

BROOKE ARMY MEDICAL CENTER

WILFORD HALL MEDICAL CENTER

BRAC DATA BRIEF

29 JUNE 2005



Ms Landzia

**Itinerary For
Ms Lesia Mandzia/Mr Thomas Pantelides
BRAC Visit/Briefing
29 June 05**

DATE/TIME	EVENT	LOCATION	POC/PARTICIPANTS
29 June 2005			
1300	Arrival	Main Entrance	MAJ Forrest
1305-1325	WHMC Command Overview	CCR	Maj Gen Green
1325-1345	BAMC Command Overview	CCR	COL (P) Gilman
1345-1440	Joint BRAC Brief	CCR	COL Cuda/LTC Riley
1440-1500	Q/A	CCR	COL Cuda
1500-1515	Break		
1515-1630	Tour Facility	Facility	LTC Riley
1630	Depart	Main Entrance	LTC Riley

Participants:

Maj Gen Green	COL (P) Gilman	Col Sager	COL Ford	COL Angueira
COL Shero	COL Cuda	Maj Nelson	MAJ Schreckhise	Mr Hirchak
LTC Riley	LTC Wilcher			

BRAC Scenario Brief for San Antonio Military Medical Center (SAMMC)

Major General C. Bruce Green

San Antonio Multi-Market Manager

Wilford Hall Medical Center Commander

Colonel (Promotable) James K. Gilman

Great Plains Regional Medical Command

Brooke Army Medical Center Commander

Today's Focus

- Wilford Hall Medical Center Mission
- Brooke Army Medical Center Mission
- BRAC Scenario Overview
- Centers of Excellence
- Draft Product Line Distribution
- Lackland AFB plan
- Ft Sam Houston plan
- Opportunities

59th Medical Wing

Wilford Hall Medical Center

Mission Brief



Maj Gen Bruce Green
59 MDW Commander

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The Main Campus



WHMC Facts

- Over 18 outbuildings
- 5,650 personnel
- 2.3 million square feet / 12 miles of halls
 - 1.6 million square feet in the main building
- Wards 9C/D equal 4th largest USAF hospital
- 269 inpatient beds
- 19 operating rooms
- 152 dental treatment rooms

Readiness

Supporting National/Theater Strategic Medical Requirements



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59 MDW Deployments

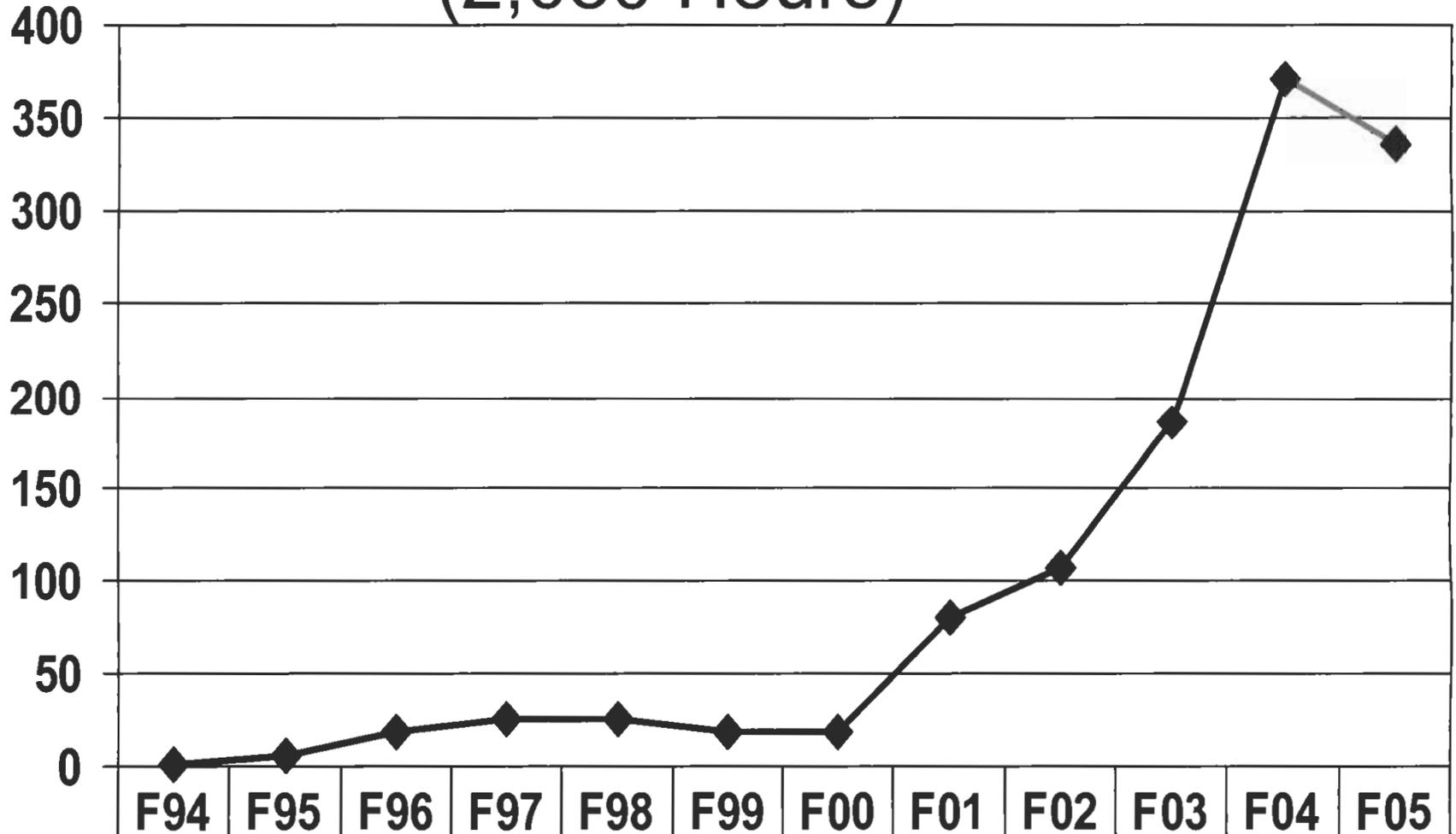


Total Deployed
OIF/OEF: 170
HCA: 46
TOTAL: 216

Mobility Commitment
Unit Tasking Codes 237
Personnel on Mobility 3,271

Full Time Equivalents (FTE) Deployed

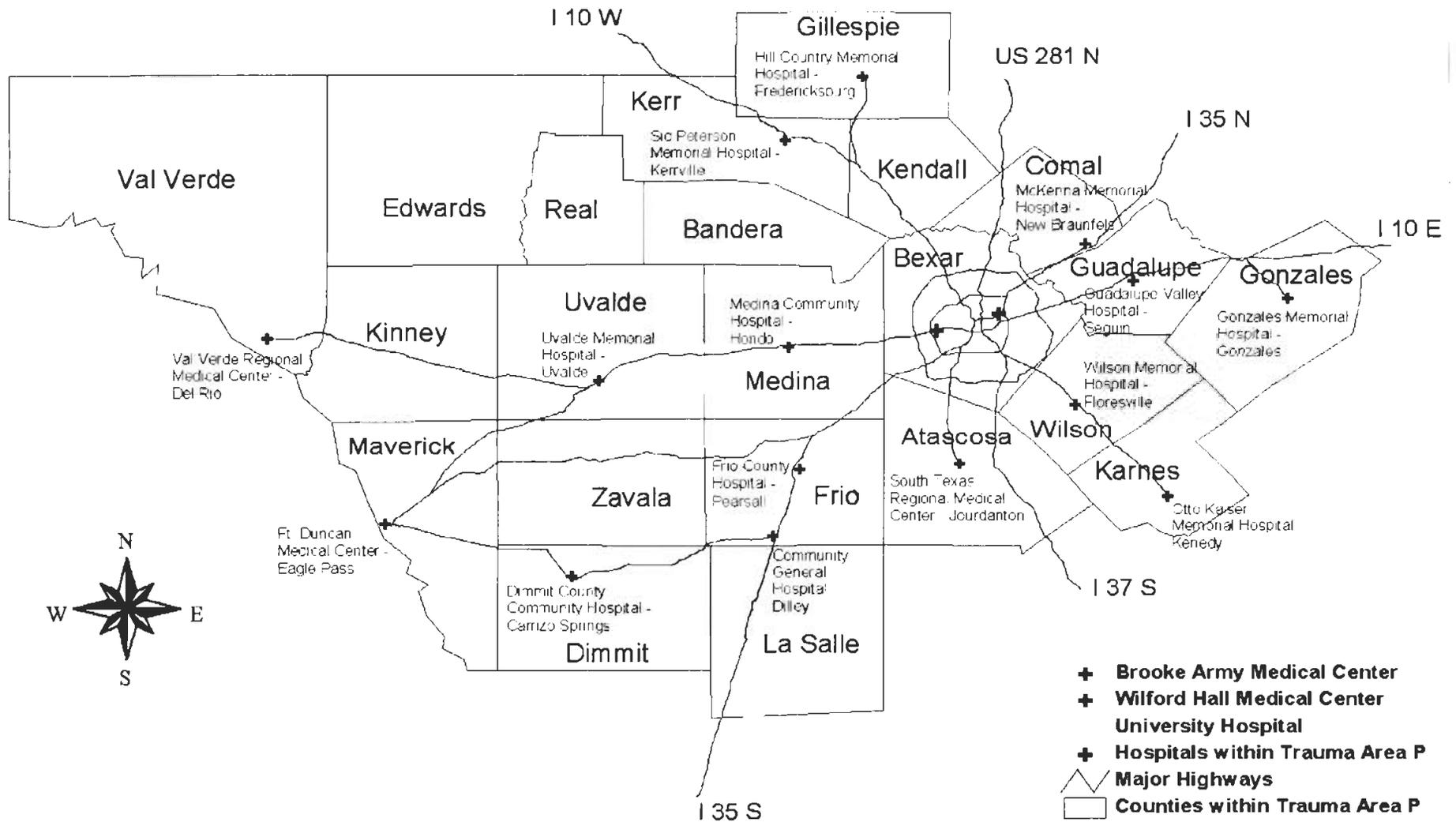
(2,080 Hours)



	F94	F95	F96	F97	F98	F99	F00	F01	F02	F03	F04	F05
◆ # FTEs	1	6	18	25	25	18	18	80	107	185	371	336

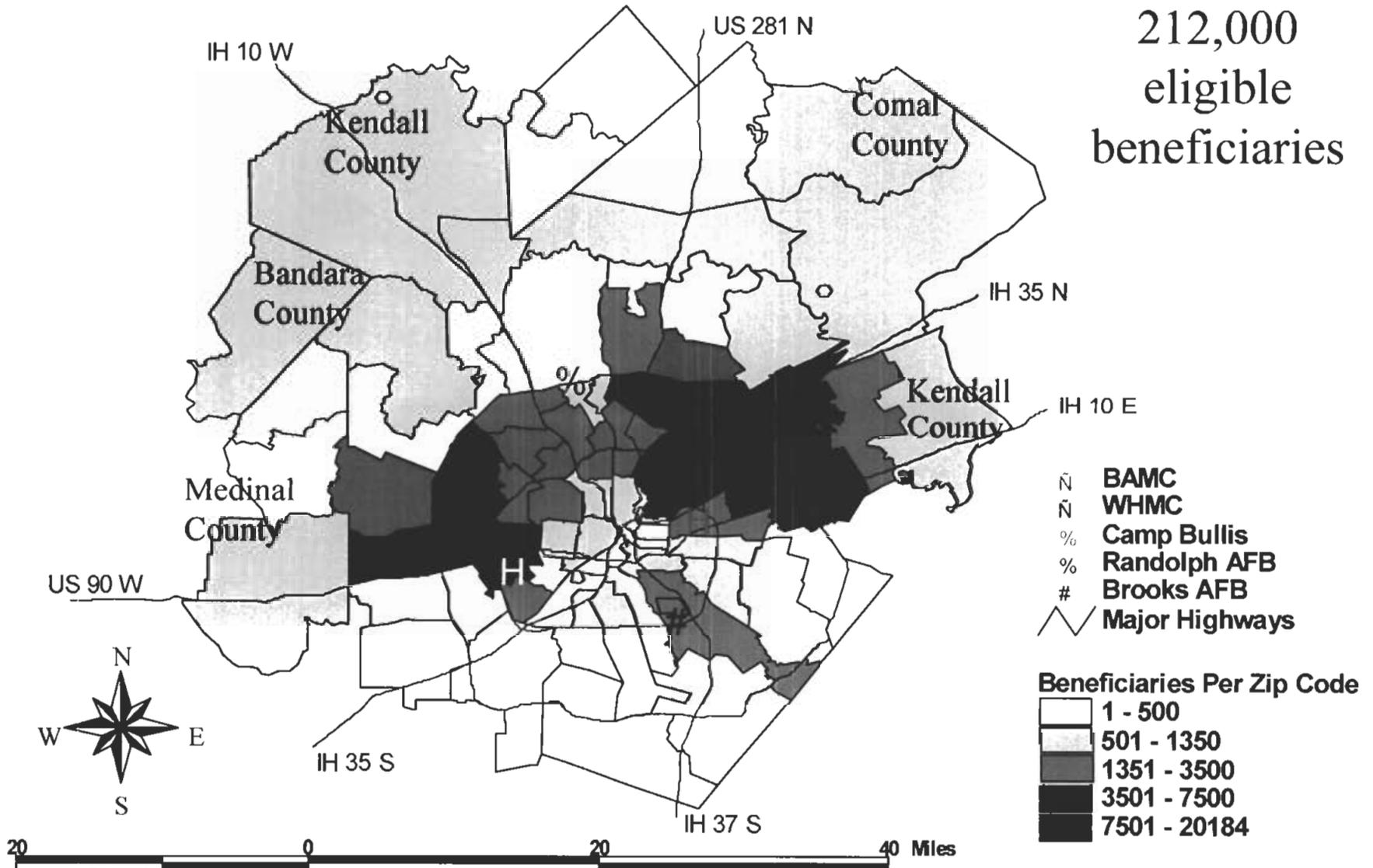
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State Trauma Service Area P



All Eligible DoD Beneficiaries in San Antonio Area

212,000
eligible
beneficiaries



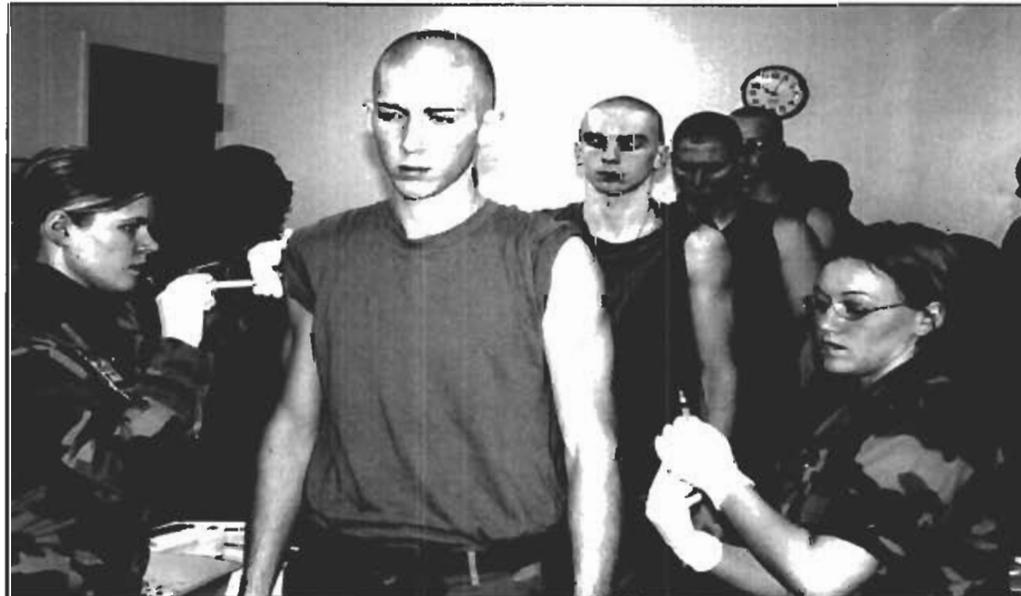
All in a day...

- 3,329 Visits
 - 6,951 Medication orders
 - 821 Radiology studies
 - 2,995 Meals served
 - 43 Admissions
 - 8,392 Lab procedures
 - 35 Surgeries
 - 6 Births
- 212,000 beneficiaries in San Antonio (39K age 65+)



Reid Clinic

- **Total Visits FY04: 90,970**
 - Basic Military Trainees: 45,000
 - 8,855 at one time
 - Technical Training Students: 8,673
 - Foreign Students: 571
 - AD & Family Members: 592



Family Medicine

- Clinics

- Family Medicine
 - 5 Locations
- Internal Medicine
- Pediatrics
- Adolescent
- Flight Medicine

- Population

- AD = 13,083
- ADFM = 20,725
- Ret/RetFM = 18,724
- Plus = 8,472
- Total = 61,221

- Locations

- Northern Campus
 - Camp Bullis *-w/ the Army*
- Southwest Campus
 - WHMC
 - Kelly Clinic
 - Reid Clinic
- Southeast Campus
 - Brooks Clinic *(at Brooks AF Base)*
- Northcentral Clinic
(Joint VA – Jun 06)

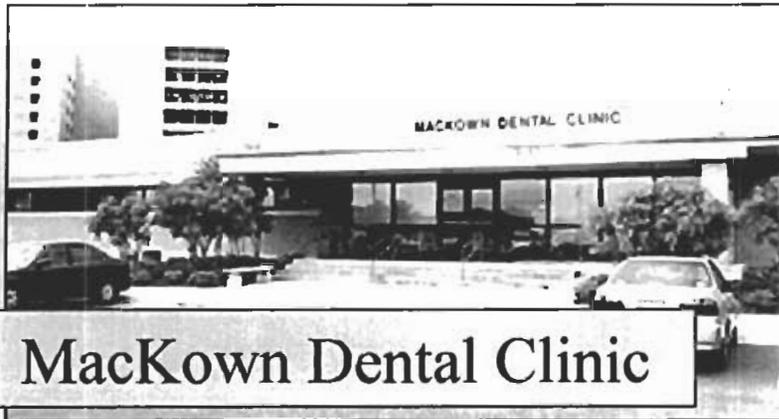
VA - 6000 + WHMC - 6000 patients

- Estimated Annual Visits

- 160,000

Dental Clinics

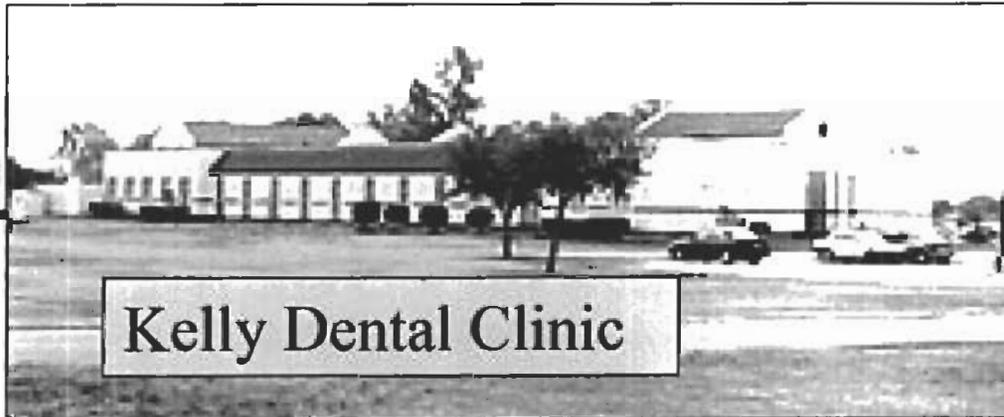
Largest Dental Service in Department of Defense



MacKown Dental Clinic



Benjamin W. Dunn Dental Clinic



Kelly Dental Clinic



Wilford Hall Oral Surgery Dental Clinic

Cutting Edge Services



- **Stereolithography**
- **Bone Marrow Transplants**
- **Extra Corporeal Membrane Oxygenation (ECMO)** *- moving very sick children int'l*
- **Cochlear Implants**
- **Positron Emission Tomography (PET)**

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Comprehensive Family Services

- Children's Association for Maximum Potential (CAMP), Boorda House
- Fisher House (I, II, III)
- The Inn for Children

*-private organization
serving special needs
children*



ONLY

SE

AF Specific Services

AF largest Blood Donor Center - unaffected by BRAC

- Collects 70% of all AF Blood
- Provides 44% of AF Contingency Blood

• Aeromedical Staging Facility - hinges on flight line

- Expandable to 250 beds

Education and Training

Quality health care programs to sustain readiness and build healthy communities



Laura Rauch / AP



NT
C

Education and Training

- 45% of AF Graduate Medical Education (GME)
 - > 332 physicians
 - SAUSHEC (with UTSA and Brooke Army Med Center)
- Phase II Enlisted Specialties *~ 900 (to) new*
- TopSTAR (Sustainment Training to Advance Readiness)
- Largest Dental post-graduate site in DoD
 - Six residencies/two fellowships; 59 residents
 - Twelve short courses; 187 participants, 9,241 CE hours

WHMC GME Programs

- Average Length - 4.8 yrs
- Scores among Top in the Nation
 - Internal Medicine # 3/398
 - Ophthalmology # 5/160
 - Orthopedic Surgery ranked # 5/150
 - Emergency Medicine top 15th percentile
- Over 100 Publications yearly
- **Board Pass Rate 95 %** (National Average 75%)
- Graduates deployable Military Physicians

AF Clinical Research

- Largest biomedical research facility
 - 590 AF protocols annually
- HBOC-201 (blood substitute)
- Preventing hypothermia in critically ill AE patients
- Field resuscitation of cardiac arrest victims
- Thermal stress onboard AE aircraft
- Bioeffects of laser eye injuries
- Chemical warfare education
- Epidemic Outbreak Surveillance



Wilford Hall Medical Center

- Strong mutual cooperation/support with San Antonio
 - Level 1 Trauma Center
 - Long-standing community dialogue:
 - Military, Trauma, Hospitals, and Emergency Services
- Largest AF medical facility
 - Largest medical training program in the AF
 - Deployable critical care globally
 - Largest military-unique medical research program



Colonel (Promotable) Gilman
Medical Corps, Commanding

One of America's

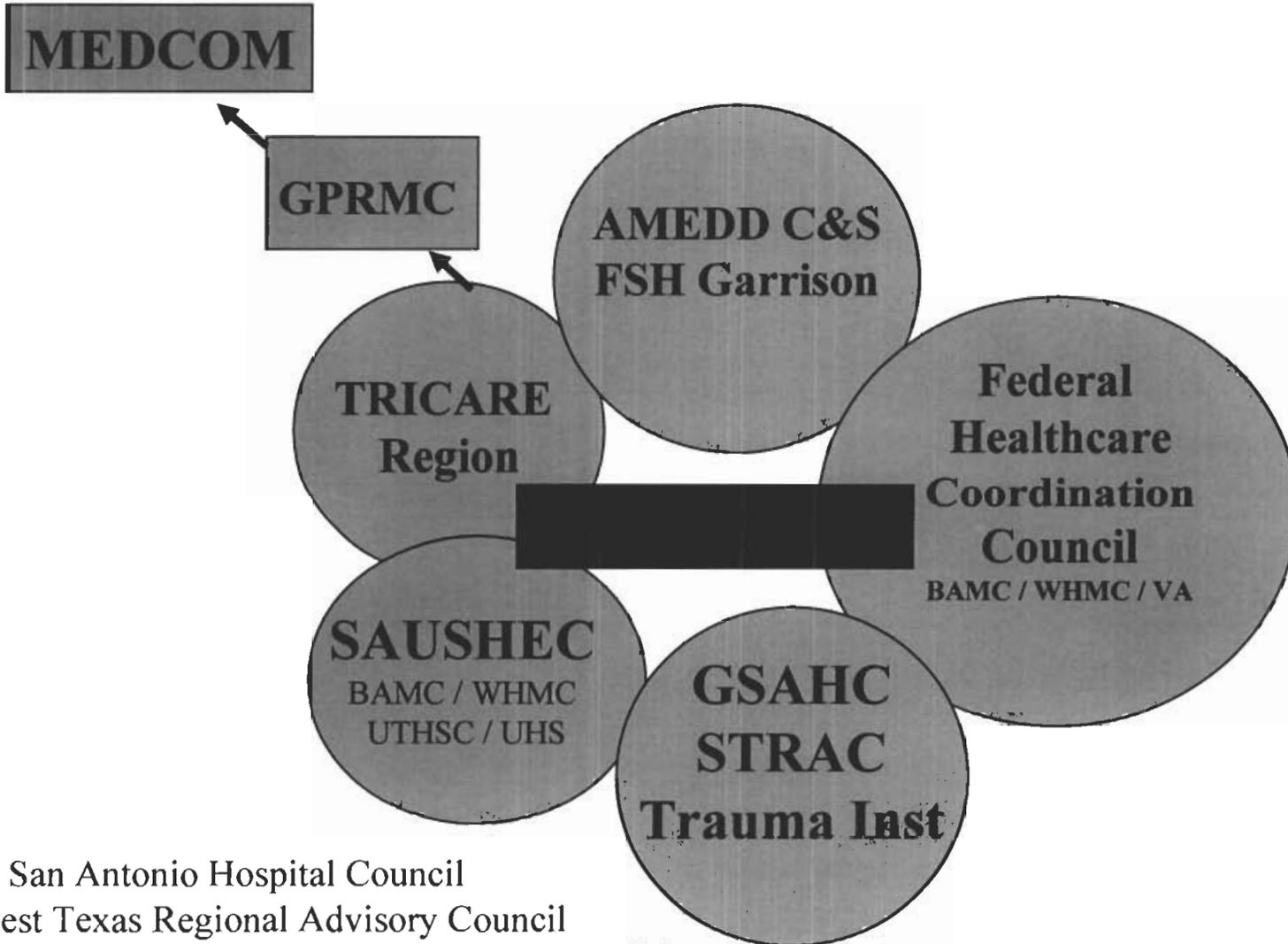
Best Hospitals



Brooke Army Medical Center
The Quality of Army Medicine Starts Here

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BAMC External Environment

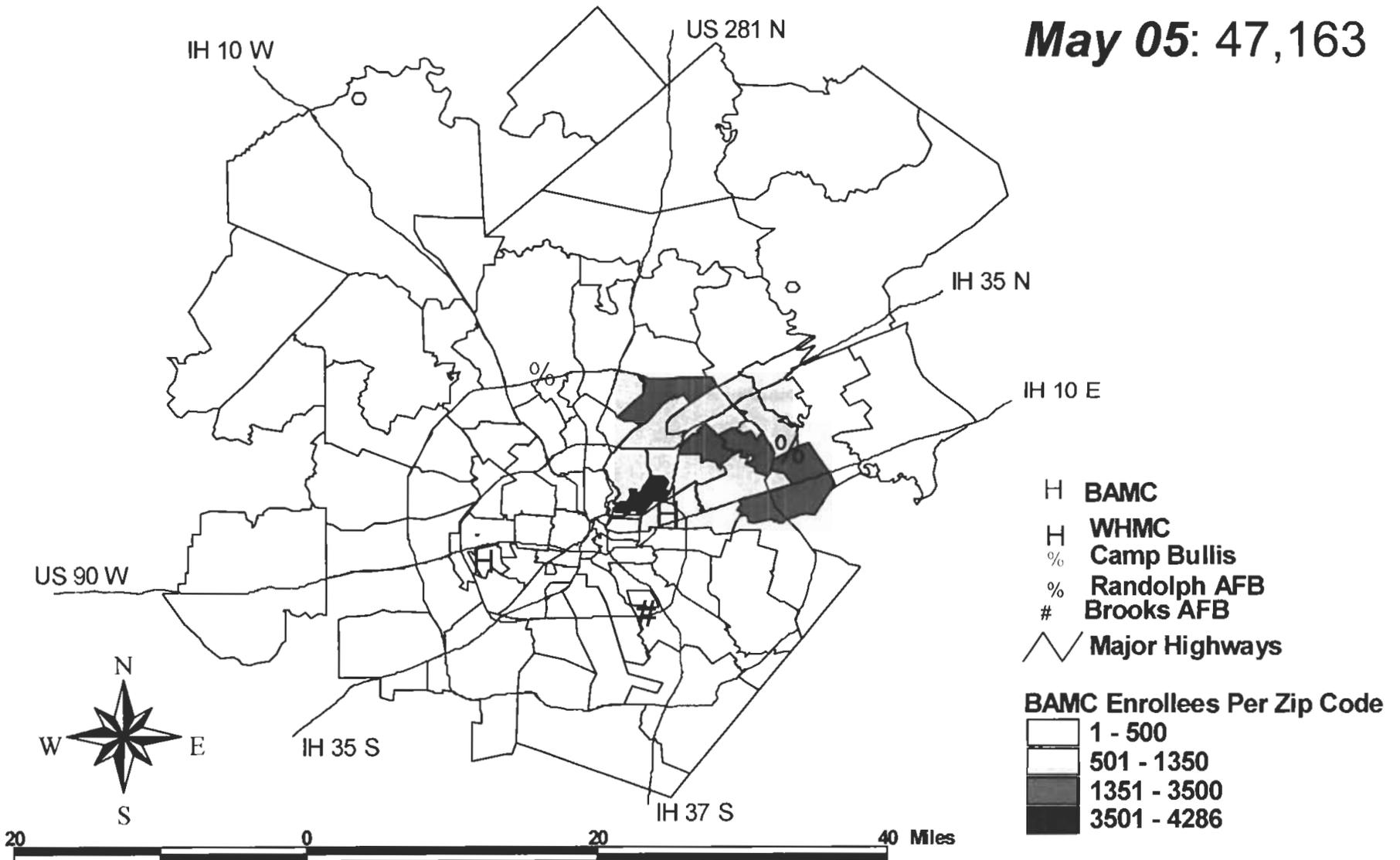


Greater San Antonio Hospital Council
Southwest Texas Regional Advisory Council
San Antonio Uniformed Services System Health Education Consortium

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All BAMC Enrollees in San Antonio Area

Total Enrollment
May 05: 47,163



BAMC Facility Demographics

- 75 Acre campus
- Nearly 1.3M sq ft of useable floor space
- Over 5,200 rooms in BAMC complex
- 450 Bed capacity but operate at 224 in today's environment
 - 135 Medical/Surgical beds
 - 19 Step Down unit beds
 - 30 Critical Care unit beds
 - 40 ISR - burn unit
- 12 Operating rooms
- 2 Fisher Houses with 3rd and 4th proffered
- Fallen Heroes Special Skills Lab



"A Day at BAMC"

Total Admissions
28

X-rays
400

Prescriptions Filled
7,000

Emergency Room Visits
115

Surgeries
34



Dining Facility Patrons
3,900

Civilian Emergency Admissions
4

212,000	Eligible Population
47,163	TRICARE Enrolled Population
1,887	AD Staff Assigned
1,349	Civilian Staff Assigned
902	Contract Personnel
430	Volunteers

Laboratory Procedures
3,000

Clinic Visits
2,620

Supply Requisitions
2,620

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Satellite Clinics

- McWethy TMC
 - FY04 Visits – 44,741
 - SRP
 - FY04 – 1830
 - FY05 (TD) - 2097



- Camp Bullis
 - FY04 Visits – 3,327
 - Combined Army/AF Operation





Mission



Provide compassionate and confidential quality healthcare to beneficiaries through a multidisciplinary professional healthcare delivery team focused on continuous process improvement at all levels.

Our healthcare delivery process will optimize the care to our active U.S. military personnel and facilitate the medical readiness for the Expeditionary Army in peace and war.

And, our healthcare team will provide the pre-eminent graduate medical education, continuing education and medical research programs to provide the Army quality health professionals and products for healthcare delivery from the battlefield to the medical center.

Vision

To sustain pre-eminence as a healthcare institution of excellence in innovative healthcare delivery, medical education and research, that provides optimal healthcare processes and products to support the expeditionary Army in peace and war.



Mission Essential Tasks

- **Sustain and support the expeditionary Army**
- **Continuous process improvement in healthcare delivery**
- **Excellence in medical education and training**
- **Medical Research**

1. Sustain and Support the Expeditionary Army

	Deployed	Support
Physicians	14	10
PAs	2	0
Nurses	38	1
Admin	3	0
Medics	80	3
Civilians	0	0
Chaplains	1	1
TOTAL	138	15
TOTAL DEPLOYED		153

NOTE: AS OF 17 JUN 05, BAMC WILL HAVE DEPLOYED 494 PERSONNEL FY-03 TO PRESENT

2. Healthcare Delivery



GWOT Inpatient and Outpatients

• Army	1,798
• Navy	14
• Marine Corps	94
• Air Force	12
• Civilian	103
• <u>Foreign Military</u>	<u>4</u>
(Since February 2003)	2,025

3. Excellence in Medical Education & Training

(1 of 3)

GME

- 24 Physician residency & fellowship programs
 - 18 integrated programs with Wilford Hall (SAUSHEC)
- 12 Nursing, administration and allied health specialties
- 18 Enlisted allied health and medic phase II training
- Only 3 Army Emergency Training programs, 2 located in GPRMC
 - BAMC & Ft Hood
- Residents participate in cooperative medical assistance programs in **SOUTHCOM**

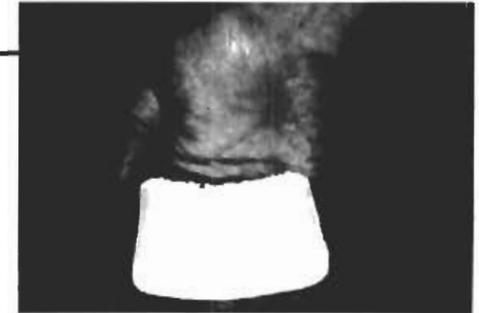


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3. Excellence in Medical Education & Training

(2 of 3)



GME

- Top 10% in-service scores
- 99% 1st time board certification vs 82% in civilian sector
- Top ophthalmology program in the nation (ACGME)
- Top physical therapy doctoral program in the nation (Rose Award)
- Pulmonary/Critical care fellows won the 2004 Chest Challenge over other nationally recognized programs



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Excellence in Medical Education & Training

(3 of 3)

Trauma Training

“Train as you Fight”

- **The Army’s only American College of Surgeons verified Level 1 Trauma Division.**
- **The DoD’s only American Burn Association verified Burn Center.**
- **Provide civilian and military trauma care to 22 Texas counties.**
- **Provides for trauma training in resuscitation, critical care, operating room, and intensive care with entire medical team.**



4. Medical Research

- **Department of Clinical Investigation**
 - **Over 750 active protocols**
 - **GEIS center of excellence**
 - **Lab animal medicine**
 - **\$4-7M annually**

- **TRISAT**
 - **Research in the San Antonio region by three Level 1 Trauma Centers**
 - **Powerful opportunity to improve care of civilians and combatants**
 - **Same epidemiology of injury**





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Base Realignment and Closure

**COL Suzanne E. Cuda
Director, MultiService Market**

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BRAC Language

“Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59 th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.”

SAMMC Vision

One unified San Antonio Military Medical Center (SAMMC) with two integrated campuses: a North campus at Ft Sam Houston and a South campus at Lackland AFB providing the same level of wartime readiness support while delivering high quality, efficient, care for DoD beneficiaries in the San Antonio market.

SAMMC Vision

- North campus serves as a world class health science center for inpatient & ambulatory care, GME/training, trauma care
- South campus is an ambulatory care center with world class surgery, diagnostics & procedures, GME/training
- Establish Centers of Excellence combining Air Force and Army resources
- State of the art care to the same number of beneficiaries, training the same number of physicians, nurses, and technicians

Centers of Excellence (proposed)

New construction pulls assets together with well-organized space design and latest technology

- Cardio-Vascular Center
- Battlefield Health & Trauma Center
- Eye Center
- Maternal Child Care Center
- Amputee Center

Rules of Engagement by BRAC

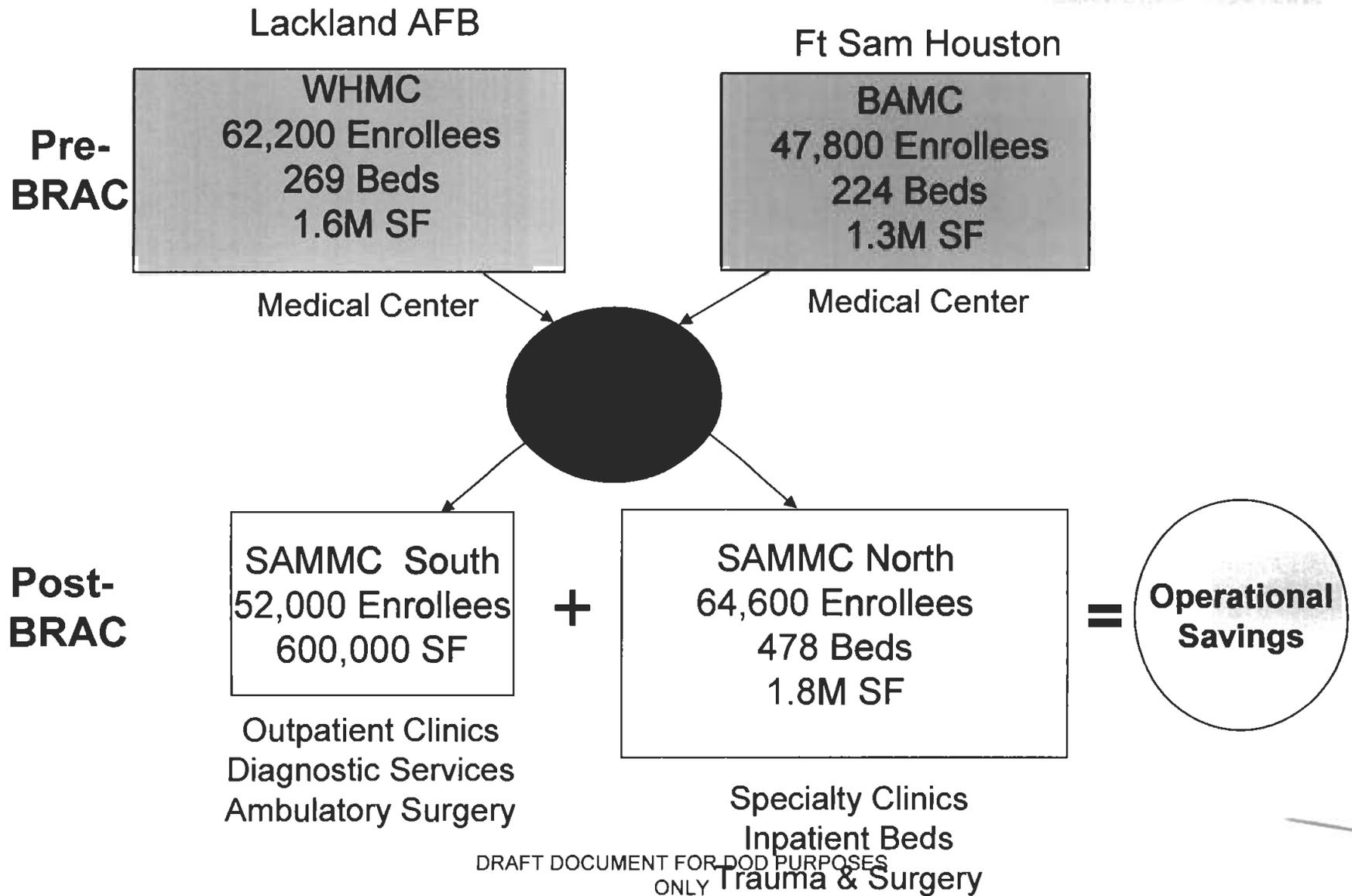
- Significant deviations from “scenario” require justification
- Identify efficiencies/cost savings
- Specifics highlighted in scenario language that will become law cannot change (i.e., Lackland will have “ambulatory care”, BAMC will have inpatient medical function)

San Antonio Military Medical Center

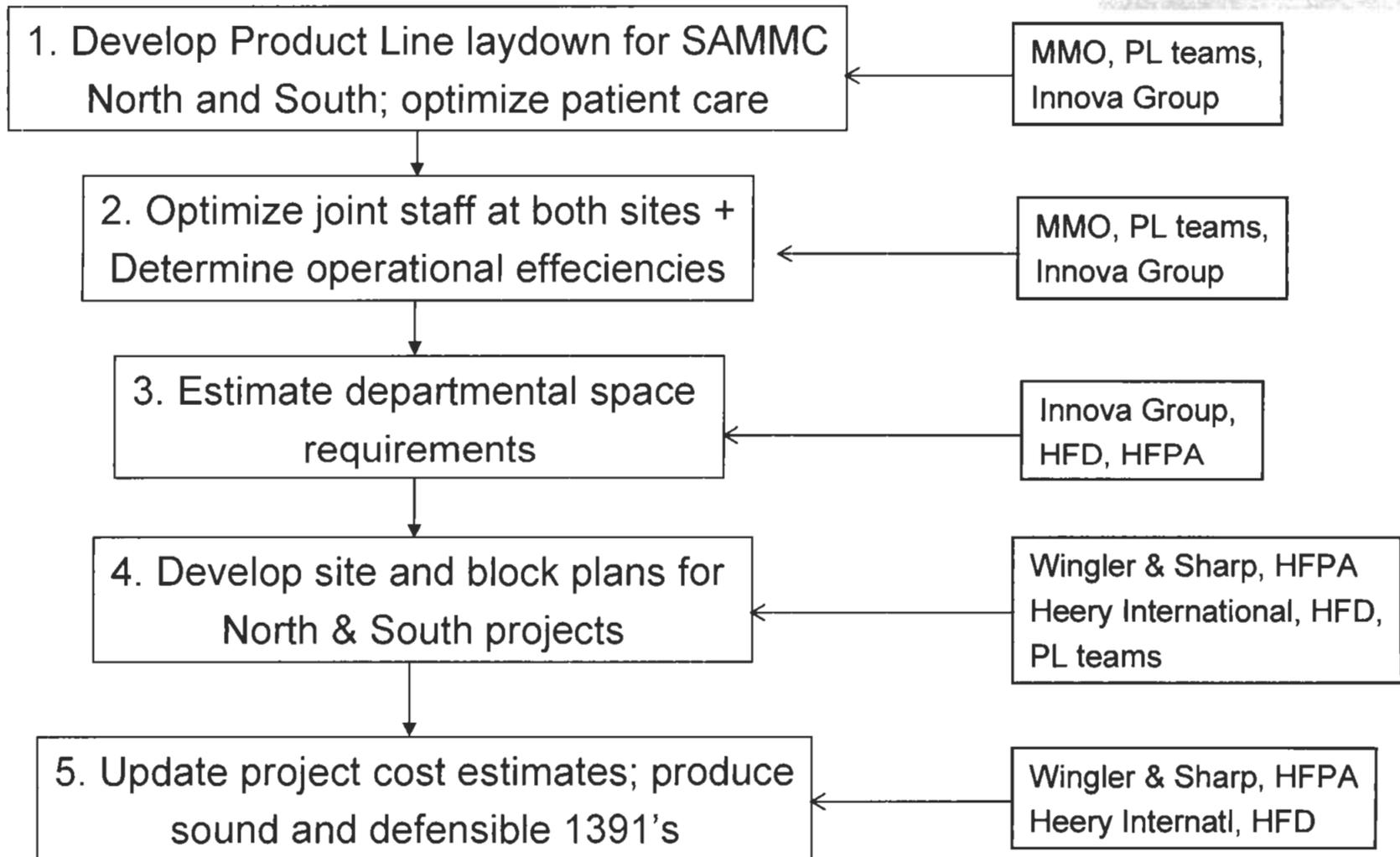
Projected Space Requirements

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Pre & Post BRAC



SAMMC Refinement Methodology



WHMC Current Inpatient Beds

Floor	Department	Beds
9th	Med Surg	36
8th	Peds	21
7th	Med Surg	56
6th	BMT	10
5th	PICU	6
5th	LDRP	28
4th	Lit	24
3rd	Cardio	28
2nd	MICU	8
2nd	Progressive ICU	6
2nd	Surgical	12
2nd	CCU	10
GRAND TOTAL		245
TOTAL STAFFED		221

Does not include NICU bassinets

BAMC Current Inpatient Beds

Floor	Department	Beds
4th	M/S	30
4N/S/E	ISR	40
3E/W	M/S	57
3N	Step Down	10
3S	MICU	10
2E	PACU	9
2E	CC	19
2N/S	SICU	20
2W	M/S	29
GRAND TOTAL		224
TOTAL STAFFED		216

Proposed Bed Allocation

Floor	Beds	Tower		Ancillary			
		East	West	North	South	New Addition	Other
7th		29 Medicine	29 Medicine				
6th		29 Medicine	29 Medicine				
5th		12 Postpartum	12 Postpartum				24 Pediatrics
						8 PICU	
4th		24 Burn Unit	29 Surgery	8 Burn ICU	8 Burn ICU	20 Psych	6 BMU
3rd		29 CV	29 CV / Med	10 MICU	10 MICU	18 CCU	
2nd		29 Surgical	29 Surgical	10 SICU	10 SICU	8 SICU	
						29 Surgical	
		152	157	28	28	75	38

Does not include NICU bassinets

TOTAL* 478

The “New Addition” will contain 75 beds to meet the needs of SICU, CCU, surgical beds and inpatient psychiatry that cannot be functionally accommodated in the existing configuration.

Example of Product Line Efficiencies: Radiology

Distribution of Radiology capability between North & South Campus locations

Unit	Existing		Proposed		Remarks
	BAMC	WHMC	North	South	
Rad Rooms	6	7	5	4	
R/F Rooms	3	4	3	2	North: incl. 1 multi-purpose R/F
Ortho Rad Rooms	1	2	2	1	
CT	3	3	5	2	North Campus: 3 CTs within Dept., 1 CT Sim in Rad Onc, 1 in ED/Trauma
Mammo	5	1	3 2 Bx	3	North Campus: 3 Mammo + 2 Bx rooms (conventional and ultrasound)
MRI	2	2	2	2	Plan space for 5 th if possible
Ultrasound	5	6	7	4	
Special Procedures (IR)	2	2	3	0	Locate with CV Center
Nuclear Medicine	7	5	8	0	1 additional camera room
PET CT	1	0	2	0	Space for 2 nd PET CT

Projected Space Requirements

Service	North			South
	Renovate Existing	Admin Addition	ER / Bed Addition	New AHCC
Net Square Feet	349,668	103,184	57,706	360,865
Net to Gross Factor	1.7	1.7	1.7	1.7
Gross Square Feet	594,435	175,413	98,101	613,471

Summary: Although “New” columns capture the 80% solutions for new construction, refinement of “existing” column is required with A/E team through “test and fit” studies. (Sq. Ft. in existing column can reflect both new requirement as well as expanded requirement....close coordination with A/E team required to develop potential solutions.)

Square Footage does not reflect Ft. Sam Houston/McWethy/Budge Dental clinic requirements.

SAMMC – South Campus

Lackland AFB New Construction

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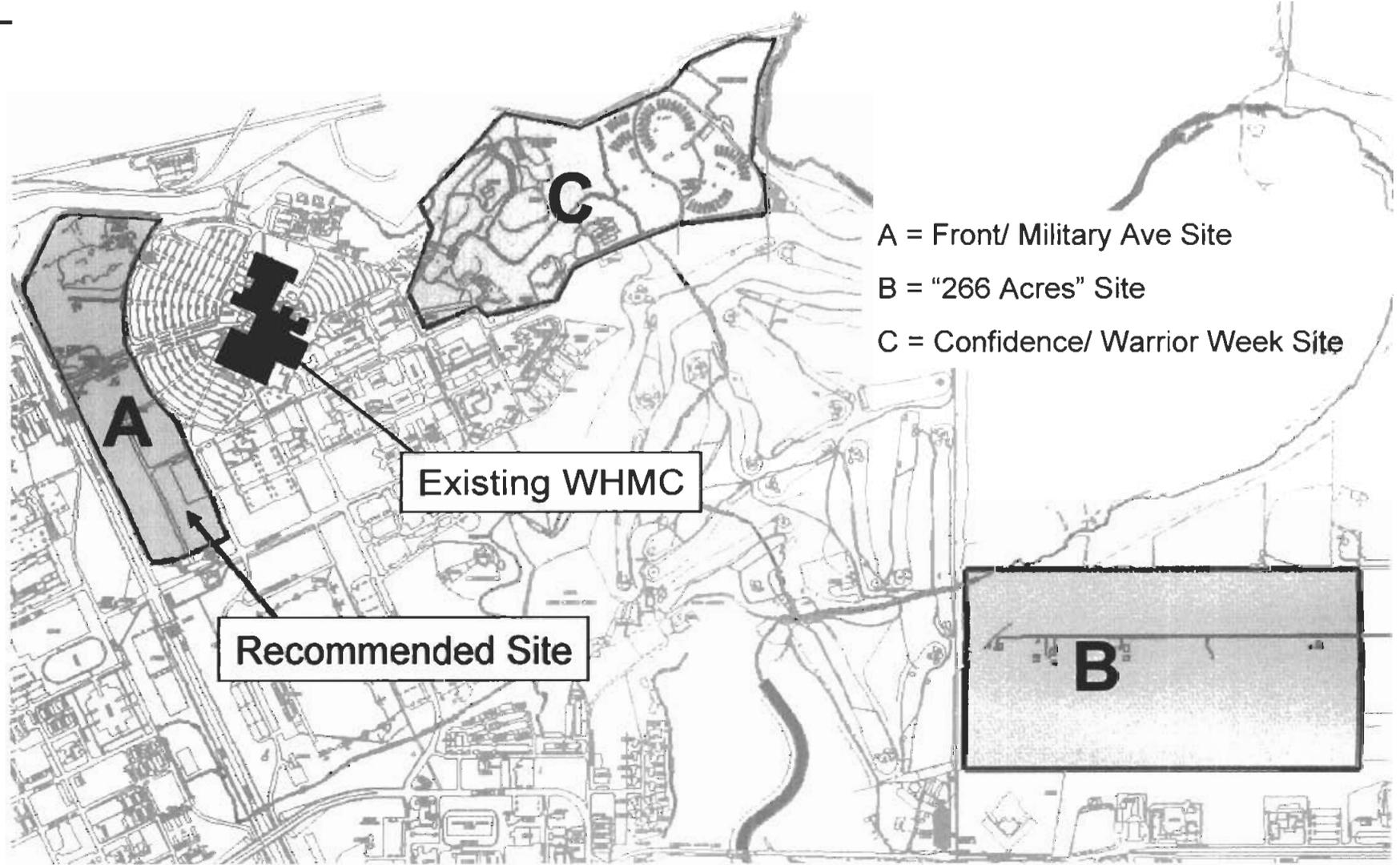
SAMMC South Campus (concept)

- Ambulatory Surgery
- Urgent Care (24 hrs for Basic Military Trainees)
- Eye Center, Chiropractic, Pain Center, Podiatry, ENT, Audiology Speech, Flight Medicine, Oral Surgery
- Primary location for Allergy, Dermatology, Gastro, Sleep Studies
- Outpatient Internal Medicine, Family Practice, Pediatrics, Mental Health, OB Clinic based on enrollment needs
- All ancillaries
- Rotating medical/surgical specialty clinics i.e. endocrinology, orthopedics, urology, plastic surgery

SAMMC South Campus

- Construct new ambulatory care center
 - New construction allows for new technology and improved efficiency in healthcare delivery
 - Consolidate services delivered in 35 buildings
- Maintain Reid Clinic to support BMT
- Maintain separate Dental clinic
- All Medical Services will leave Wilford Hall main building
 - AF line still discussing future use vs demolition of existing Wilford Hall

Site Alternatives - Draft



A = Front/ Military Ave Site
B = "266 Acres" Site
C = Confidence/ Warrior Week Site

SAMMC South Facilities

SAMMC South – BRAC Original Data (FY05 Unit Cost)

<u>Lackland</u>	<u>Square Ft</u>	<u>Cost</u>	<u>Equip Cost</u>
New AHCC	479,938	\$137,892,387	\$30,507,165
Energy Plant		2,500	\$562,000
Energy Plant Equip/Generators		\$4,736,000	
Parking Garage	1,673 spaces	\$21,920,000	
Total Lackland	482,438	\$165,110,387	\$30,507,165

SAMMC South – DRAFT 1391 Requirements

<u>Lackland</u>	<u>Square Ft</u>
New AHCC	613,471
Energy Plant	2,500
Total Lackland	615,971

Space Requirements and Cost still being refined/validated

SAMMC – North Campus

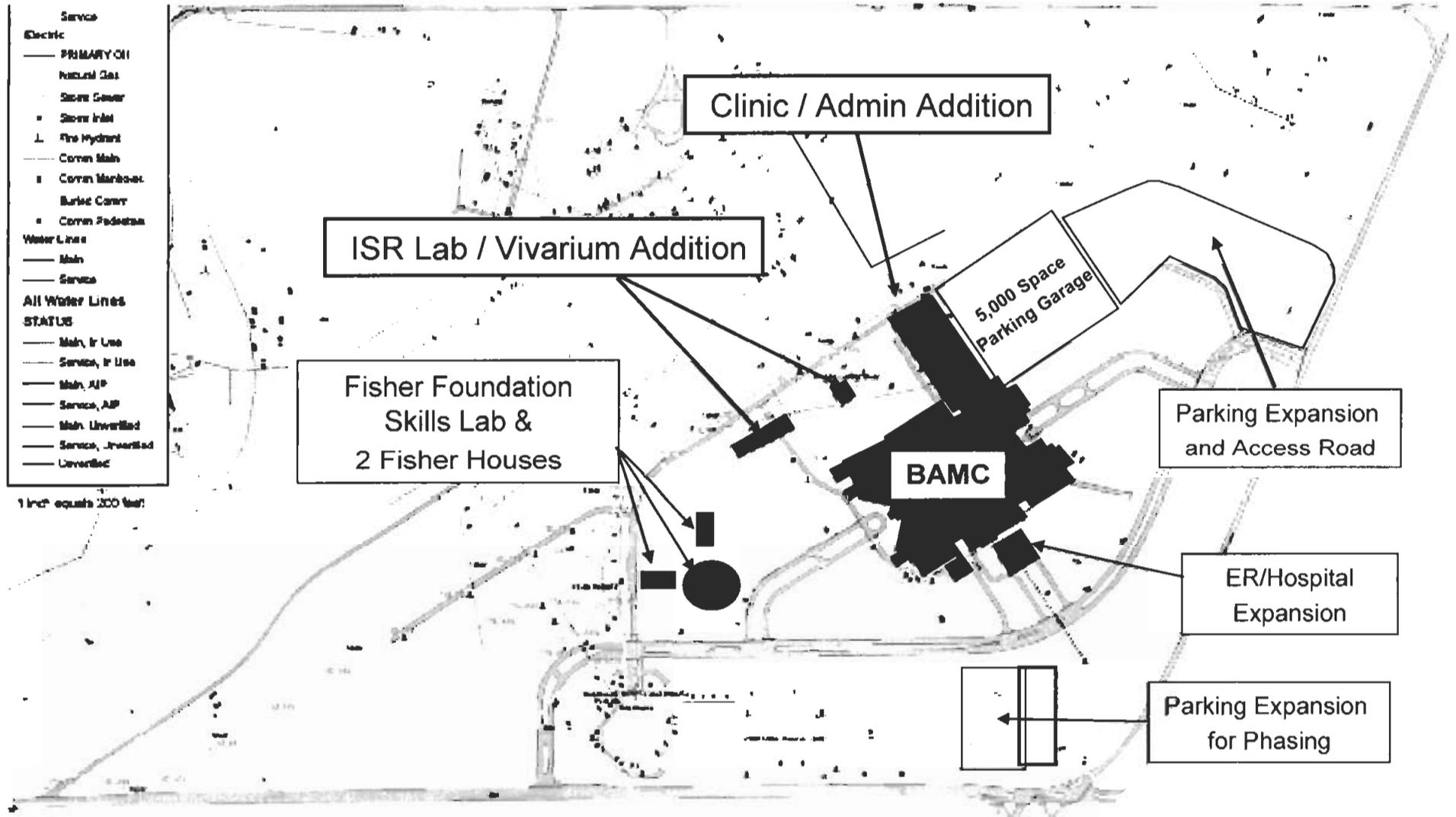
**Ft Sam Houston
Addition and Alteration**

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SAMMC North Campus (concept)

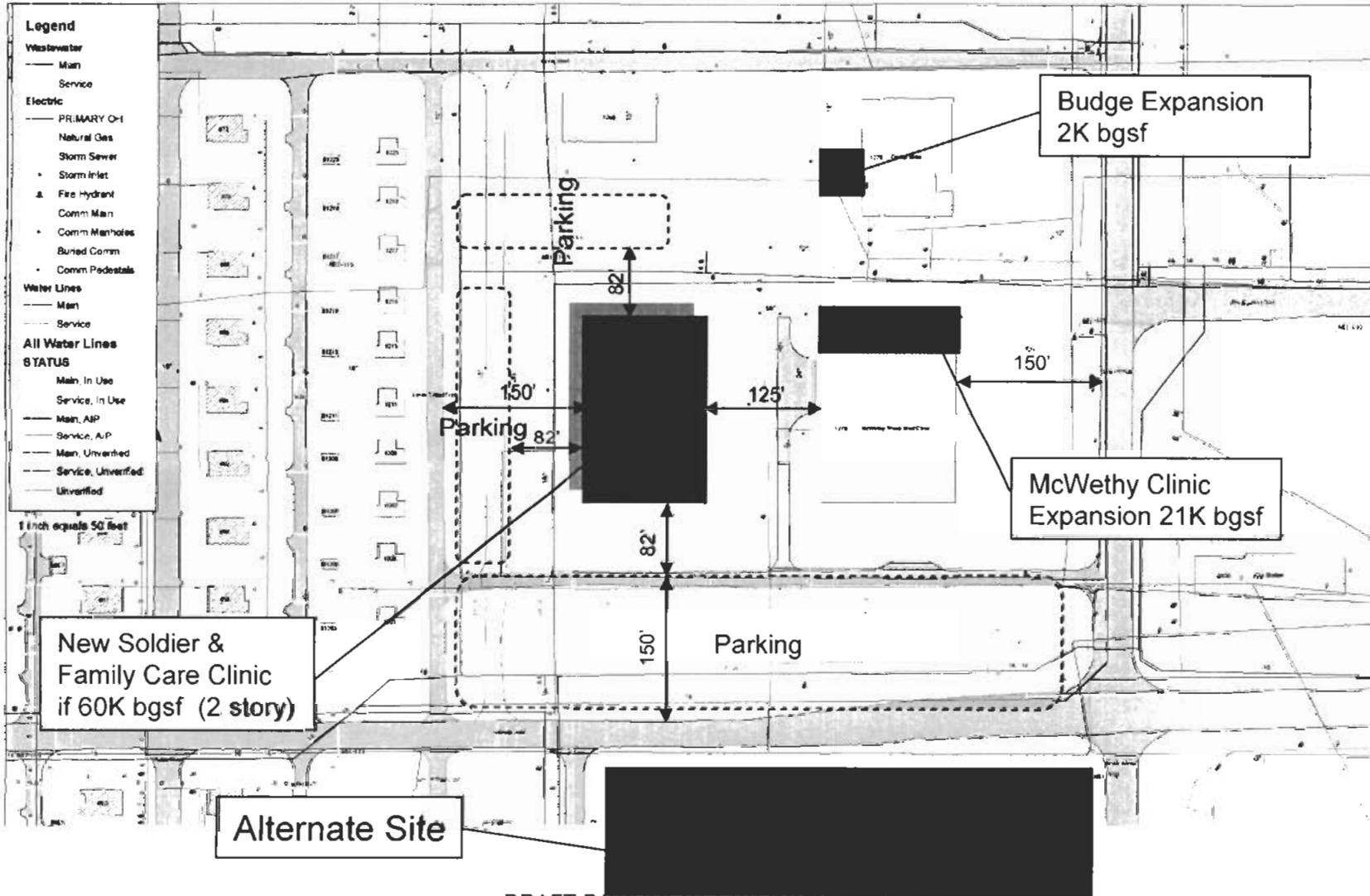
- ~478 Inpatient Beds
- Inpatient/Ambulatory Surgery
- Level 1 Trauma/ER
- Labor and Delivery, Neonatal ICU, Pediatric ICU
- Med Specialties - Primary for Pediatric sub-specialties, Cardiology, Hematology/Oncology, Infectious Disease, Nephrology, Neurology, Pulmonary, Rheumatology, Endocrinology
- Surgical Specialties – Primary for all except Ophthalmology, ENT
- Internal Medicine, Family Practice, Pediatric based on enrollment & inpatient needs

SAMMC North – Draft Site Plan



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SAMMC North - Clinic Site Plan



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SAMMC North Facilities

SAMMC North – BRAC Estimates (FY05 Unit Cost)

Brooke Army Med Ctr	Square Ft	Cost	Equip Cost
Med Ctr Admin Addition	529,093	\$136,761,654	\$31,367,352
Med Ctr Alteration	595,609	\$98,082,106	\$21,699,581
Parking Garage 5,000 spaces	\$74,246,000		
Total BAMC (449 Beds)	1,124,702	\$309,089,760	\$53,066,933
Dental Facility at FSH		13,000	\$3,100,000

SAMMC North – DRAFT 1391 Requirements

Brooke Army Med Ctr	Square Ft
<i>Admin Additions</i>	175,413
<i>ER/Clinic Addition</i>	98,101
<i>New Soldier & Family Care Clinic</i>	85,223
<i>McWethy Health Clinic Add/Alt</i>	26,633
<i>Budge Dental Clinic Add/Alt</i>	2,465
Med Ctr / Admin Additions	374,865
Med Ctr Alteration	594,435
Central Plant	
Parking Garage	5,000 spaces
Total BAMC (478 Beds)	969,300

Space Requirements and Cost still being refined/validated.

Draft Space Estimate

<u>BRAC Language</u>		<u>Current Planning Estimates</u>	
Total for scenario		Total for scenario	
New construction	1,011,531	New construction	982,300
Alteration	595,609	Alteration	594,435
<u>Lackland</u>	<u>Square Ft</u>	<u>Lackland</u>	<u>Square Ft</u>
New AHCC	482,438	New AHCC	615,971
<u>Brooke Army Med Ctr</u>	<u>Square Ft</u>	<u>Brooke Army Med Ctr</u>	<u>Square Ft</u>
Med Ctr Admin Addition	529,093	Med Ctr Admin Addition	374,865
Med Ctr Alteration	595,609	Med Ctr Alteration	594,435
Total BAMC (449 Beds)	1,124,702	Total BAMC (478 Beds)	969,300

NOTE: This represents an 80% solution,
 administrative, education/training, laboratory need
 evaluation

Strategic Challenges

- Phase II Medical Training Space Requirements
- GME, AFMS defining GME product lines
- Enlisted Training
- Governance
- Resourcing
 - Staffing
 - O&M Fund flow
 - MILCON
- ▪ Timing/Phasing
 - Impact on Business Plan, Deployments, GME RRC

Opportunities

- Largest Military Medical Center in DoD
- Center of Excellence offers a synergy in healthcare delivery
- New construction facilitates modernization of healthcare delivery utilizing latest technology
 - Attracting new research to San Antonio
- Postured for growth
- Sustainment/growth in Graduate Medical Education
- Total BRAC impact \$1.2B+ to the community
- Continued and expanded relationships with community health entities (VA, UTHSC, Pvt, etc)

QUESTIONS



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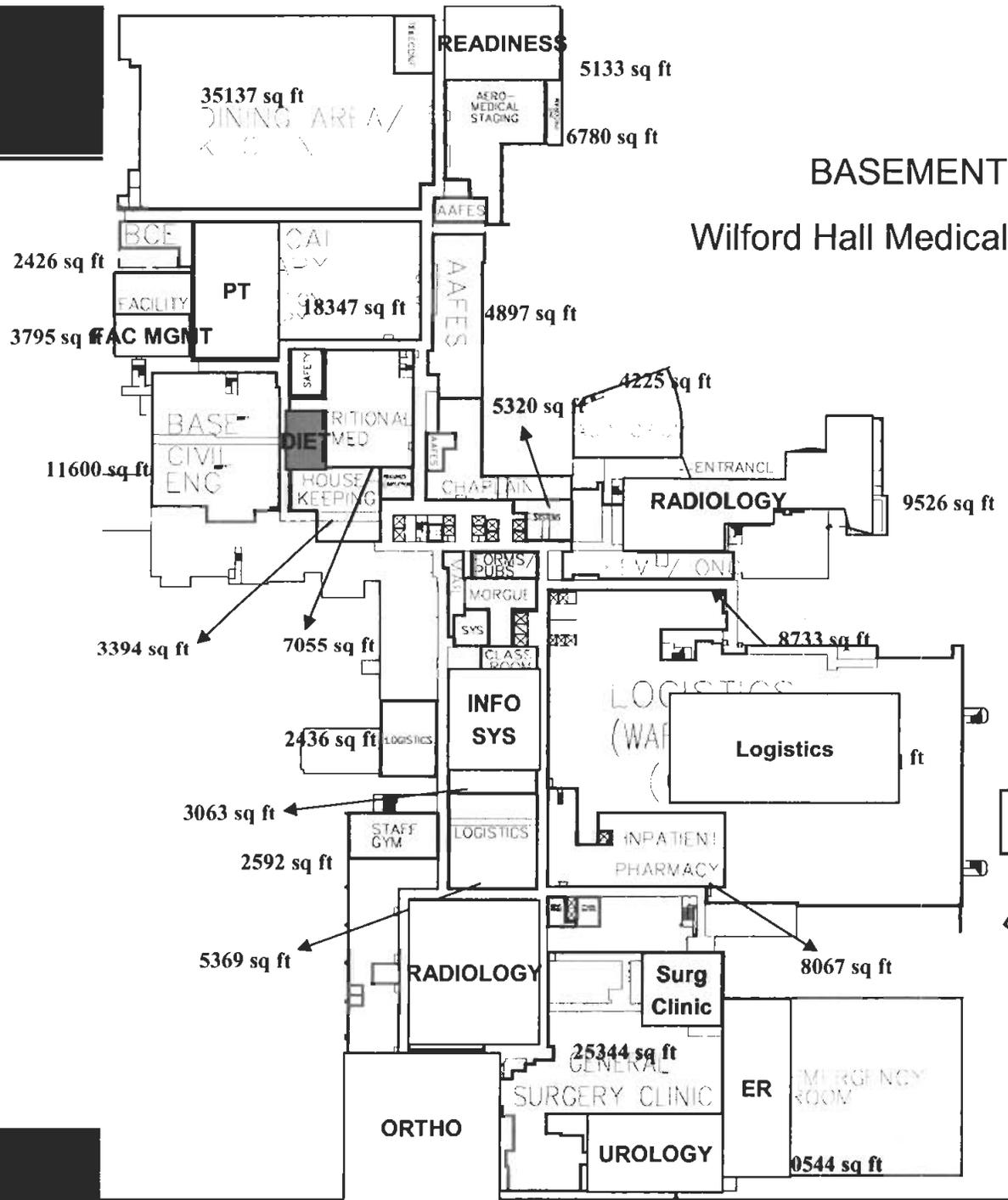
BRAC Meeting Attendees

Air Force Attendees:

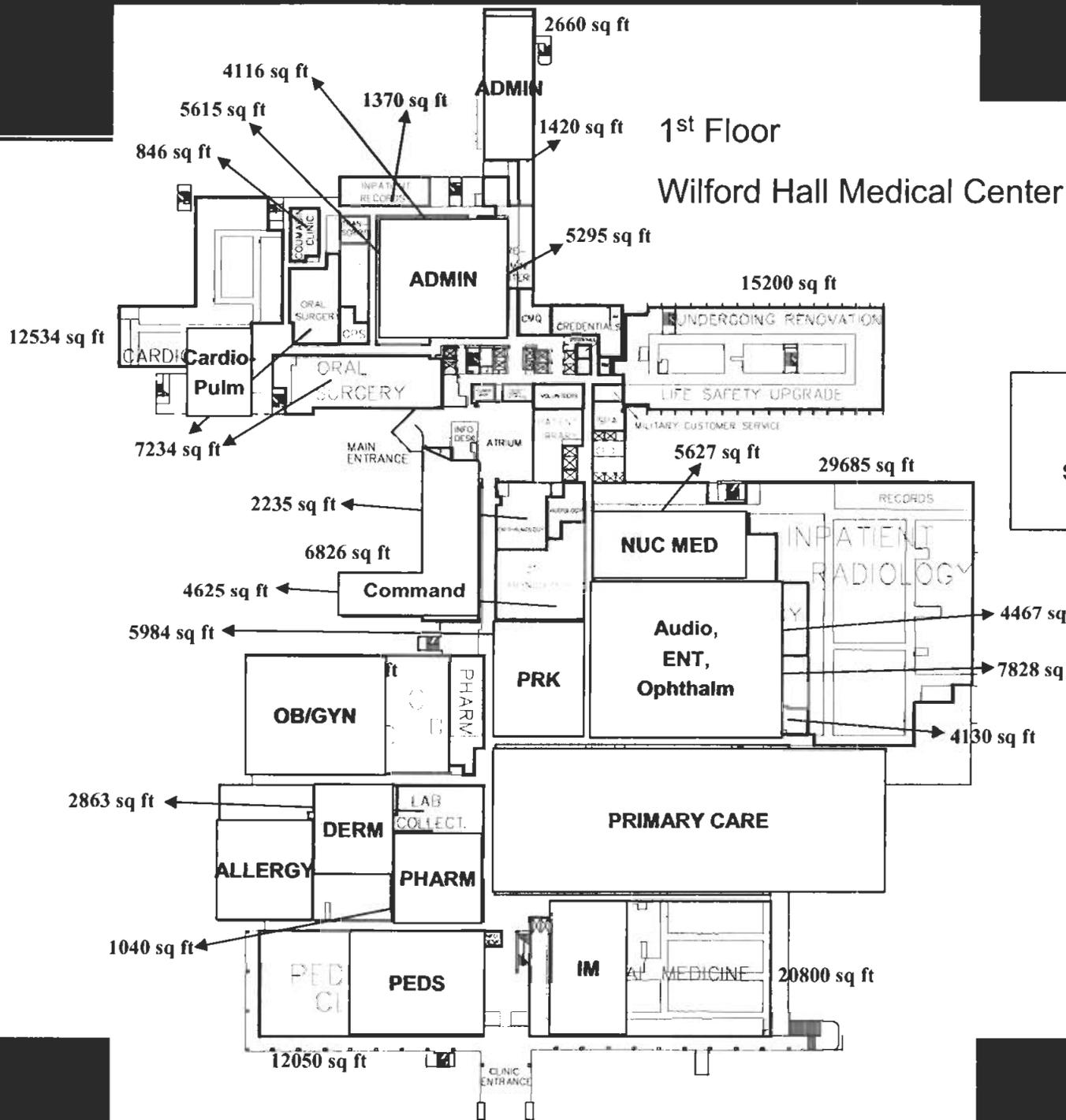
Maj Gen Charles "Bruce" Green, 59 MDW Commander, (210) 292-7351
Col Marc Sager, 59 MDW Administrator, (210) 292-7353
Col Donald Taylor, 59 MDW Vice Commander, (210) 292-7352
Maj Lenora Nelson, 59 MDW Chief of Facilities, BRAC POC, (210) 292-6575

Army Attendees:

COL James K. Gilman, Commander, BAMC, (210) 916-4100
COL Carlos E. Angueira, Deputy Commander for Clinical Services, BAMC, (210) 916-0901
COL John C. Shero, Deputy Commander for Administration, BAMC, (210) 916-5009
COL Lark A. Ford, Deputy Commander for Nursing, BAMC, (210) 916-5509
COL Suzanne Cuda, Chief, Dept of Health Care Operations, BAMC, (210) 916-2727
LTC James Riley, Chief, Logistics Division, BAMC, (210) 916-5114
LTC Stephanie Wilcher, Deputy, Hospital Education, BAMC, (210) 916-4474
MAJ Kevin Forrest, Executive Officer, BAMC, (210) 916-5009
MAJ Clinton Schreckhise, Chief, Depart of Clinical Operations, BAMC, (210) 916-0900
Mr. Roy Hirschak, Chief, Facilities Management, BAMC, (210) 916-2551

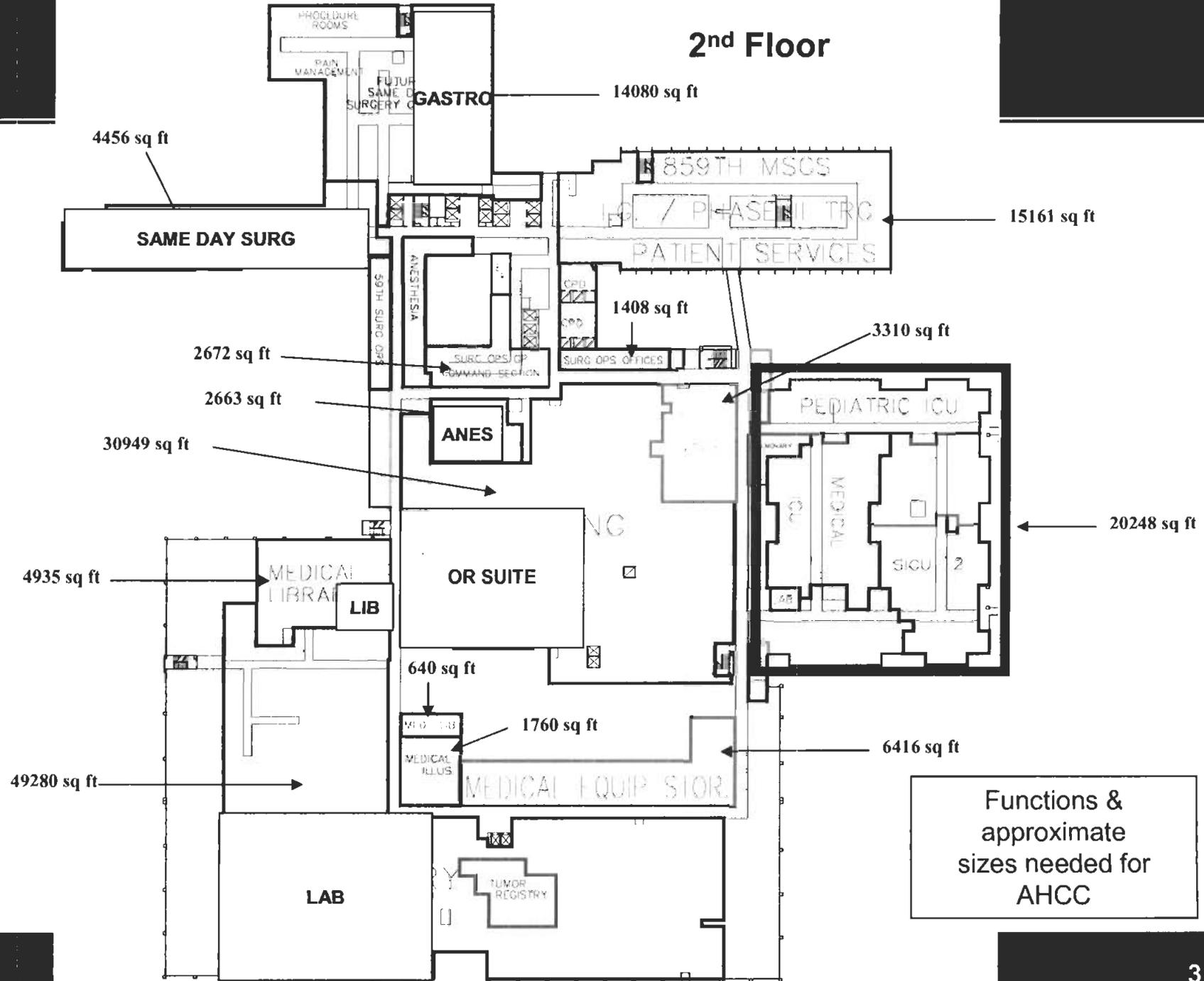


Functions & approximate sizes needed for AHCC

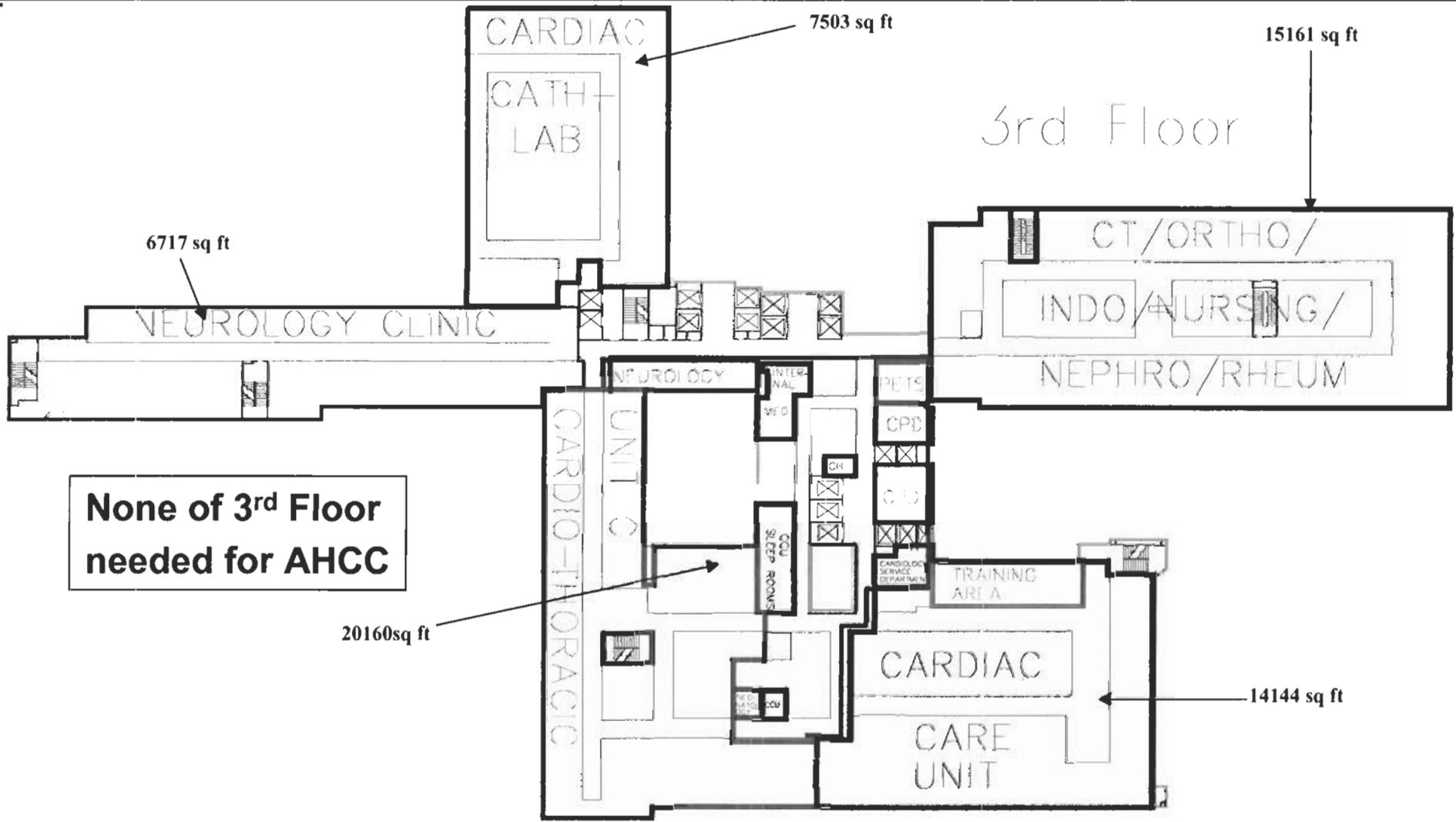


Functions & approximate sizes needed for AHCC

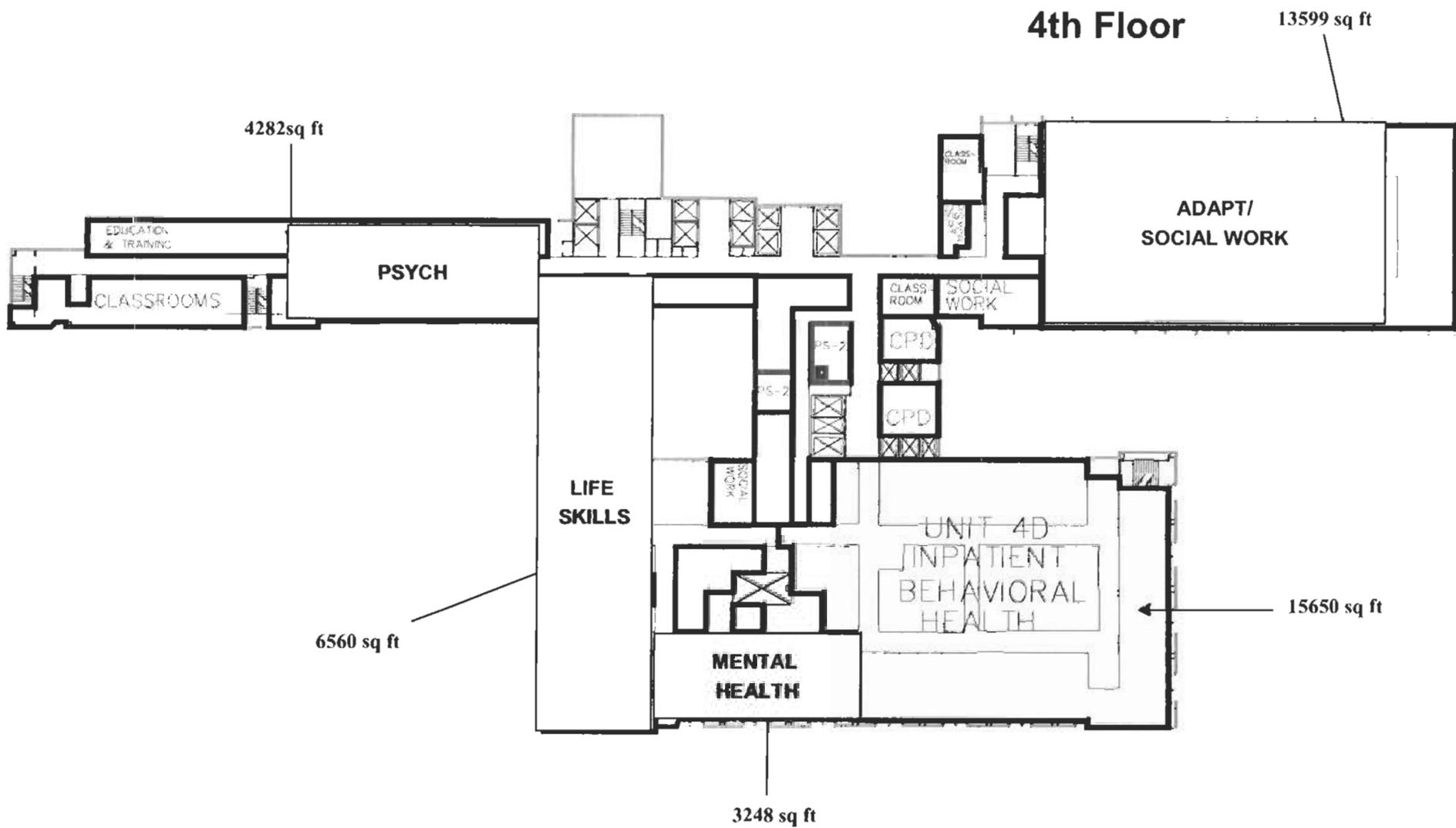
2nd Floor

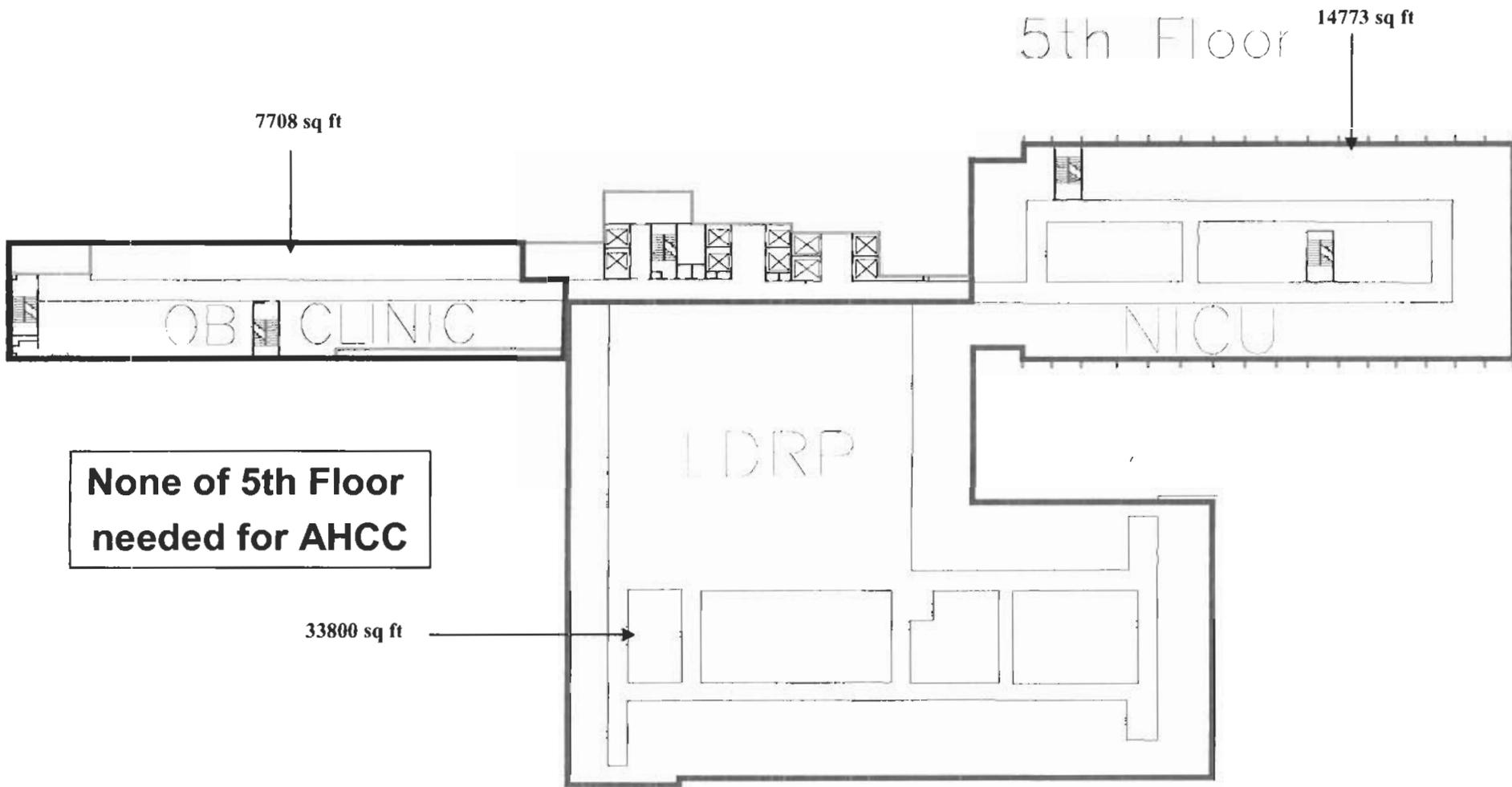


Functions & approximate sizes needed for AHCC

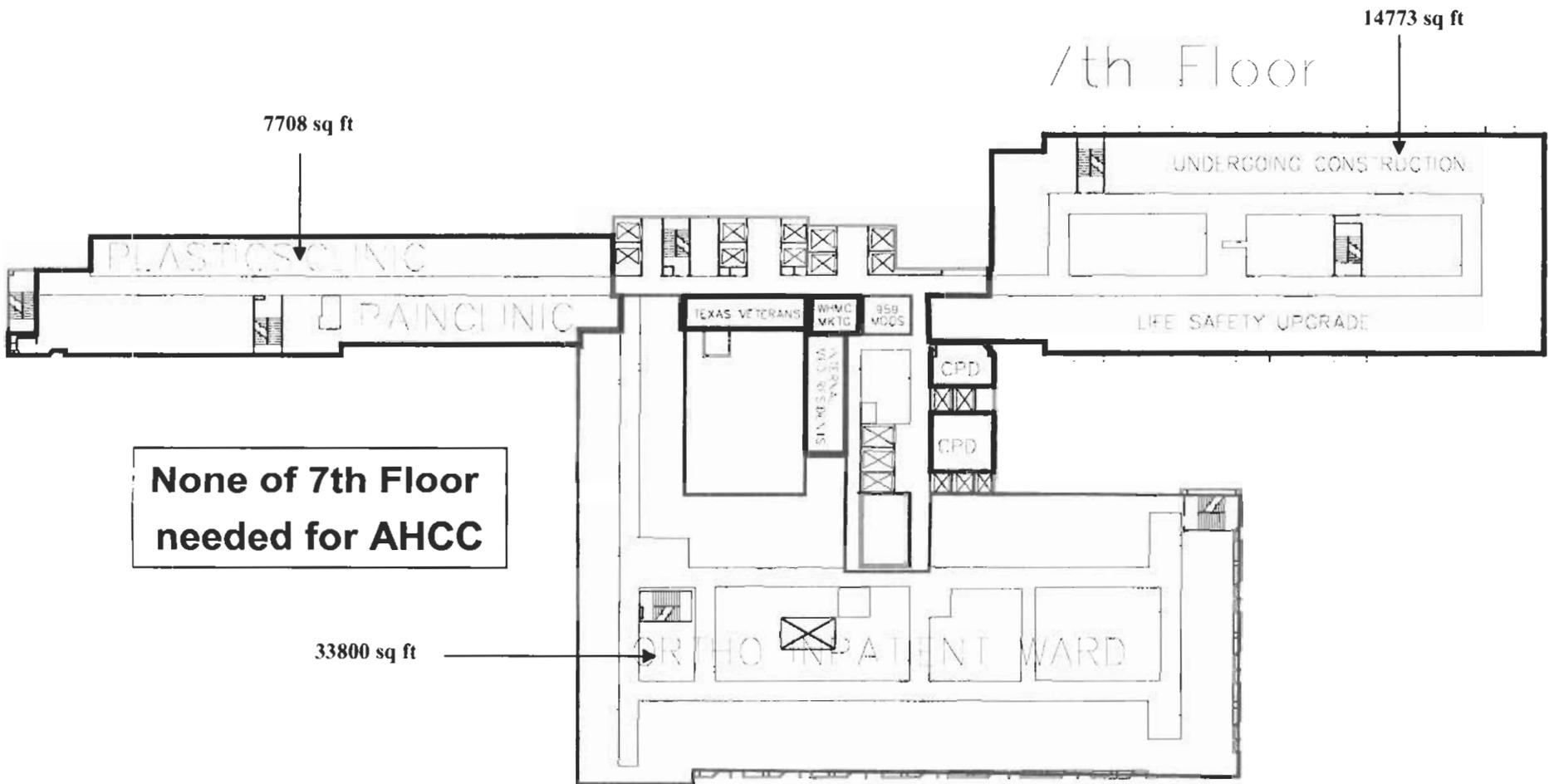


None of 3rd Floor needed for AHCC

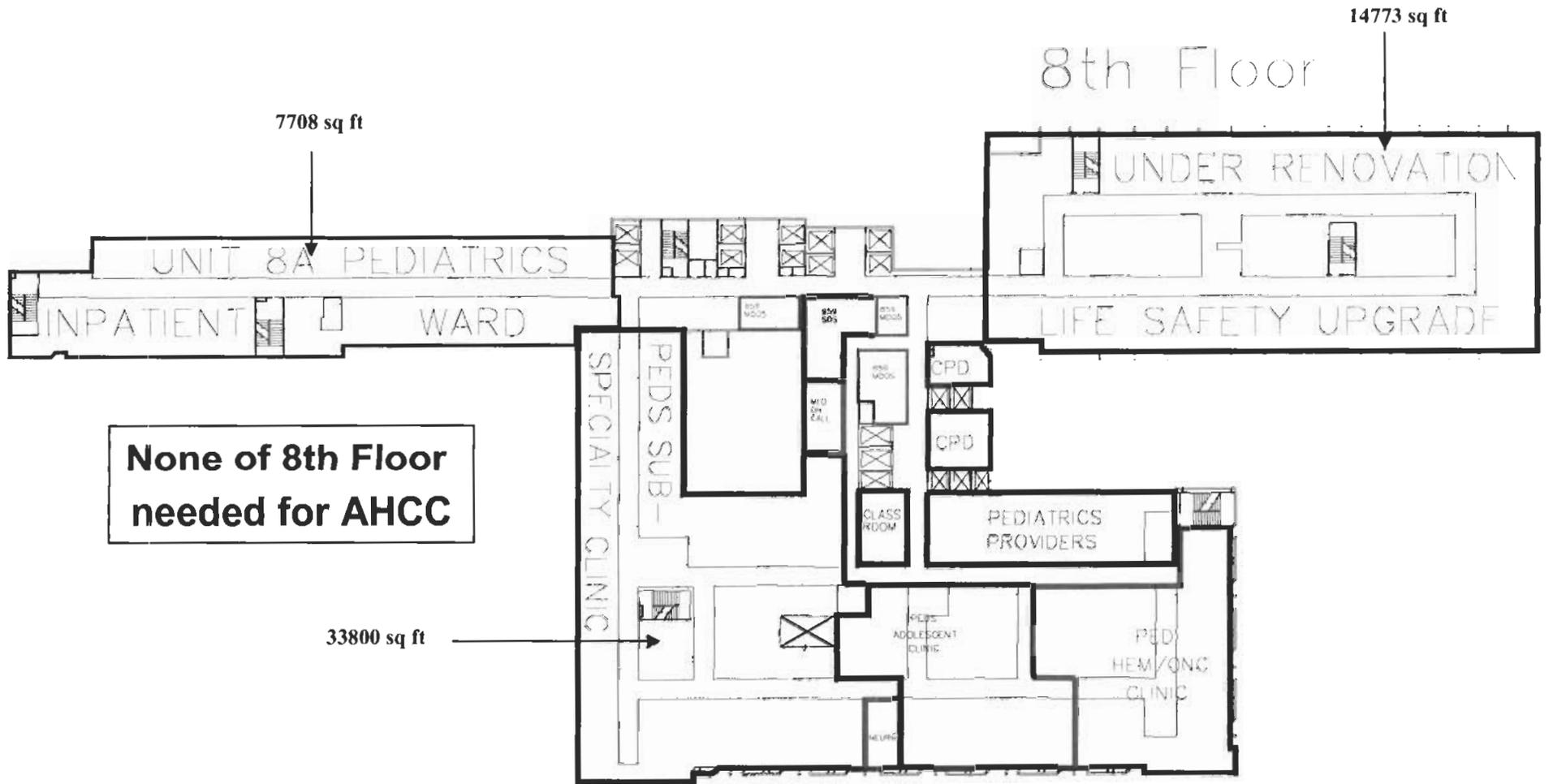




**None of 5th Floor
needed for AHCC**

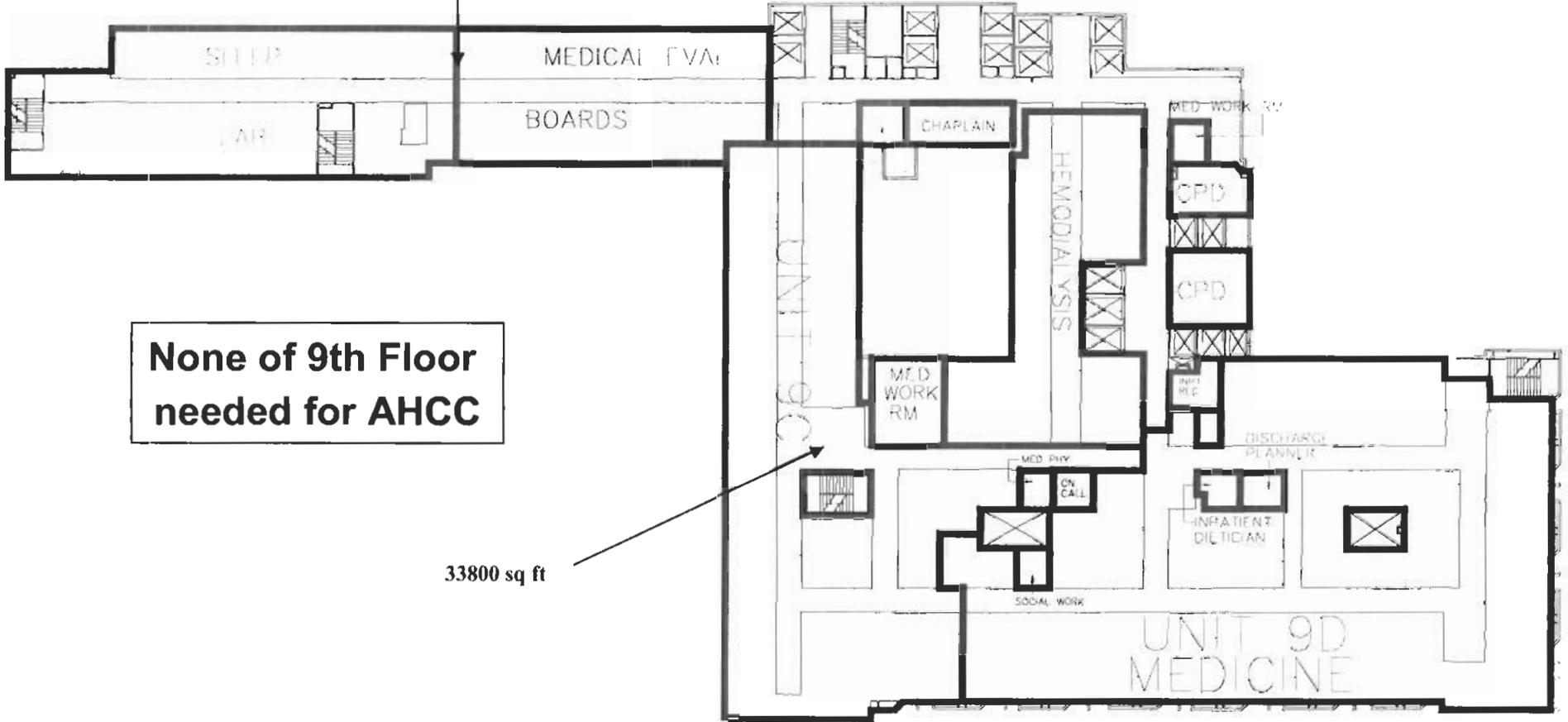


**None of 7th Floor
needed for AHCC**



9th Floor

7708 sq ft



**None of 9th Floor
needed for AHCC**

33800 sq ft

Functions in Outlying Buildings

- Following functions would need to be moved into renovated AHCC:
 - Optometry – 5,080 nsf
 - Business Ops – 7,700 nsf
 - RMO – 3,480 nsf
 - Education & Training – 4,100 nsf
 - Personnel & Admin – 1,400 nsf
 - Flight Medicine – 4,100 nsf
 - BEE/PH – 13,470 nsf
- Total Space Reqmt for outliers = 39,330 nsf