

# 2011 Military Health System Conference

## JTF CapMed Initial Outfitting and Transition (IO&T) – History, Process, Benefits

*The Quadruple Aim: Working Together, Achieving Success*

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26 January, 2011



JTF CapMed

# Report Documentation Page

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# Table of Contents



- Introduction
- Goal
- Design / Bid / Build Challenges
- Acquisition Strategy
- Initial Outfitting and Transition
- Changes and Challenges to IO&T
- Verbal Contract Modification Process
- Value of IO&T
- One Man's Story
- Questions

# The Goal



## The Goal of IO&T

# Goal



## Two World Class Joint Hospitals

### Walter Reed National Military Medical Center



### Fort Belvoir Community Hospital

***Jointly Staffed; Jointly Operated; Jointly Led; Jointly Governed!***

2011 MHS Conference

# Walter Reed Army Medical Center



# Walter Reed National Military Medical Center



**345 Inpatient Beds**  
**Square Footage:**  
Addition: 637,000  
Alteration: 321,000  
Support Facilities: 590,000

# Fort Belvoir Community Hospital



**120 inpatient beds**  
**1.275 M GSF Hospital Complex**



# The Challenges



## Challenges of Design/Bid/Build

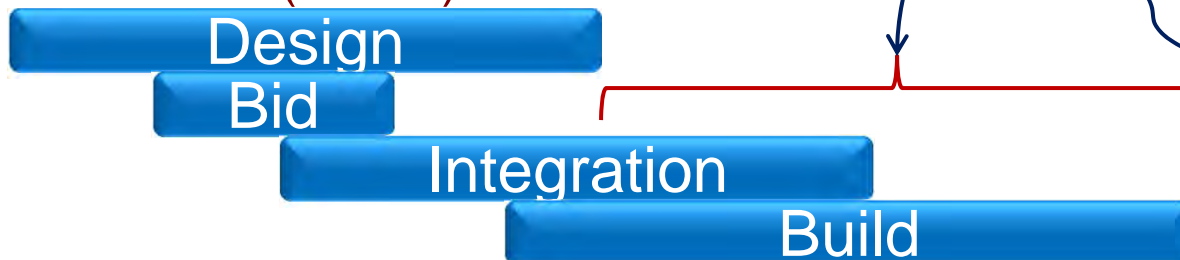
# Challenges: Alternative Strategies



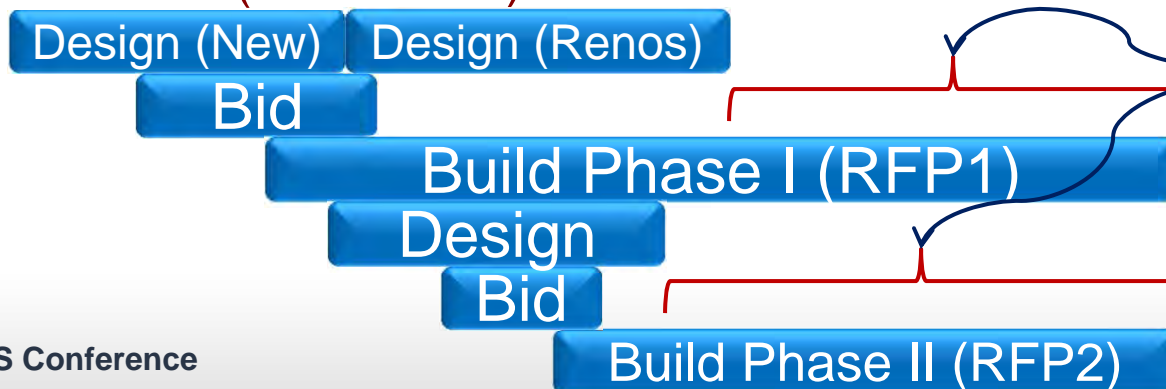
## Traditional Design Bid Build Process



## Integrated Design Bid Build Process (FBCH)



## 2-Phase Design Build Process (WRNMMC)



Variable IO&T Execution Windows

# The Strategy



## Acquisition Strategy

# Acquisition Strategy

## Possible Courses of Action (COAs)



- Three COA proposed by procurement team:
  - Traditional Contracting Sources
    - North Atlantic Contracting Office (NARCO)
    - Fleet Industrial Supply Center (FISC)
  - General Services Administration (GSA)
  - US Army Medical Research Acquisition Agency (USAMRAA)

# Course of Action Comparison



COURSE OF ACTION (COA)	ACQUISITION CRITERIA				
	DOD	IO&T CONTRACT	RISK MITIGATION	STANDARD AND INTEROP	QUALITY ASSURANCE
COA #1 Traditional Contract Sources					
COA #2 General Service Administration					
COA #3 USAMRAA					

# COA Recommendation



## USAMRAA

### WHY? Because it ...

1. Achieves desired effects for success
  - Use of DOD Contracting Office
  - Provide Best Opportunity for IO&T Acquisition
  - Risk Mitigation
  - Standardization and Interoperability
  - Quality Assurance
2. Additional Advantages
  - USAMRAA is Ready to Start
  - Minimal Fee

# The IO&T



## Initial Outfitting and Transition

# Contract Background



## IO&T Defined: Initial Outfitting and Transition

### The IO&T Contract is a....

- Single Award Cost Plus Fixed Fee
- Incentives
  - On-schedule IO&T of North and South projects
  - Share in savings for exceeding cost goals for provisioning
- Cost/Schedule/Performance Risks exist
  - Dependence of IO&T performance on construction completion schedule
  - Complexity due to number of events to be synchronized



# One Efficiency of the IO&T Model



20 FTE



20 FTE



20 FTE



20 FTE

- Saving 40 FTE for two project offices
- Eliminates competition for scarce resources
- Volume purchasing and standardization increases efficiencies of scale and receipt of competitive price advantages

# “Day to Day” Acquisition Team



**USAMRAA**  
UNITED STATES ARMY



Ms Abigail Diffenderfer  
(Administrative Contract Specialist)  
Mrs. Laurel Carey  
(Contract Specialist)

**Mrs. Laurie Hovermale**  
(Contracting Officer)



JTF CAPMED  
(Staff)  
Ms. McCreary-Watson  
(Program Manager)

**CAPT Russell Pendergrass**  
(Contracting Officer Representative)

Walter Reed National Medical Center



Ms Sherri Hopkins  
2011 MHS Conference (COTR)

WRAMC  
Lead

Thomas Fitzpatrick

Fort Belvoir Community Hospital



Mr. David Fortune  
(COTR)

# Contractor & Approved Subcontractors



## Project Management

**GENERAL DYNAMICS**

Environmental & Safety



Quality Assurance  
Risk Management



Tracking Tool



## Operational Capability

Transition Support



Initial Outfitting/Equipping

**GENERAL DYNAMICS**



Relocation



## Project Infrastructure

**GENERAL DYNAMICS**

Purchasing

Financial  
Management

Subcontract  
Management

Information  
Management

*The General Dynamics Team works across the dimensions of project management, operational capability, and project infrastructure.*

# Contract Summary



Walter Reed National Military Medical Center



Walter Reed Army Military Medical Center



Fort Belvoir Community Hospital



- Performance Based Services Acquisition
- Single Integrator of contracted services
- Services include provisioning of hardware, equipment, furniture
- Initial Awarded Contract Value - \$322M
- Combination of MILCON, O&M and OP funds

## “One Stop” Solution to Contracted Initial Outfitting & Transition Requirements

Specialized Hospital Transition & Activation Services	Testing/Calibration/Safety Certification all Equipment
Staff Orientation and Training	Transition of Government Records & Files
Provisioning IM/IT Equipment	Property Management
Operations and Maintenance Training	Equipment & Materiel Transition and Relocation
Equipment and Furniture Installation	Equipment Standardization
Warehousing	Provisioning Furniture & Furnishings
User Maintenance	Provisioning Medical & Non-Medical Equipment

# IO&T Changes and Challenges



## Changes and Challenges to the Initial Outfitting and Transition

# Contract Changes

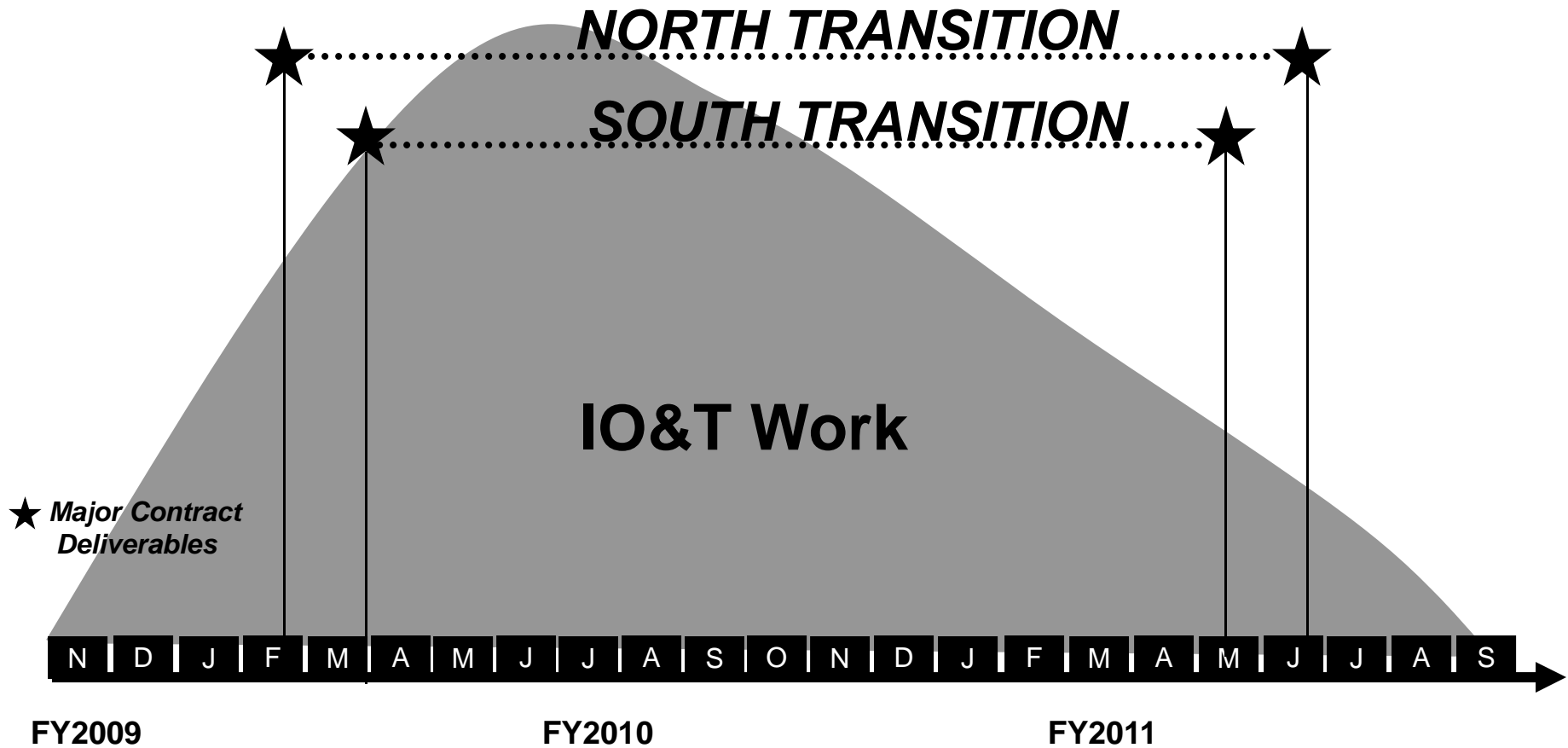


A revision/contract modification MUST come from a properly executed contract modification signed by the Contracting Officer—see FAR 1.602-3 “Unauthorized commitment”

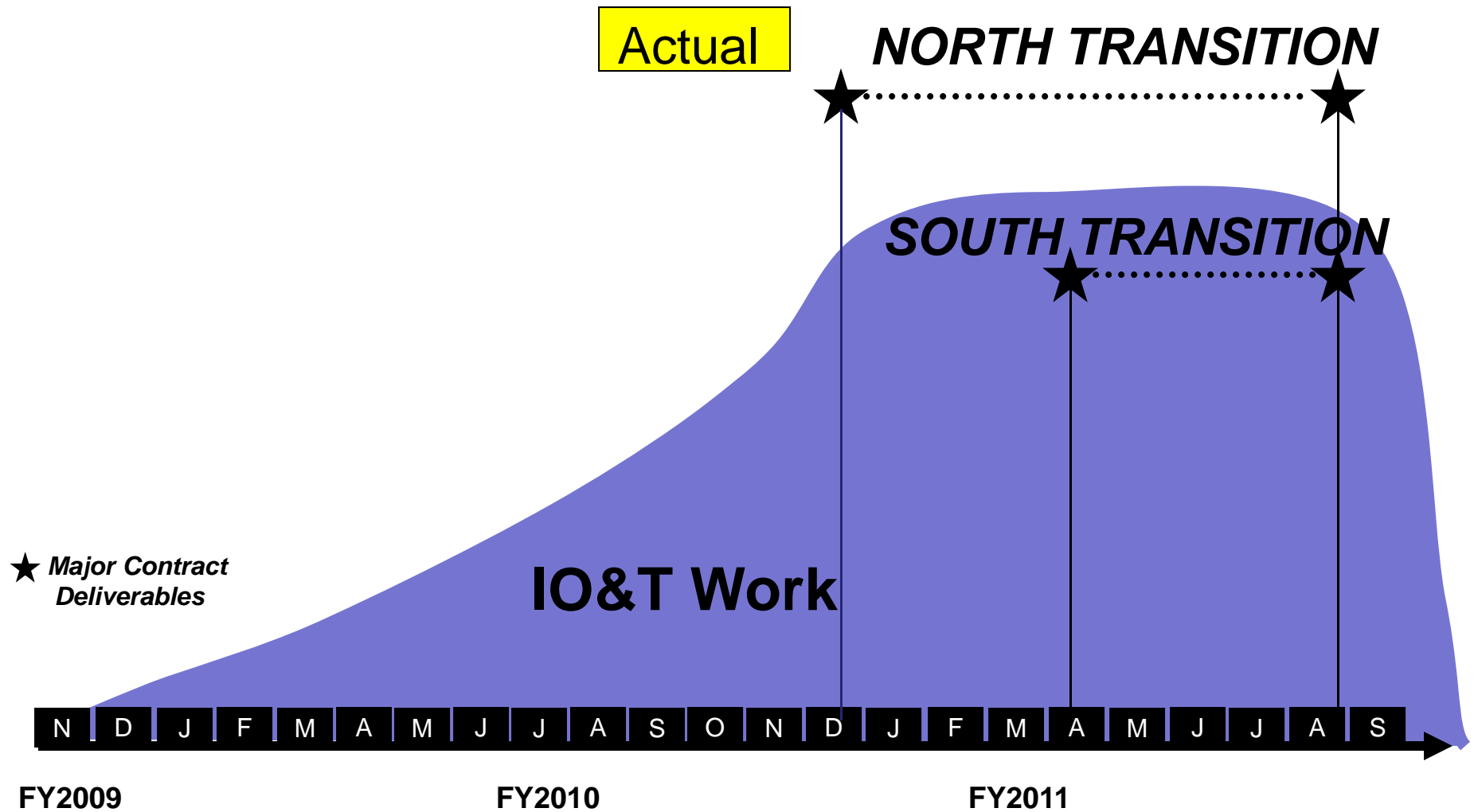
# Contract Challenges - Projected



FTE



# Contract Challenges - Actual

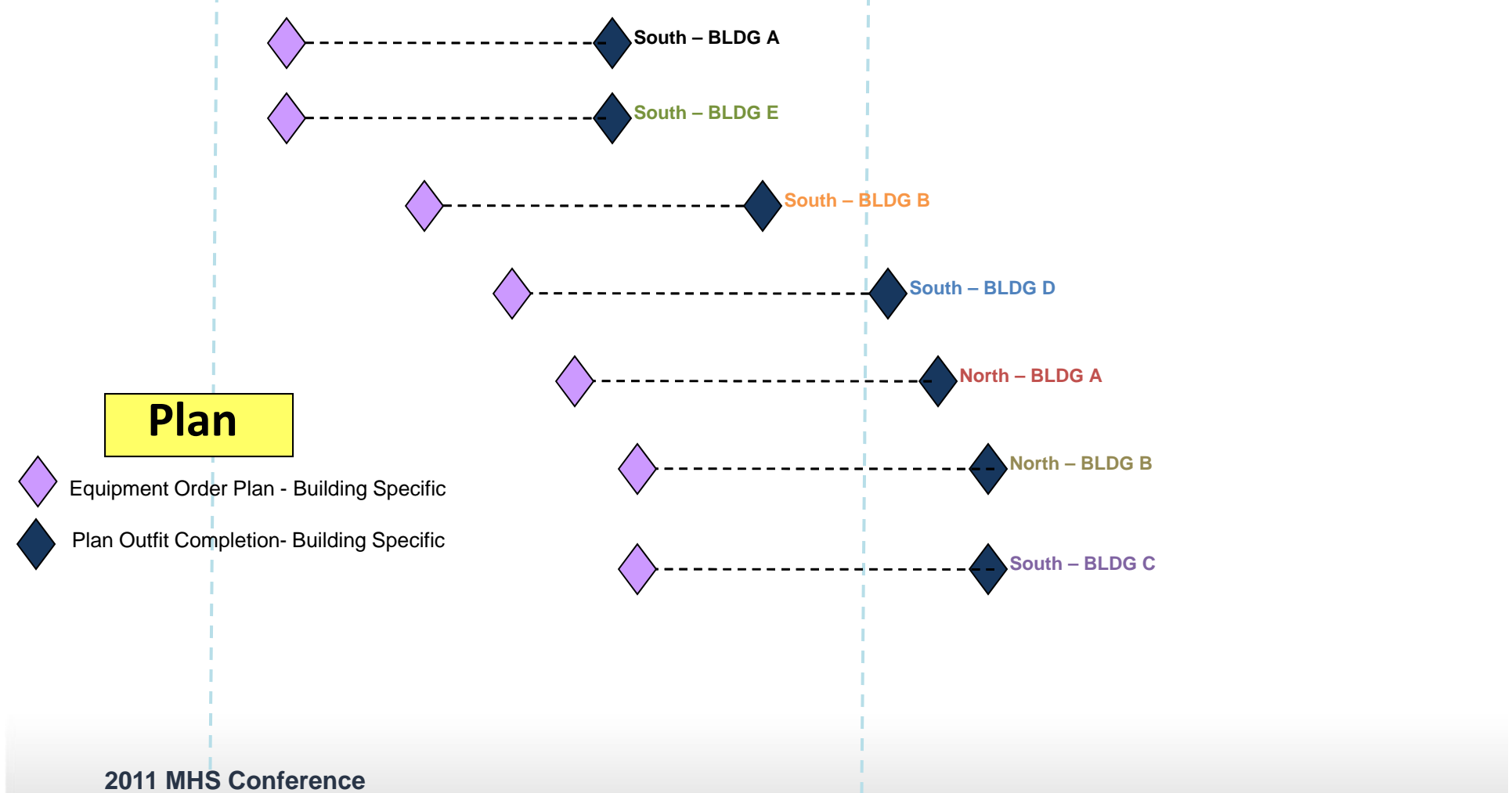




# Equipment Schedule Major Milestones



JUN	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	SEP	DEC
CY 2009			CY 2010				CY 2011			



# Equipment Schedule Major Milestones



JUN	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	SEP	DEC
CY 2009			CY 2010				CY 2011			



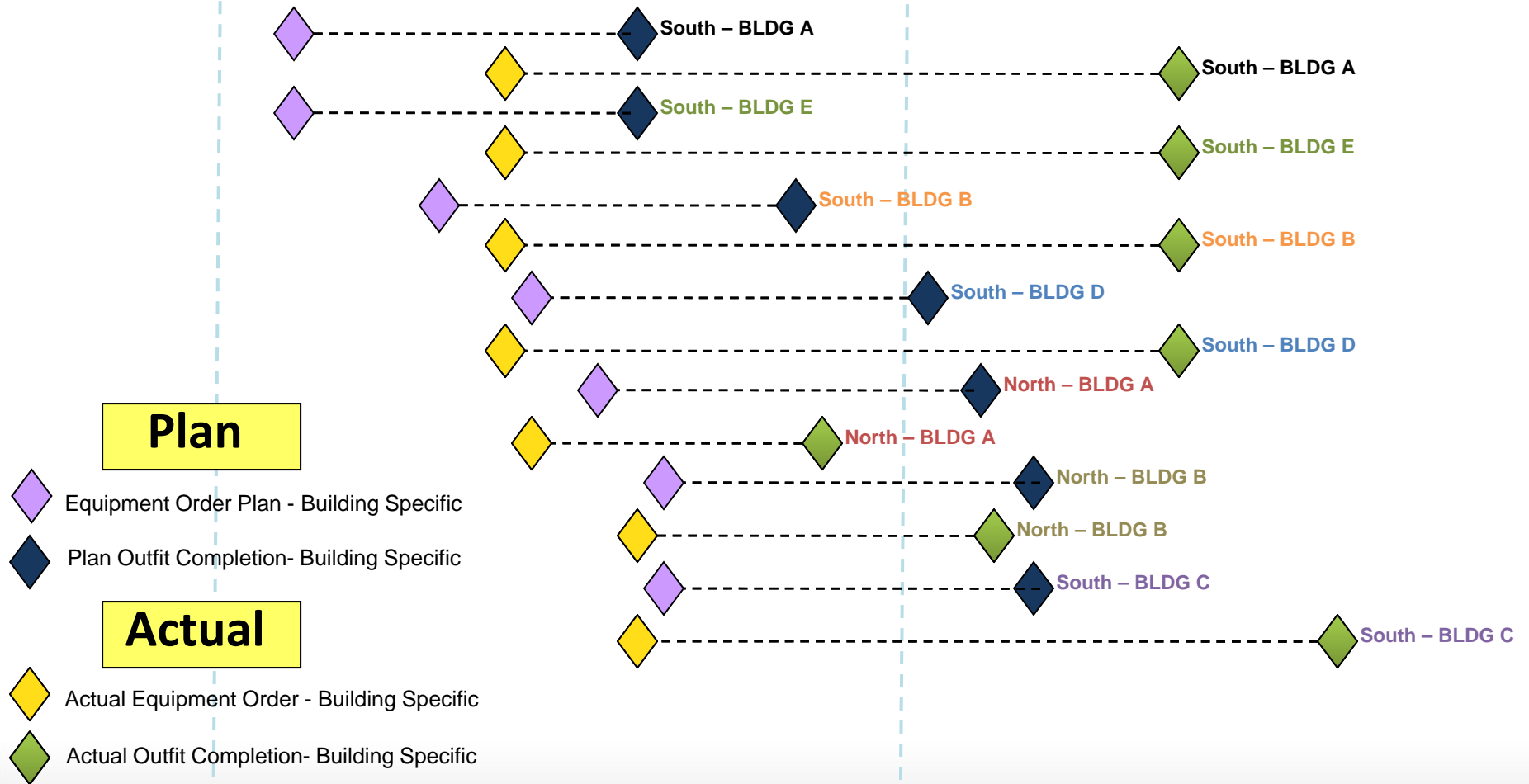
**Actual**

- Actual Equipment Order - Building Specific
- Actual Outfit Completion- Building Specific

# Equipment Schedule Major Milestones



JUN	SEP	DEC	MAR	JUN	SEP	DEC	MAR	JUN	SEP	DEC
CY 2009			CY 2010				CY 2011			



# IO Requirements Summary Table



JSN Summary Detail		JSN	Items
		(Count)	(QTY)
Medical	<b>TOTAL</b>	<b>838</b>	<b>19,016</b>
	North	586	7,789
	South	553	11,227
Non-Medical	<b>TOTAL</b>	<b>204</b>	<b>20,166</b>
	North	171	7,076
	South	96	13,090
IT	<b>TOTAL</b>	<b>48</b>	<b>11,817</b>
	North	38	5,561
	South	32	6,256
Furniture	<b>TOTAL</b>	<b>137</b>	<b>50,493</b>
	North	120	23,465
	South	104	27,028
Summary	<b>TOTAL</b>	<b>1,421</b>	<b>101,492</b>
	North	1,121	43,891
	South	806	57,601

Notes:

- JSN "Count" represents total number of unique JSNs in North, South, and Total
- Equipment list analysis is based on 2 March, 2010 contract list.

# Verbal Contract Modification



## The Verbal Contract Modification Process

# Verbal Contract Modification (VCM) Process



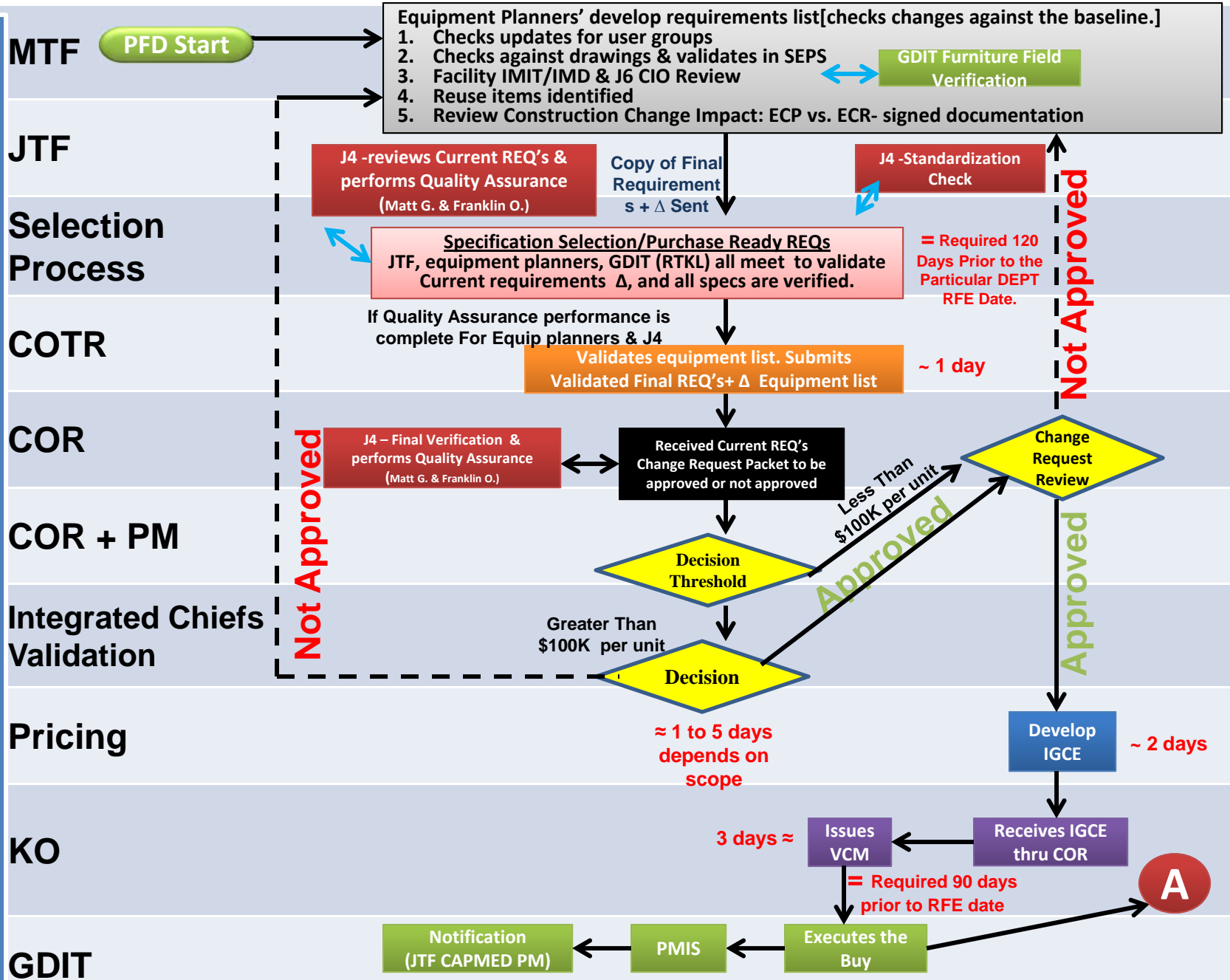
- TMA willing to set aside funds to avoid Anti-Deficiency Act (ADA)
- TMA provided certification of set aside funds with line of accounting to Contracting Officer
- The VCM process was borne
- Written modifications followed which memorialized verbal modifications
- Continuous change validated this innovation

# Then A Miracle Occurs....



# Validation Process for Equipment Lists

Areas of Responsibility



**A** KO Decision & Other Process

**A**



# Initial Outfitting Process



**Government**

**General Dynamics**

**Initial Outfitting Tool**

Requirements

Sourcing

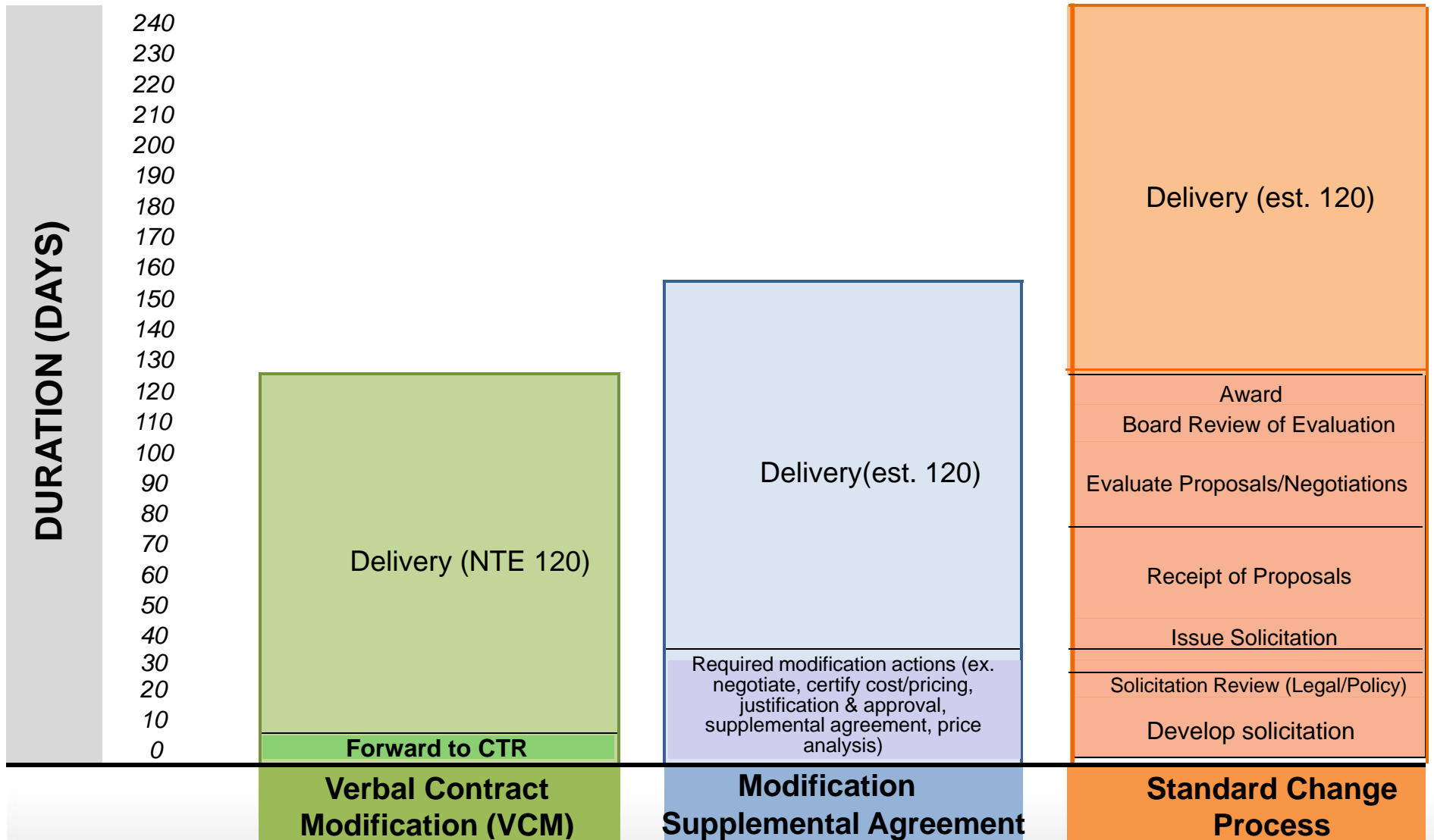
Purchase

Deliver

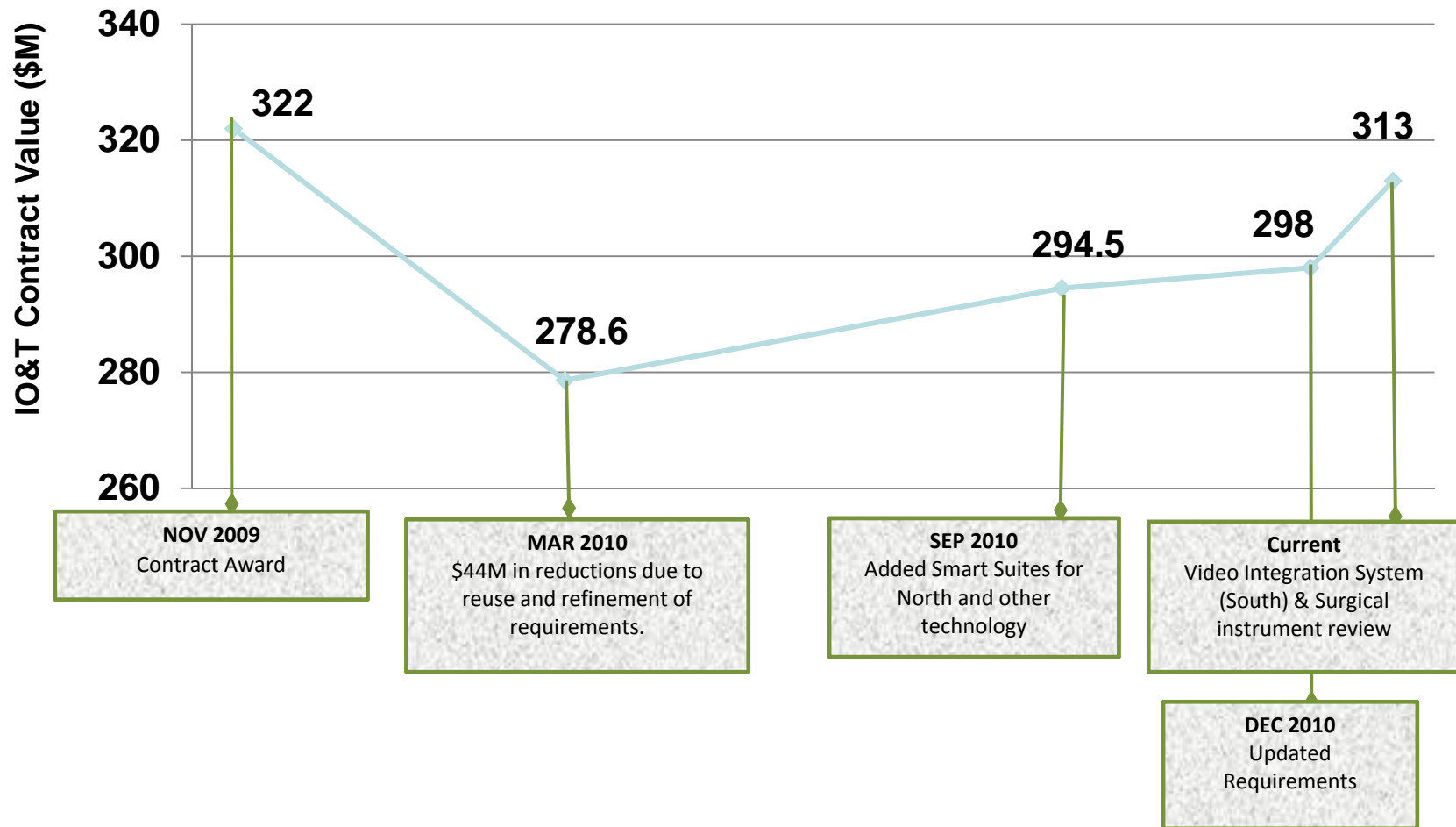
Install

Accept

# Identification to Delivery



# IO&T Contract Value Changes



# IO&T Contract Challenges



- Continuing validation of equipment requirements
- Fluid design and construction schedule
- Reaching consensus of among Service Subject Matter Experts (SMEs) of the equipment requirements

# Value of IO&T



## The Value of the IO&T Process

# The Value of IO&T



- Optimizes purchasing power with enhanced vendor responsiveness
- Realized cost avoidance and savings
- Enabled synchronization of outfitting, hospital transition, relocation and operational readiness with an aggressive schedule
- Unity of purpose and effort
- Management and relocation of reuse items
- Precise relocation planning and execution ensuring continuity of patient care operations
- Improves patient safety

# Value of IO&T Standardization



- Decreases and streamlines staff training
- Minimizes equipment and supply variation while decreasing product consumption and inventory
- Creates opportunity for future cost avoidance and savings
- Creates potential reduction in maintenance costs
- Provides a more efficient operating platform hospitals
- Seamless clinical support regardless of location
- Provides increased opportunity for partnering with DOD and other federal agencies

# Achieving a Common Operating Platform



<p><b>ICU/ Critical Care</b></p> <ul style="list-style-type: none"> <li>•Smart Suite Technology</li> <li>•Patient monitoring system</li> <li>•Automated medication/supply distribution system</li> <li>•Key equipment components</li> </ul>	<p><b>Emergency Departments</b></p> <ul style="list-style-type: none"> <li>•Patient monitoring system</li> <li>•Examination room stretchers</li> <li>•Exam and treatment room components</li> </ul>	<p><b>Operating Rooms</b></p> <ul style="list-style-type: none"> <li>•Integrated OR Technology that has been designed for WRNMMC will now also be procured for FBCH</li> </ul>
<p><b>Pharmacy</b></p> <ul style="list-style-type: none"> <li>•Pharmacy robotics system</li> <li>•Automated medical/supply distribution system</li> <li>•Casework and storage units</li> </ul>	<p><b>Radiology/Imaging</b></p> <ul style="list-style-type: none"> <li>•Linear accelerators</li> <li>•Oncology simulators</li> <li>•MRI</li> <li>•CT, PET CT</li> <li>•Cardiac catheterization units</li> </ul>	<p><b>IT Infrastructure</b></p> <ul style="list-style-type: none"> <li>•Smart suite technology</li> <li>•Data storage units</li> <li>•Servers</li> <li>•Internet Protocol/Fiber Channel Switches</li> </ul>
<p><b>Hospital Rooms</b></p> <ul style="list-style-type: none"> <li>•Hospital Beds</li> <li>•Automated medical/supply distribution system</li> <li>•Many similar equipment items</li> </ul>	<p><b>Exam/Treatment</b></p> <ul style="list-style-type: none"> <li>•Room design and contents are largely common</li> <li>•Exam tables from common manufacturer</li> <li>•Examination items such as wall mounted otoscope sets, etc.</li> </ul>	<p><b>Furniture</b></p> <ul style="list-style-type: none"> <li>•Systems furniture to include work stations, supply storage units, and other components are from the same manufacturer.</li> <li>•Flexibility to adjust future office configurations.</li> </ul>

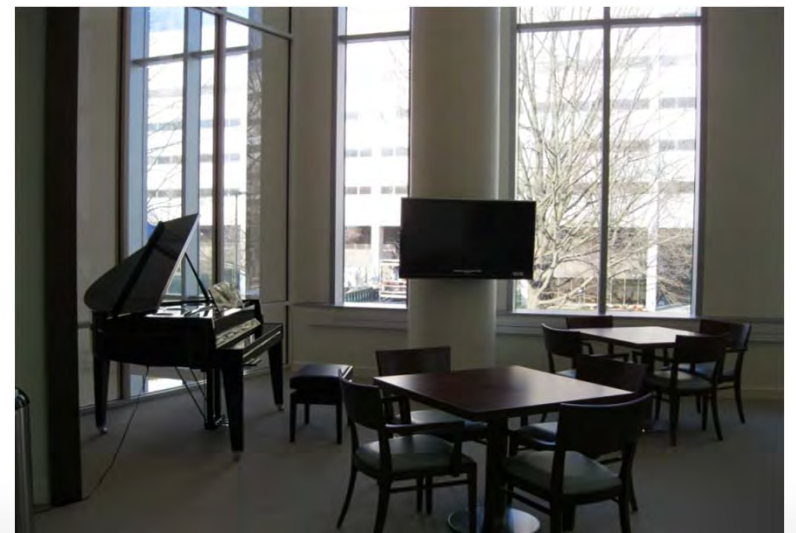


# We had a Dream . . .



# And it has become a reality

# National Intrepid Center of Excellence



# National Intrepid Center of Excellence



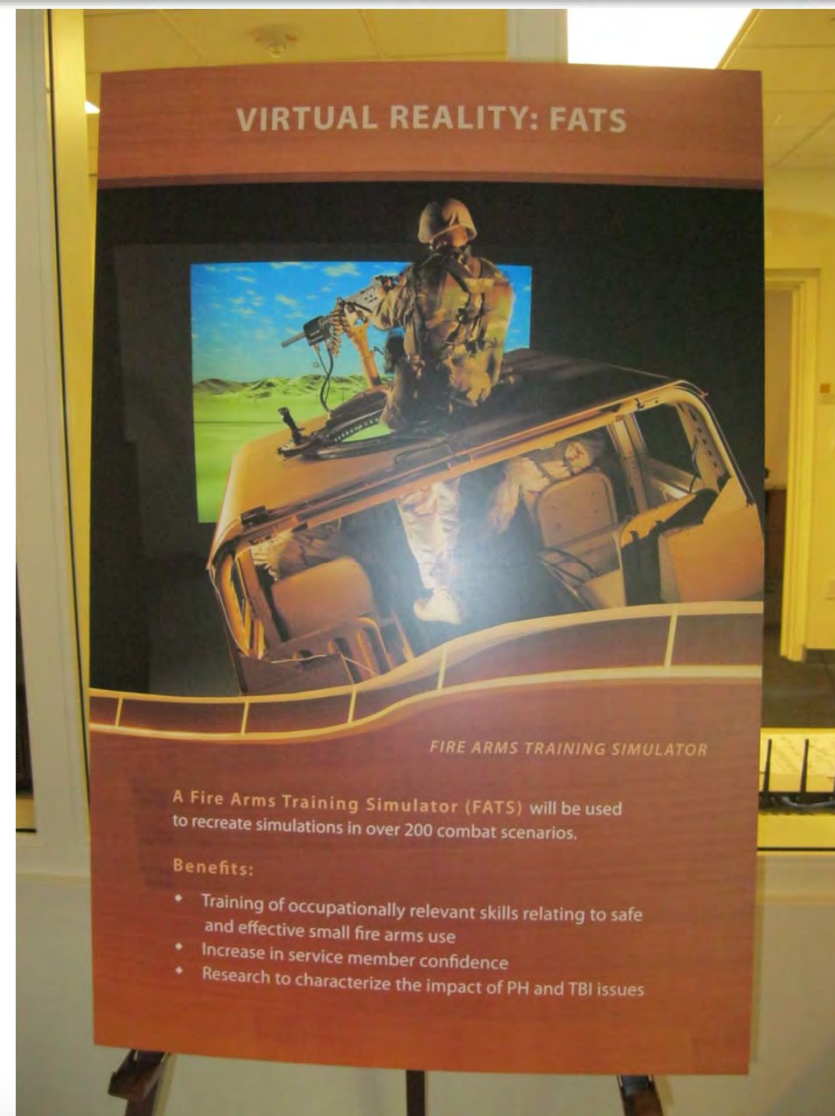
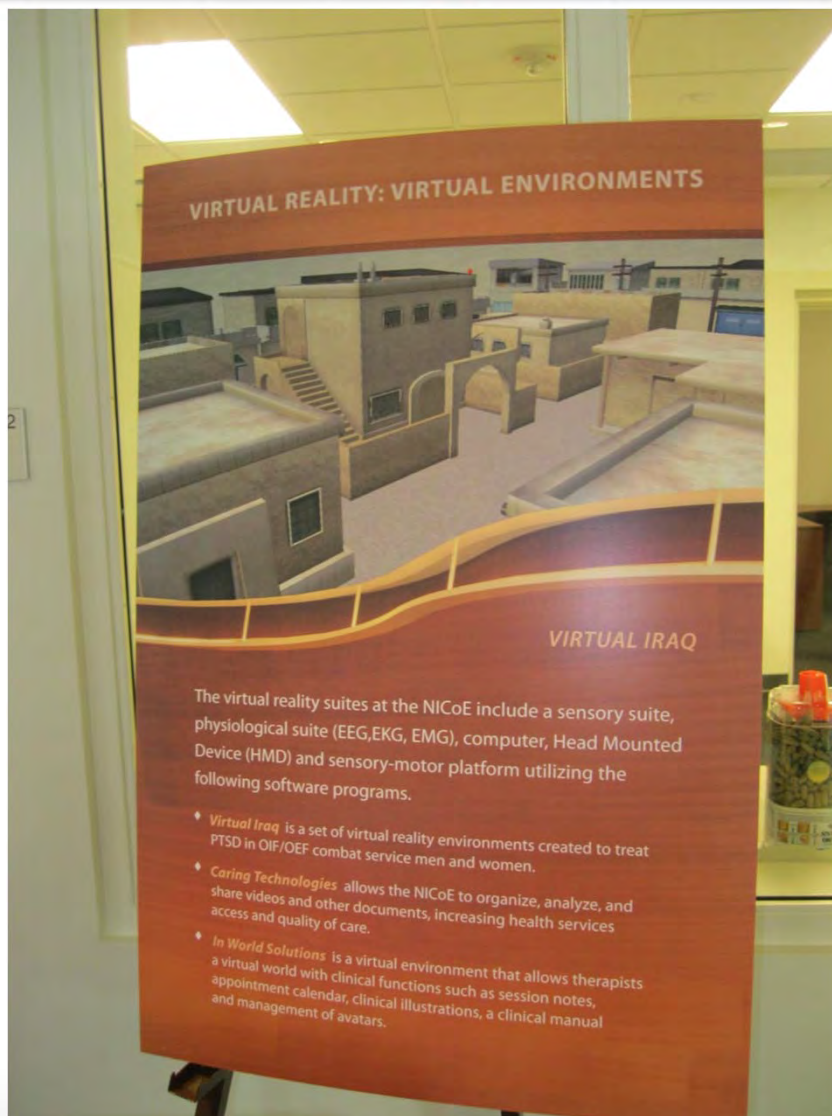
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# National Intrepid Center of Excellence

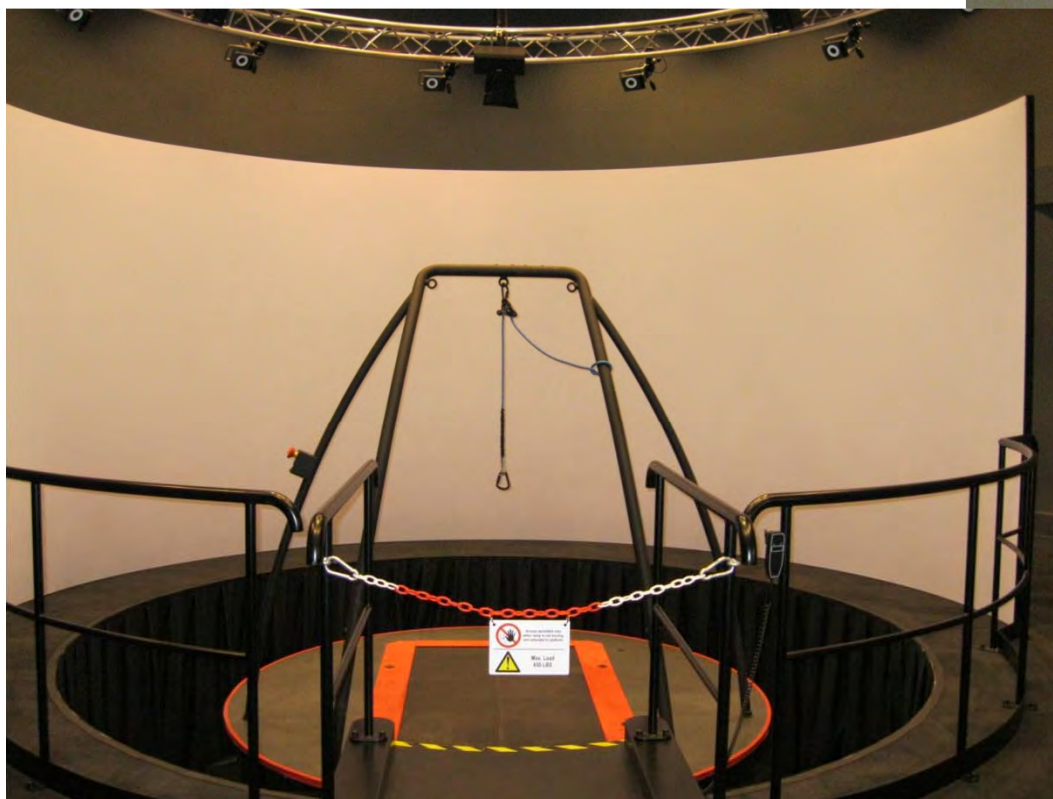


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# National Intrepid Center of Excellence Simulation/Virtual Therapy



# National Intrepid Center of Excellence Caren Lab and Drive Simulation



# Building A NNMC- Gait LAB



# Building A NNMC Physical Therapy Exercise Room





# Building A NNMC- Physical Therapy Running Track & Climbing Wall



# Building A NNMC- Radiation Oncology TomoTherapy Unit (used for Head/Neck Cancer Treatment)



# Building A NNMC- Radiation Oncology Linear Accelerator



# Building A NNMC- Radiation Oncology Linear Accelerator



# Fort Belvoir Images of Site Visit



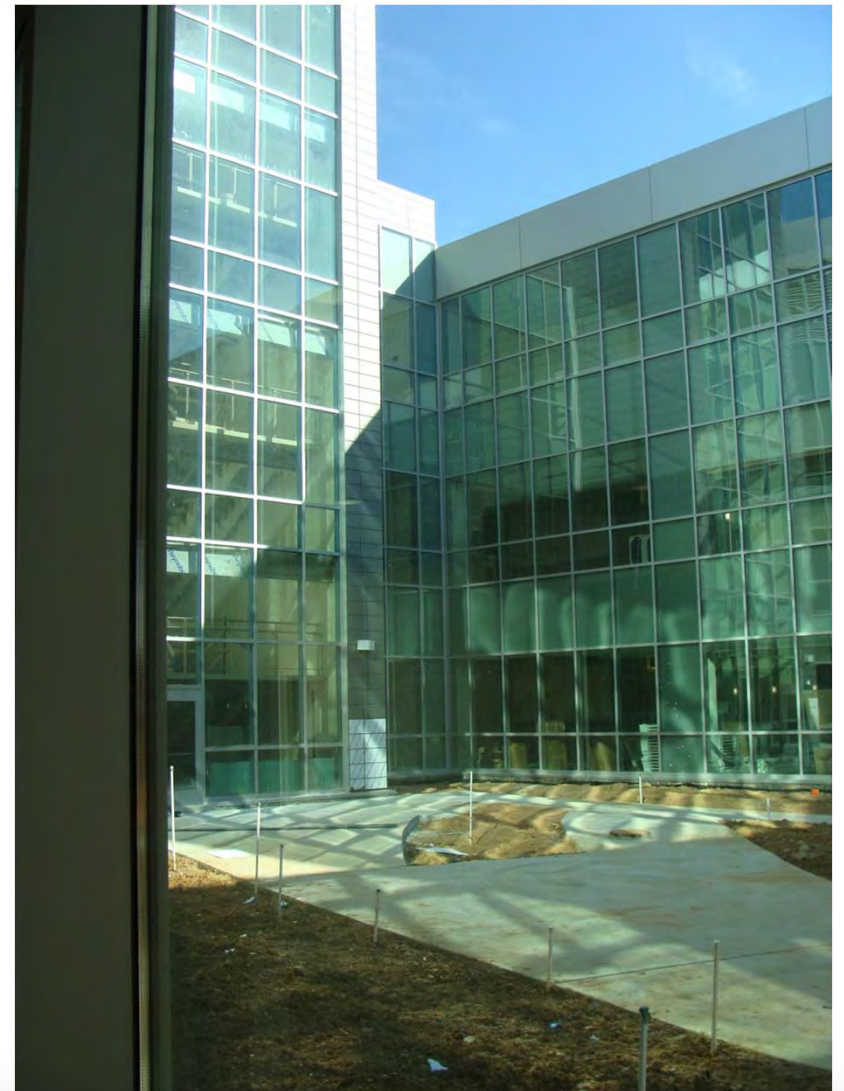
# Fort Belvoir Images of Site Visit: Interior



# Fort Belvoir Images of Site Visit



# Fort Belvoir Images of Site Visit: Construction





# One Man's Story (Video Interview)



# Questions

