



**NATO CENTRE OF EXCELLENCE
FOR MILITARY MEDICINE
DIRECTOR**

BUDAPEST, 1558, P.O.B.: 166, HUNGARY
Phone: 003618830100, Fax: 003618830120
Email: director@coemed.org



**NATO MILMED COE DIRECTOR'S VISION AND
STRATEGIC GUIDANCE 2026-2028**

References:

- A. NATO MILMED COE OPS MOU, 2014**
- B. MILITARY COMMITTEE ADVICE ON THE ACTION PLAN TO ENHANCE MEDICAL SUPPORT FOR COLLECTIVE DEFENCE, 11 March 2025**
- C. NATO MILMED COE STRATPLAN 2025-2029**

Mission Statement of NATO MILMED COE

The NATO MILMED COE enhances Alliance readiness and response capability by advancing Education, Training, Exercise and Evaluation; Lessons Learned; Doctrine and Standardization; Force Health Protection; and Concept Development and Experimentation.

Through coordinated expertise and collaborative capability development across NATO, we deliver initiatives and solutions that strengthen effective, interoperable medical support at home and during missions abroad.

Vision of NATO MILMED COE

To be NATO's central hub for military medical knowledge and innovation, advancing excellence in multinational military medicine and shaping the future of NATO medical support in close cooperation with Alliance stakeholders and partners.

Motto of the NATO MILMED COE: Committed to the health of our forces.

Core Values of the NATO MILMED COE

Excellence:

We deliver credible, high-standard capability drivers through continuous improvement and strong collaboration, strengthening effective and interoperable medical support across the Alliance.

Integrity

We act with honesty, transparency, and accountability, ensuring that our decisions are ethical, principled, and worthy of the trust placed in us by the Alliance and our multinational medical partners.

Humanity

We respect the dignity, worth, and welfare of all individuals, demonstrating empathy, professionalism, and care while operating in the complex and high-pressure environments inherent to our mission across the Alliance.

Honour

We uphold our responsibilities with professionalism and respect, remaining steadfast in our commitments, our standards, and the trust placed in us by those we serve and work alongside across the Alliance.



Objectives of the NATO MILMED COE:

1. *Establish a framework for medical innovation between the transformational and operational medical elements of the Alliance to assist nations in ensuring continuous improvement and readiness of medical support to Alliance Operations, and particularly in implementing the tasks set out in the Medical Action Plan (reference A).*
2. *Modernize the NATO MILMED COE's Information Sharing and Communication platforms to assist nations in unifying efforts, identify and prioritize common capability needs, and expedite collaborative projects.*
3. *Develop a network of medical and technical SMEs to identify and exploit the opportunities in using Artificial Intelligence (AI) for operational medical support tasks.*
4. *Widen the scope of the NATO MILMED COE's products in support of the NATO medical community and improve strategic visibility and communication of the NATO MILMED COE.*

The COE's long-term plans are defined in the NATO MILMED COE STRATPLAN, a five-year strategic framework that serves as our compass for ensuring all COE efforts remain aligned with the broader goals and priorities of the Alliance. The STRATPLAN (reference B) is derived from the MOU and the COE's Programme of Work (POW), providing a coherent link between mandated responsibilities and long-term developmental objectives.

To effectively monitor progress and ensure the systematic achievement of these goals, the COE has established Key Performance Indicators (KPIs). Performance against these KPIs is reviewed annually during the Management Review, enabling informed adjustments and continuous improvement.

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BG Dr. Jens E.K. DIEHM
Director, NATO MILMED COE

