

Assessing the Capital Needs of the National Institutes of Health Main Campus

Committee

Kenneth W. Kizer

Chair

Kenneth W. Kizer, M.D., M.P.H. (NAM), Chair, is a distinguished professor and director of the Institute for Population Health Improvement (IPHI) at the University of California, Davis. He is an internationally respected health care leader and an elected member of the National Academy of Medicine and of the National Academy of Public Administration. Among his multiple roles at IPHI, he serves as the chief medical officer for the California Department of Managed Health Care, director of the California Cancer Reporting and Epidemiologic Surveillance Program, and Chief Quality Improvement Consultant for the Medi-Cal Quality Improvement Program.

Dr. Kizer is a highly seasoned physician executive whose diverse professional experience includes senior positions in the public and private sectors, academia and philanthropy. Among his previous positions are: founding President and CEO, National Quality Forum; chairman, CEO and president, Medsphere Systems Corporation (a leading commercial provider of open source health information technology); Under Secretary for Health, U.S. Department of Veterans Affairs and chief executive officer of the nation's largest healthcare system (in which capacity he engineered the internationally acclaimed transformation of the Veterans Healthcare System in the late 1990s); Director of the former California Department of Health Services; Director of the California Emergency Medical Services Authority; and Chairman of The California Wellness Foundation (the nation's largest philanthropy devoted exclusively to health promotion and population health improvement).

Dr. Kizer is an honors graduate of Stanford University and UCLA, the recipient of two honorary doctorates, and a fellow or distinguished fellow of 12 professional societies. He is board certified in six medical specialties and/or subspecialties, and has authored over 500 original articles, book chapters and other reports. He is a veteran of the US Navy and a former Navy diving medical officer and a recognized expert on medicine in wilderness and austere environments. He has chaired and served on numerous National Academy committees.

Edward J. Denton, FAIA

Member

Edward J. Denton is a Fellow of the American Institute of Architects (FAIA) with expertise in facilities including design, construction, maintenance operations, real estate, and security. He has extensive experience in management of design & construction for major healthcare and higher education projects as well as government agencies, developers, and large corporate clients. He has expertise in project development, design, program preparation, and administration, and is knowledgeable in seismic, energy and environmental impact issues, building codes, ADA and OSHPD design and construction requirements. From 2014 to the present he has offered consulting services for developing and maintaining higher education and healthcare facilities. From 1998 to 2014, he was Vice Chancellor, Facilities Services, Campus Architect, and Chief Building Official at the University of California at Berkeley.

Don E. Detmer

Member

Don Eugene Detmer (NAM) is university professor emeritus of health policy, emeritus senior vice-president, and professor of medical education, Department of Public Health Sciences, School of Medicine, University of Virginia. Earlier, he had served as Vice-President and Provost for Health Sciences at Virginia and VPHS at the University of Utah. He serves on a number of boards, among them the Corporation for National Research Initiatives and the journal, Applied Clinical Informatics. As the first president and CEO of the American Medical Informatics Association, he helped develop the medical subspecialty of clinical informatics offered by the American Board of Medical Specialties. Don has also served as the Medical Director for Health Policy and Advocacy for the American College of Surgeons. In the early 1990s, Detmer was the Dennis Gillings professor of health management at Cambridge University. While there, he served as a consultant to the British Parliament to review its national health information technology strategy and assisted the Hospital Authority of Hong Kong with its HIT infrastructure. He also led the European "Informed Patient Project." Earlier, while chair of the USA National Committee on Vital and Health Statistics (NCVHS), Detmer created its national health information infrastructure work group that envisioned secure integrated electronic health records for medical care and public health as well as personal use, including national coordination. Detmer also chaired the Institute of Medicine board on health care services for eight years and was liaison to the To Err is Human and Crossing the Quality Chasm reports. He chaired the reports The Computer-based Patient Record: An essential technology for health care and served on other study committees. In the mid-1990s, he founded the Blue Ridge Academic Health Group. While at Wisconsin, Detmer was central in creating a master's degree program in Administrative Medicine and as a surgery resident at Duke, he was instrumental in fostering the modern era of ambulatory surgery as well as surgical physician assistants. He is an expert in medial tibial stress and chronic compartment syndromes. Don is the recipient of the Morris Collen Medal from ACMI, the Walsh McDermott Award from the NAM (then IOM) and is an honorary member of the American Academy of Nursing and the American Academy of Physician Assistants.

Laura K. Fidler

Member

Laura Kathryn Fidler, MPH, is a Consultant at AMC Strategies, LLC. She has 30 years' experience in academic health center master planning, clinical, educational and research facilities construction/renovation, capital budgeting and space planning. She gained this expertise through working in several functions at one institution for 24 years—University of Cincinnati (UC) Academic Health Center—followed by seven years of providing strategic planning consulting services for a number of top institutions. Specific relevant experience includes the development and implementation of a \$480 million, ten-year master plan of new construction and renovated space for the academic health campus. Through successful negotiations with four colleges and four hospital partners, a master plan was created to address the center's future teaching, clinical and research needs. The largest phase of the project was a million-square-foot renovation of the Medical Sciences Building, the largest federally funded college of medicine ever constructed. She led the space planning, design, swing space strategies and capital budgeting for this project resulting in the creation of new laboratories, classrooms, study space, animal facilities and an upgraded mechanical infrastructure. To address growth and swing space needs she directed the acquisition, renovation and implementation of new satellite campuses. She currently consults with national academic health centers to develop and implement strategic plans for institutional, departmental, and clinical service lines.

G. E. Gibson, Jr.

Member

G. Edward (Edd) Gibson is currently the School Director of the School of Sustainable Engineering and the Built Environment (SSEBE) at Arizona State University since 2011. He is a Professor and the Sunstate Endowed Chair in the Construction Management and Engineering, having served as Programs Chair of the Del E. Webb School of Construction from 2009-2011. In addition to ASU, he has served on the faculty of North Carolina State University, University of Texas at Austin and University of Alabama, Tuscaloosa. His educational background includes a B.S. and Ph.D. in Civil Engineering from Auburn University and an M.B.A. from the University of Dallas. He has been PI or co-PI on over \$9.5 million worth of funded research in his career. His research and teaching interests include front end planning, organizational change, asset management, alternative dispute resolution and risk management and he has received several awards for research excellence including the Construction Industry Institute's (CII's) Outstanding Researcher twice. He has been active on many national committees, among them a National Research Council committee investigating project management practices at the U.S. Department of Energy, the Architectural Engineering Institute, and also served as a Fulbright Senior Specialist in Norway in Fall 2004. He was awarded the 2016 ASCE R. L. Peurifoy Award for outstanding research. Dr. Gibson has several years of industry experience and is a licensed professional engineer in Texas. He is an elected member of the National Academy of Construction and a Fellow in the American Society of Civil Engineers and current member of the NRC Board on Infrastructure and the Constructed Environment.

Sanjiv Gokhale

Member

Sanjiv B. Gokhale, P.E., is the Professor of Civil Engineering and Director of Graduate Studies in Construction Management at the Department of Civil & Environmental Engineering, Vanderbilt University. Prior to Vanderbilt University, Dr. Gokhale was a tenured Associate Professor in the Construction Management program at the Purdue University School of Engineering, Indianapolis, Indiana. He has over 15 years of consulting experience, related to design and construction. He is a registered Professional Engineer in New York state. He is the co-author of "Trenchless Technology: Pipeline and Utility Design, Construction, and Renewal", published by McGraw Hill, 2005. Professor Gokhale is the author of Construction Management of Healthcare Projects, published by McGraw Hill in 2014. Professor Gokhale is the recipient of the 2009 Distinguished Professor award by the Construction Industry Institute (CII). He was elected as a fellow of the American Society of Civil Engineers (ASCE) in 2009 and is a current member of the NRC Board on Infrastructure and the Constructed Environment.

Mike Harber

Member

Michael Harber, P.E., is Vice President for Facilities Management at St. Jude Children's Research Hospital in Memphis, TN. Mike has served in that position for 13 years and has been at St. Jude since 2000. While at St. Jude he has been the Director of Facilities Operation and Maintenance and a Construction Project Manager. Mike has over 35 years facilities management and engineering experience. Before joining St. Jude, Mike retired from the U.S. Navy after serving 20 years in Navy Civil Engineer Corps where he served in various facilities and construction management positions including the Director of Construction for a 1,000,000 SF, 185 million dollar medical center and utilities plant replacement project, and the Facilities Director at the Navy's largest medical center and 19 satellite clinics. Mike has a very broad facilities and construction management background having managed projects ranging from ammunition facilities to large hospitals and research buildings/vivariums.

As Vice President Facilities Management, Mike was responsible for the departments of Design and Construction, Facilities Operations and Maintenance, Security, Biomedical Engineering, and Environmental Services. As the construction activity has increased Mike has shed most of his responsibilities and now focusses on design and construction with particular emphasis on facilities planning. Mike has a Master of Engineering degree from the University of Florida and a Bachelor of Science degree in Mechanical Engineering from the United States Naval Academy. He is a registered Professional Engineer.

Kerstin Hildebrandt-Abdikarim

Member

Kerstin Hildebrandt-Abdikarim, MSHS, is the Vice President of Research Administration, Children's Research Institute (CRI) at Children's National Health System. In this capacity she is responsible for the strategic facility master planning of the current research facilities at the hospital campus as well as at the future Research Innovation Campus at Walter Reed. Her role encompasses strategic planning, administration and operations, facility development and construction, health & safety, the Research Animal Facility, financial management, regulatory affairs, human resource, IT, and communications, with a focus on LEAN research infrastructure development, integration, and optimization. Her current efforts are focused on laboratory densification, based on new lab space metrics and innovative ideas, to support three-to-five years of research program growth prior to the transition of the research programs to Walter Reed. Kerstin received her B.S and M.S. in Clinical Research Administration from George Washington University, School of Medicine and Health Sciences. Prior to joining Children's in 2001, she served as the Administrator of the Division of Hematologic Malignancies and Bone Marrow Transplantation at the Dana-Farber Cancer Institute in Boston and as the Administrative Director of the Georgetown University, General Clinical Research Center. As President of a tenant organization in Boston, she led the legal, financial, and development team of the only national tenant-governed Department of Housing and Urban Development (HUD) sponsored HOPE II grant, resulting in \$11 million of funding to purchase, renovate, and preserve a 276-unit 23 story high rise of affordable housing.

Douglas W. Kincaid, P.E.

Member

Douglas W. Kincaid, P.E., is President and General Manager, Applied Management Engineering, Inc. Doug has helped set industry standards for facility condition assessments, maintenance and repair cost estimating, preventive maintenance and asset management process. Doug and AME have been active in publishing facility management concepts. He has participated in the authorship of Managing the Facilities Portfolio and Maintenance Management Audit. He also directed the development of an RSMeans, Facilities' Maintenance and Repair Cost Data, which includes preventive maintenance standards developed by AME. He also was a member of the review committee for the National Research Council's publication, Stewardship of Federal Facilities.

Thomas L. Mitchell, Jr.

Member

Thomas L. Mitchell, Jr., is Senior Vice President/COO of FM3IS Associates, L.L.C., San Antonio, TX. At FM3IS he manages client-facing teams retained to develop and deliver of services in the areas of facility portfolio performance, workforce capability development, and organization functionality alignment. From 2008-2014, he was Lead Associate, Facilities & Asset Management Consulting Services with Booz Allen Hamilton, where he led technical consulting teams who collaborated with clients and other Booz Allen colleagues to develop vision, strategies, courses of action, and practical solutions that shape, improve, and optimize the built environment. He is a retired Lt. Col. In the U.S. Air Force, having spent 20 years of leading and managing programs directing the development, acquisition, and sustainment of facilities at military installations throughout the U.S., Europe, Asia, and the Middle East.

Kirk R. Pawlowski

Member

Kirk Pawlowski is Director and Senior Project Manager Construction Services Group, State of Washington Educational. He is a nationally-respected university and community architect/planner and former Principal at the architectural firm SRG Partnership. As Assistant Vice Provost for Capital Resource Planning at the University of Washington, Mr. Pawlowski was responsible for the development and management of the University's \$1.6B capital plan. Mr. Pawlowski also served as the Executive Director of Capital Planning and Development for Washington State University.

William Seed

Member

William R. Seed is Senior Vice President, Facility Design & Construction at Jackson Health System in FL. In that position he provided leadership for a \$1.5 billion capital program delivering six signature projects in 4 years including 2 new full-service specialty hospitals and renovating 4 existing hospitals to enhance services as the Miami-Dade County Safety Net health care provider. This tax-bond-funded program includes significant community involvement programs, regular constituent updates, a specialty minority Protégé program and will become an example of Lean in the public sector. From 2014 to 2017, he was Executive for Project Integration with Walt Disney Imagineering. Mr Seed is a member of the National Academy of Construction and is a director and past chairman of the Lean Construction Institute. He has a bachelor's degree in mechanical engineering from the University of Akron.

Sarah Slaughter

Member

Dr. Sarah Slaughter is a recognized expert on resilience and sustainability for the built environment. She is the CEO and founder of the Built Environment Coalition, a research and education nonprofit (501c3) focused on community sustainability and resilience. She currently serves on the Green Building Advisory Committee (GBAC) to the U.S. General Services Administration on sustainable technologies and practices for the federal built facilities portfolio. She currently advises federal agencies on strategies for improving resilience, and is a subject-matter-expert on urban infrastructure resilience for several research projects.

In 2015, Dr. Slaughter was a Visiting Lecturer in the MIT Department of Urban Studies and Planning, teaching and doing research on resilient communities. Before founding the Built Environment Coalition, she was the MIT Energy Initiative (MITEI) Associate Director for Buildings and Infrastructure, and co-founder and faculty head of the Sustainability Initiative in the MIT Sloan School of Management. Previously, Dr. Slaughter was founder and CEO of MOCA Systems, Inc., based on the construction simulation software system developed in her MIT research. Before MOCA, she was a MIT professor in the Department of Civil and Environmental Engineering, and earlier was a professor in the Department of Civil and Environmental Engineering at Lehigh University.

Dr. Slaughter is currently a member of the National Academy of Engineering and the National Academy of Construction. She was previously on the NAS National Research Council (NRC) Board on Infrastructure and the Constructed Environment (BICE), the NAS DOD Standing Committee on Materials, Manufacturing, and Infrastructure, and the Vice Chair of the NRC Committee on Sustainable Critical Infrastructure Systems. She also served on the Massachusetts Sustainable Water Management Advisory Board, the Sustainability Committee in the International Facilities Management Association (IFMA), and several national and international advisory committees and editorial boards of professional publications. She currently serves on the Board of Directors for the Charles River Watershed Association, and previously served on the Board of Directors of Retroficiency, Inc., Eastern Research Group/AEA Technology, Inc., and MOCA Systems, Inc. She received her PhD, SM, and SB from the Massachusetts Institute of Technology.

Phil Tobey

Member

Philip E. Tobey, FAIA, FACHA, is Senior Vice President of SmithGroupJJR, one of the nation's largest architectural/engineering firms. He has over 45 years of experience in healthcare planning and design for the country's leading academic medical centers and healthcare systems. In 2008, Phil was appointed to the U.S. Defense Health Board, evidence of his federal and military healthcare expertise. Widely recognized and as one of the profession's leaders in healthcare architecture, Phil has addressed many national and regional organizations concerning issues and trends that affect healthcare, including American Society of Hospital Executives, American Society of Hospital Engineers, American Society of Military Engineers, and AIA Academy of Architecture for Health. Notable clients include the National Institutes of Health, numerous academic medical centers, all branches of service of the Department of Defense, major health systems (including Kaiser Permanente, Sutter, and Universal), and many regional and community healthcare providers. Recently, he was appointed to two congressionally mandated independent review panels for DoD: "Achieving World Class Medical Facilities" and "Strategy Drives Form and Function—An Assessment of Military Medical Construction." Prior to entering private practice, Phil served as an officer with the U.S. Air Force Office of the Surgeon General with review responsibility for medical projects worldwide, and where for almost a year, he was on special assignment to the White House.