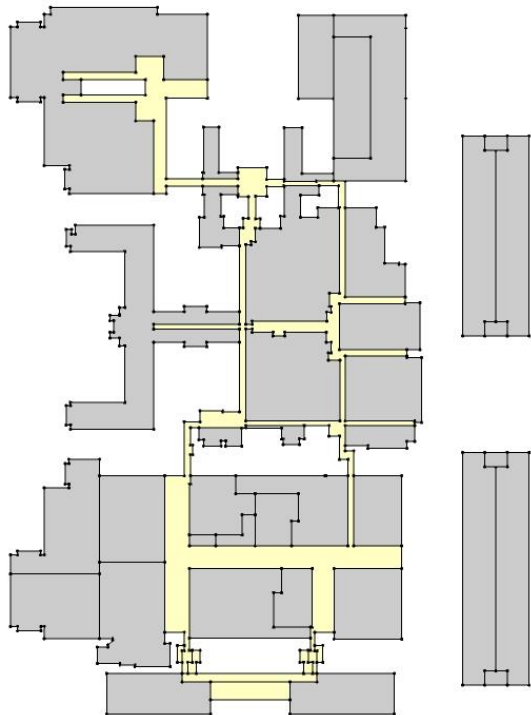


# Design Concept - 2018





# 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**