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Timothy J. Ward is currently the Deputy of the Program Analysis and Evaluation directorate, Bureau of Medicine and Surgery (BUMED), Office of the Navy Surgeon General. Tim has worked with over 100 hospitals and health institutions throughout the world on operational improvement, resource allocation, facility capacity modeling and a variety of IT system and facility capital investment projects. Prior to joining BUMED, Tim was the healthcare sector Partner for a Manhattan based management consulting company. Earlier in his career, Tim co-founded Health Services Engineering, a consulting firm that developed analytical models to improve hospital performance. He has worked as a licensed architect, facility planner and project manager for major hospital construction projects. Tim is a Ph.D. Candidate in Health Services Organization and Policy at the University of Michigan. He holds an M.S. degree in industrial and operations engineering from the University of Michigan, an M.S. degree in general engineering and M.A and B.A. degrees in architecture from the University of Illinois.