

NATO MILMED COE STRATEGIC PLAN

Years: 2022-2026

Directorate

Analysis of environment (for the entire NATO MILMED COE)

Strengths	<ol style="list-style-type: none"> 1. Experienced SMEs 2. Strong networks 3. Multinational organization, flexibility 4. Relevant, accessible products 5. Recognized organization 6. Impartial 7. Department Head Function 8. Well-functioning quality assurance system
Weaknesses	<ol style="list-style-type: none"> 1. Lack of subject matter expertise (SMEs) in some operational medical areas 2. Special knowledge linked to single SMEs, roles and responsibilities not always clearly defined, expertise of COE staff determined by national assignment process 3. Limited access to NATO common funding. 4. Limited manpower along with high workload and frequent TDYs make coordination complicated
Opportunities	<ol style="list-style-type: none"> 1. IT improvements, MILMED COE as NATO's main medical information hub / platform 2. HUB for Health Surveillance and FHP coordination, MEDEVAL and exercises and KM/LL, and HUB for questions of Interoperability 3. Workshops/Events 4. ADL systems, mobile training teams 5. Concept development and experimentation 6. Design and establish relationships with new/emerging military medical entities and NCS adaptations
Threats	<ol style="list-style-type: none"> 1. More International HQs and Medical Entities may reduce willingness of nations to provide medical personnel to multinational assignments (Competition with other NATO entities for limited pool of qualified candidates) 2. Increasing workload without an increase in personnel 3. Increasing complexity of tasks requiring special knowledge and skills that the staff may be lacking (IT-related knowledge) 4. Budget: fixed contributions, slight variations from incomes (e.g.: course fees), no financial flexibility, planning horizon only 1 year in line with POW, need for longer-term contracts (e.g. database contracts) 5. Not enough specific SMEs for executing the strategic plans/ unfilled positions 6. Loss of quality without up-to-date technology and knowledge 7. Increased turnover of COE staff

Institution's Strategic Goal (DIRECTORATE): Excellence in supporting the NATO Command Structure at all levels

Mid-Term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
Prioritization of limited resources to carry out approved projects with a strategic and operational impact for NATO medical service and the Sponsoring Nations	Build consensus among the SNs regarding these priorities	DIR	During bi-annual Steering Committee meetings	Decision Sheet after each SC prepared by LEGAD
	Proactive external communication of the institution ensuring the transparency of MILMED COE's work	DIR via International Relations Officer, national SMEs	Continuous	Update and publish STRATCOM plan; Use of IKM, website, social media and emerging technical tools to publish information about the COE and its projects. Use the SMEs' professional connections to foster the COE's goals.
	Proactive internal communication among MILMED COE staff via WSM and/or collaborative branch meetings, using technical assets	DIR and/or DDIR	Continuous	Establish WSM feedback loop, tasker tracking.
	Developing the MILMED COE team, enhancing organizational culture, with a keen eye for multinational aspects, including training and coaching of the team members	DIR in collaboration with CO and J1	Regular internal management meetings, DIR's meeting	Strengthen inclusion of COE personnel in decisions and successes of the COE, provide opportunities to hear their suggestions.

Mid-Term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
The Directorate will optimize MILMED COE processes.	Review and update (if necessary) branch SOPs on an annual basis	DIR	Annually/ continuous	MILMED COE's process of reviewing SOPs and update webpage is planned and scheduled
	Establish clear COE priorities based on current NCS priorities and operations	DIR	Continuous	Create strategic plans to handle emerging situations, set mid- to long-term goals to inform POW planning
	Provide adequate training and mentoring to MILMED COE personnel to maximize efficiency and productivity in each position.	DIR	Continuous	Reviewed annually during preparation of staff education plan to include new capabilities (e.g. online trainings)
Mid-Term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
The management should be flexible and capable of adapting changes in the medical world and the military and civilian environments by developing competitive strategies.	Regular review and assessment of external factors: -developments in civilian medical environment and health risks and threats, -threats to NATO and national interests, probable nature of future war and conflicts – and how military medical support should adapt (policy, doctrine, etc.)	DIR (and BCs, SMEs)	List of NATO meetings / updates / reviews of NATO policy in which this information is received and/or decisions are made – due 6 weeks before every SC meeting and reviewed during Management Review meeting. annually	Reported in POW amendments

Long-Term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
<p>Maintain and improve a well-functioning Quality Management System (QMS) that is designed to instill confidence in the delivery of mission-related activities and the POW by providing direction and review of the Quality Assurance (QA) processes, products, and deliverables.</p>	<p>Conduct internal audits to assure quality control (QC) and quality assurance (QA) processes are in place that mitigate deficiencies and insure improvement of products and deliverables. POW#10</p>	<p>QM</p>	<p>Annually</p>	<p>Find and correct discrepancies according to the ISO and Global Programming standards. Prepare for the external audits.</p>
	<p>Participate and organize external audits to maintain relevancy and credibility among NATO and COE organizations. POW#10</p>	<p>QM</p>	<p>Annually</p>	<p>Maintain the ISO and ACT accreditation of the MILMED COE.</p>
	<p>Enhance Quality management awareness POW#10</p>	<p>QM</p>	<p>Continuous</p>	<p>Participate on different conferences, trainings to bring new practices and up-to-date knowledge into COE's development processes</p>
	<p>Conduct QM training for the Staff to increase awareness of available process improvements involved with QC and QA. POW#10</p>	<p>QM</p>	<p>Annually</p>	<p>Ensure that the Staff is prepared for internal and external audits, maintain their knowledge about the QMS</p>

FORCE HEALTH PROTECTION BRANCH

Analysis of environment:

<p>Strengths</p>	<ol style="list-style-type: none"> 1. Fulfilling a gap in Health Surveillance (NATO summit 2002 initiative). 2. Answering needs in Health Surveillance for NATO deployments. 3. First class premises and location. 4. International staff and students qualified in preventive medicine/force health protection and health surveillance. 5. NATO Health Surveillance doctrine and FHPB missions consistent. 6. FHPB as a dual asset CBRN/Military medicine.
<p>Weaknesses</p>	<ol style="list-style-type: none"> 1. No IT skills in the staff, remote support from Budapest. 2. Under-manning. 3. Health Surveillance data still partially confidential. 4. Lack of legitimacy within the NATO operations community (for example: email address without “@nato.int”)
<p>Opportunities</p>	<ol style="list-style-type: none"> 1. Med Info/Intel for NATO gap to fulfil. 2. Force Health Protection Reach Back Capability for NATO 3. Broaden FHPB partnerships: <ul style="list-style-type: none"> - Collaboration with CBRN community. - Collaboration with World Health Organisation and other Health International or Governmental Organisations. - Collaboration with civilian universities and academic community.
<p>Threats</p>	<ol style="list-style-type: none"> 1. IT development and maintenance: <ul style="list-style-type: none"> - Risk of IT crash down for FHPB system(s) - Increase of NATO IT security for outsiders. 2. Increasing gap between quantity of missions for FHPB (workload) and FHPB manning. 3. Evolution of NATO posture (👉 deployments and 🏹 article 5 posture). 4. Overrepresentation of Special Forces and Contractors in future NATO operations, all out of the radar scope for FHPB.

Institution's Strategic Goal: Excellence in Force Health Protection (FHP) Coordination with an emphasis on Health Surveillance.

Mid-term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
NATO Deployment Health Surveillance System Implementation - NATO DHS Doctrine - EpiNATO-2 Implementation	2022 POW#1 - Tasks of custodian as detailed in AAP-03 in relation to STANAG 2535, AMedP-4.1 Ed A V3	FHPB Chief	Feb-24	Revision of STANAG
	2022 POW#2 - Implement and sustain EpiNATO-2 Health surveillance in all NATO Ops	FHPB Chief	Ongoing	Implemented with new system across all NATO Ops
	2022 POW#3 - Implement and sustain EpiNATO-2 Health surveillance in all EEAS Ops	FHPB Chief	Ongoing	Implemented in the EUTM Mali
	2022 POW#4 - Implement and sustain EpiNATO-2 Health surveillance in Ops involving steering nations when requested by them to do so	FHPB Chief	Ongoing	Implemented for UK Missions and NATO Humanitarian Mission (ALLIED SOLACE)
NATO Deployment Health Surveillance System Research and Development - MEDICS - Near-Real Time Health Surveillance	2022 POW#5 - Develop and implement a near real time surveillance system in all NATO Ops, EEAS Ops and Ops involving steering nations if requested.	FHPB Chief	Ongoing	Tool developed, in piloting phase on NATO Ex
	2022 POW#6 - Provide SME inputs to the development of the Health Surveillance modules within MEDICS.	FHPB Chief	On hold	MEDICS on hold
FHP Hub for NATO and Partners: - Network - Catalogues	2022 POW#7 - Further development and ongoing support of NATO missions, SN and other NATO nations with situation reports on infectious diseases, individual country information, country specific Preventive Medical Information and Medical Information.	FHPB Chief	Ongoing	Access to global health surveillance tool procured.
				Response to RFIs including developing sharing portal
				Vaccination Catalogue maintained
				Develop and refine FHP Recce and outbreak investigation functions in cooperation with other NATO bodies

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STRATEGIC PLAN 2022-2026

FHP Education for NATO and Partners - Lectures - Courses - Internship	2022 POW#8 - Collaborate with FRA CESPA to develop and deliver health surveillance and outbreak investigation and management training	FHPB Chief	Ongoing	Delivery of at least one course per year (noting cessation during pandemic)
	2022 POW#9 - Maintain currency and content of the NATO Approved NATO Health Surveillance Reporting ADL hosted on JADL	FHPB Chief	Ongoing	Revise and refine in light of developments in EpiNATO-2
	2022 POW#10 - Supervised internship for personnel working or studying in the field of force health protection	FHPB Chief	Ongoing	
	2022 POW#11 - SME instructor in following subjects: a. Force Health Protection b. Health Surveillance / Deployment Health Surveillance c. Medical Information/Intelligence d. CBRN and CBRN Med issues	FHPB Chief	Ongoing	Delivered at the NATO School and with partners (note - all teaching sessions revised in 2021-22)
	2022 POW#18 - Preparation of biennial scientific meeting for practitioners working in the field of Force Health Protection	FHPB Chief	Mar 24	Cancelled during pandemic. Next planned for Mar 24
Support to NATO Functions	2022 POW#19 - Subject Matter Expert participation, cooperation and support to the scheduled meetings, conferences and workshops of each of the WGs and Panels <ul style="list-style-type: none"> • COMEDS Force Health Protection Working Group • CBRN Medical Working Group • MEDINTEL Panel • BIOMED Panel • FWSVS Panel • IMS CBRN Coordination Group 	FHPB Chief	Ongoing	Regular attendance required
	2022 POW#20 - Provision of a file hosting and information exchange platform for national MI2 products	FHPB Chief	Ongoing	
COVID-19	2022 POW#21 - Support fight against COVID-19 by providing a platform for information exchange	FHPB Chief	Ongoing	Regular written updates and monthly VTCs ongoing

Department Head Function

Analysis of environment:

<p>Strengths</p>	<ol style="list-style-type: none"> 1. Strong working relationships with ACT and ACO, other COE DH's. 2. Respected by NATO and national training institutions. 3. Financially supported by MILMED COE, U.S. Navy, with assistance from ACT DH Common Source Funding 4. Achieved ACT Systems Accreditation. 5. Possesses significant education and training, and operational experience; these are needed and necessary skillsets as the MILMED COE DH. 6. Lead and conduct the Annual Discipline Conference with participation from the military medicine education and training community. 7. Synchronize individual and collective training across the medical support discipline. 8. Assist with the assessment of proposed education and training solutions and quality assurance for education and training facilities. 9. Supports the NATO Officers Conducting the Exercise (OCEs) in the planning and evaluation of collective training and exercises. 10. DH is the solution provider to satisfy all NATO requirements.
<p>Weaknesses</p>	<ol style="list-style-type: none"> 1. Staff of one/unidentified support staff.
<p>Opportunities</p>	<ol style="list-style-type: none"> 1. ADC synchronizes and unifies the education and training community of interest, as well as the medical support efforts at the politico-military, strategic, operational, and tactical levels. 2. IKM will increase communication and networking across the community of interest and alliance. 3. Strong working relationships with other discipline DHs, COEs, and other communities of interest.
<p>Threats</p>	<ol style="list-style-type: none"> 1. Budget issues across national defense funding.

Institution's Strategic Goal: Excellence in the Department Head Function for the Medical Support Discipline

Mid-term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
The Department Head (DH) function at the MILMED COE synchronizes the medical support E&T efforts to meet the operational commitment and level of ambition of the Alliance.	Conduct the Medical Support Annual Discipline Conference.	DH	Ongoing annual requirement. Next meeting May 2022.	ADC conducted May 2021, and DAP submitted September 2021.
	Produce a Discipline Alignment Plan (DAP).	DH	Ongoing annual requirement (60 days after ADC)	All previous DAPs have been approved by DCOS JFT. DAP should be submitted to ACT for staffing within 60 days of the ADC. 2021 DAP submitted.
	Attendance to NATO, U.S. and COMEDS working groups.	DH	Ongoing involvement with NATO SHAPE, ACT; MMT WG, Steering Committee, Disciplines Forum, Naval Medical Panel, BUMED M7 Education and Training, and EUCOM Global Health Engagement (GHE) meetings.	Presentations and updates on medical support discipline training done at each of these meetings.
	Support national training institutes in the field of Medical Support by assisting with course certification and listing national trainings in the Education and Training Online Catalogue (ETOC) as well as Institutional Accreditation	DH	Ongoing	12 courses have received NATO approval and certification over the last year with five more courses pending; DH to assist with course development and approval of a CBRN and Medical Ethics course.
The MILMED COE ACHIEVED Systems ACT Accreditation Oct 2021. Annual review and update due to ACT JFT each January.	Review ACT JFT recommendations from the site visit to incorporate as part of QM.	DH/QM/ PR/J1/ TRB	Ongoing	16 March 2022: Annual CRB and Mgmt Review conducted

ANNEX A
STRATEGIC PLAN 2022-2026

<p>Incorporate SACEURs Guidance on Education into all aspects of training and exercises.</p>	<p>Medical Support ETEE programs will be provided for levels of NATO and will integrate medical LL, utilize relevant STANAGs, and provide a multi-dimensional approach to specialized training, SMEs, NCOs, OGOs, and civilian equivalents.</p>	<p>DH to collaborate with the RA, ACT, and the community of interest. Annual updates to be provided through the ADC and documented in the DAP.</p>	<p>Ongoing during ADC</p>	<p>Discussed during MILMED COE CRB and ADC May 2022. All current training solutions align with Supreme Allied Commander Europe (SACEUR) Annual Guidance for Education, Training, Exercise and Evaluation (ETEE), commonly referred to as SAGE 21/22. Will continue to support ACO for future drafts of SAGE.</p>
<p>Incorporate SACEURs Guidance on Education (SAGE 202/2022 and beyond) into all aspects of education, training, exercises, and evaluation.</p>	<p>Harness the development and benefits of all electronic platforms in support of student assessments, lessons learned, and e-learning in support of the MILMED COE mission.</p>	<p>DH to collaborate with TRB, LLB, IOB, CD&E, and all outside supporting entities such as SHAPE IMS, ACT, ETFs, E&T communities of interest, and the United Nations.</p>	<p>2022-2023</p>	<p>Present ideas for action at the Disciplines Forum, Annual Discipline Conference, and Steering Committee meetings.</p>
	<p>Maintain MILMED COE Systems Accreditation through ACT JFT.</p>	<p>DH/QM</p>	<p>Self-assessment report due to ACT JFT 29 April 2022 for upcoming ETF re-accreditation.</p>	<p>ETF re-accreditation SAR due 29 April 2022.</p>

INTEROPERABILITY BRANCH

Analysis of environment:

Strengths	<ol style="list-style-type: none"> 1. Well educated and skilled international staff. 2. Strong commitment to coordinate essential NATO medical policy and doctrinal docs (MC, AJP, AJMedP) 3. Ability to accept and coordinate tasks addressed by COMEDS/ACO/ACT 4. Ability to answer interoperability requirements for NATO deployments. 5. Suitable working place and equipment.
Weaknesses	<ol style="list-style-type: none"> 1. Workload burden and tasks may significantly exceed IOB capacity, if foreseeable longer term manning gaps occur. 2. Due to limited number of IOB medical SME personnel, expertise in some areas reaches only into 1 SME deep
Opportunities	<ol style="list-style-type: none"> 1. IOB-have a significant influence on NATO MED Policy&Doctrine standardisation docs development 2. Potential to broaden MILMED COE partnerships by: <ol style="list-style-type: none"> a. Cooperation with ACO/ACT/COMEDS WGs/NSPA b. Cooperation with STO HFM c. Cooperation with EUMS/EEAS/EDA community d. Collaboration with civilian medical universities and wide academic community e. Collaboration with NATO Standardization Office f. Cooperation with NATO School Oberammergau g. Hub for Medical CD&E process in NATO
Threats	<ol style="list-style-type: none"> 1. Widening discrepancy between quantity of IOB tasks and project (workload) and current IOB manning (manpower). 2. Reluctance of other NATO nations to join MILMED COE in contrast with increasing amount of tasks given to IOB 3. Increasing time pressure on IOB outcome performance, exacerbated by additional tasking from external entities (COMEDS WG, ACT, ACO, STO, EUMS, EDA, Nations.....) 4. Evolving NATO requirements, that reflect emerging threat situations (hybrid warfare, NATO Article 5 ops, urbanisation area conflicts, immigrant's crisis....) will need a quick and comprehensive response from MILMED COE

Institution's Strategic Goal: Excellence in Doctrine and Policy development to increase interoperability.

Mid-term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
Provide support to the NATO standardization process in areas and issues related to military medicine.	POW 2022 – 1: Support to Medical Standardization Working Group (MedStd WG) activities	Branch SO	On-going biannual MedStd WG meetings 28-30JUN 2022, OCT 2022	MILMED COE's achievements and future plans report. Custodian's reports about STANAGs where MILMED COE is responsible.
	POW 2022 – 8: Medical Standardization Online Course	Branch SO	On-going Review the content of the course in ½ 2022	Up to date product
Assist customers in optimizing the interoperability of their Medical Support components, NATO, PfP, other partner nations, COMEDS WG&EP, ACO, EUMS...)	POW 2022 – 5: Medical Standardization Documents Searching Tool	Branch SO & Branch ADMIN	On-going Periodical review of the STANAGs on MILMED COE and NSO websites. Tracking of all requests which has been addressed to IOB.	
	POW 2022 – 14: Support to Emergency Medicine Panel (EMedP) activities as well as the Prehospital Care Improvement Initiative TF	Deputy Branch Chief	On-going Participation as SME Emergency Medicine Panel in order to improve the PHEM care	
	POW 2022 – 11: Support EDA/PT Medical projects, where required/applicable to NATO	Branch SO	continuous	
	POW 2022 – 20: Aeromedical Evacuation and Aerospace Medicine in NATO	Branch SO	continuous	Provide SME related to aeromedical concept for having a better doctrine and concept
	POW 2022 – 10: Start cooperation/coordination with logistic COE during the CL23	Branch SO	Continuous in 2 years cycles	A good understanding concept of MedLOG and include that part of Medical/Logistic in our future training activities.

Facilitating role in NATO/EU projects aiming to mitigate military medical capability gaps in future NATO/EU missions	POW 2022 – 9: Transformational Activities (TACT) - Medical Experiments (Ex VW22-CAMO22, VW23)	Branch SO	continuous	Strong support to successful execution of TACT-Medical Experiments which have been designated.
	POW 2022 – 3: Strategic Foresight Analysis (SFA) and Framework for Future Alliance Operations (FFAO) involvement	Branch SO	Continuous in three-years cycles	Actual iteration has been considering including computer power (AI, big data analytics, etc.) in the development of the next iteration of the SFA Report
Interoperability Hub for NATO and Partners:	POW 2022 – 12: MILMED COE: The Medical Messenger	Branch SO	continuous	The aim of the project is to create a platform for military medical community for exchanging information, observations and experiences in operations by publishing them in articles on MILMED COE website.
	POW 2022 – 17: NATO Urbanization Project	Branch SO	continuous	The project aims to examine the impact on NATO military operations of potential crises situations in urban systems and consequences of Urbanization in 2035 by developing concept and conducting experimentation (CD&E activities).

	<p>POW 2022 – 23 Network: National Database and Archive for NATO Medical Doctrine Community</p>	<p>Deputy Branch Chief</p>	<p>continuous</p>	<p>To establish a functional network within NATO- and interested Partner Nations Medical Doctrine Community under umbrella of MILMED COE — IOT: (A) get information about National Medical Doctrines for their better understanding and recognizing of important differences, possible gaps and for improved interoperability during missions; (B) foster National Medical Doctrinal Activities; (C) find valuable Ideas to improve the medical content of Future Allied Medical Doctrines.</p>
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Mid-term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
Cooperation with STO HFM	POW 2022 – 2: Cooperation with STO/HFM – Participation to the HFM Business Panel Mtg.	Branch SO	continuous	
	POW 2022 – 29: Cooperation with STO/HFM – 329 – Psychological support of Leadership	Branch SO	continuous	Support WG meetings with providing mental health expert. The work group's task is to develop a Psychological Guidance for military leaders focusing on education, assessment and intervention.
	POW 2022 – 26: Cooperation with STO/HFM – 317 - Solutions for Combat Casualty Care	Deputy Branch Chief	continuous	
Transformational activities (TACT) -Concept development in MILMED COE	POW 2022 – 16: Transformational activities (TACT) - Concept Development	Branch SO	continuous	Support medical concept development and to assist with another concept development with medical implication. Main goal is to improve military medical health care systems and reducing current gaps in military medical capabilities.

To facilitate the ability of medical units to train, exercise and operate effectively together while executing assigned missions and tasks.	POW 2022– 6: Support to Military Medical Structures, Operations and Procedures Working Group (MMSOP WG) activities	Branch Chief	continuous	
	POW 2022 – 4: Continuous Improvement in Healthcare Support on Operations (CISHO)	Branch SO	ET-140 HFM Development of an accepted and comparable system of indicators of performance and best practices for the deployed medical system. Evaluate if activity considered concluded after Workshop on Pre-Hospital Care, with support of LL Branch, secondary priority, as resources become available	
	POW 2022 – 10: Medical Scenario Development	Branch SO	Continuous	
	POW 2022 – 15: Medical Case Manager for Simulation in Military Medical Live Exercises Workshop	Branch SO	continuous	To coordinate medical simulation activity in live exercises within NATO and Nations.
	POW 2022 – 10: Medical Scenario Development and participation in VW22 and future Vigorous Warriors training exercises	Branch SO/Branch admin	Every 2-years cycle based on VW events	MIL MEL scripting
	POW 2022 – 34: Virtual Reality Training for medical personnel. IOB should develop a connection between branches for having a strong and unique concept related to the Virtual and real medical simulation training process	Branch SO/Branch admin	In the next 5 years	A strong and unique concept related to VR and real medical simulation should add more predictability and consistency to the medical training and also create a real bridge between medical and other branches

LESSONS LEARNED AND INNOVATION BRANCH

Analysis of institutional evaluation, internal and external environments:

<p>Strengths</p> <ol style="list-style-type: none"> 1. Dedicated, involved staff with diverse backgrounds 2. Staff with mission experience 3. Native English speaker 4. Increasing interest in Medical Innovation and Lessons Learned 5. Respected by outside organizations 6. Well-established support (equipment/supplies) 7. Support of leadership 8. SME for COMEDS WGs/Ps 9. Large volume of open-source information on new and emerging technologies of operational medical relevance
<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of medical background of some of the staff members 2. Lack of specific knowledge for KM development 3. Limited access to information on national activities and innovation efforts 4. No system for managing and cataloging large amounts of innovation-related information 5. Lack of a defined role with respect to medical innovation.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Only Medical LL organization within NATO 2. Increased visibility within NATO (MLLCT, Medical Sharing Group, exercise LL support) 3. Partnering with NATO and Non-NATO KMs, development of NS KM 4. Development of Communities of Interest on External Portal 5. Increased focus on Innovation and Technology
<p>Threats</p> <ol style="list-style-type: none"> 1. Limitation of national participation and sharing 2. Staff overextension

Institution’s Strategic Goal: Excellence as an Information Knowledge Management Hub in the field of military medicine, including military medical Lessons Learned and Innovation

Mid-term Goal	Action Steps (POW #1, 2, 3, 5)	Person(s) Responsible	Due Date for Action	Results / Update	
Lessons Learned: Improvement of Medical LL Support to NATO	Lessons Learned Process				
	Utilization of NLLP for staffing of LI	Branch Chief	2022-26	In progress	
	Update Field Manual for Medical Lessons Learned	Branch Chief	2023		
	Organize MLLCT meetings	Branch Chief	2 meetings per year	continuous	
	Collection of observations/LI				
	Active observation collection from NATO missions	Branch Chief	2022-2026	In progress	
	Visit National LL centres	Branch Chief	2022-2026	ongoing	
	Provide LL Exercise support	Branch Chief	2022-2026	ongoing	
	Toxic Trip				
	Clean Care				
	Vigorous Warrior				
	LL Capability Development Projects				
	Develop a Medical LL Portal	LL SO	2022-2023	In progress	
	Update ODCR smartphone app	LL SO	2022	In progress	
	Language translation project	Branch Deputy Chief	2022-2026	In progress	
	LL Training				
	Develop LL OPR e-learning course	Branch Chief	2022-2023		

Mid-term Goal	Action Steps (POW #11)	Person(s) Responsible	Due Date for Action	Results / Update
NATO Trauma Registry	Support ESS MedSuite NTR module development			
	ACT/NCI/ACO MED ESS MedSuite meetings	LLIB Staff	2025	
	Participation on NTR Trauma Team meetings (MHCWG)	Branch Chief	On hold	
	NTR STANAG			
	AMed P 8.16, NATO Trauma Registry review	Branch Chief	2024	
Medical Knowledge Management Portal: Maintain and improve the Medical Knowledge Management Portal as an information sharing platform for the NATO medical community	KM Portal (concept)			
	Collect and share unclassified medically-related observations, LIs and LLs	LLIB Staff	Ongoing	Ongoing
	Collect and share up to date information on medically-related conferences, workshops, scientific events	LLIB Staff	Ongoing	Ongoing
	KM Portal (process)			
	Improve/update the available content – review of current site structure	LL SO	2022-2023	In progress
	Create a user interface to facilitate searching of the NATO Medical Lessons Learned Database (LI staffing will be managed through the NATO LL Portal)	LL SO	2022-2023	In progress
	Partner with external SP SME	LL SO	2022-2023 ongoing	In progress
Provide Military Medical Ethics (MME) support to NATO	Attend MME conferences and training	LLIB Staff	2025	Continuous
	Support MHCWG development of MME STANAG	Branch Chief	2022	In progress
	Work with DH, TRB and SME in development of NATO MME e-learning course	Branch Chief	2022-2023	In progress

Mid-term Goal	Action Steps (POW #16)	Person(s) Responsible	Due Date for Action	Results / Update	
Medical Innovation: Advance Medical Innovation information sharing within the Alliance through development of an improved Medical Innovation Portal and establishment of a Medical Innovation Sharing Group	Medical Innovation Portal Development				
		Preparation of technical specifications for a sharing platform with improved structure and functionality	SO Innovation/QM2	3Q/4Q 2022	Ongoing
		Launch of the prototype	SO Innovation/QM2	4Q 2022/1Q 2023	
		Improve/update	SO Innovation/QM2	Continuous process after commencement of operation	
	Medical Innovation data collection				
		Search open sources of information to identify new technologies and processes with potential application to operational care delivery	SO Innovation	Ongoing	
		Analyze data and assess relevance to the Alliance; disseminate information through the Innovation Newsletter and reports	SO Innovation	Ongoing	
	Establishment of a Medical Innovation Sharing Group (MISG)				
		Invitation Letter to the Nations and Terms of Reference development	SO Innovation	2023	
		Establish cooperation with national agencies, institutions and research centers dealing with innovation	SO Innovation	2023-2024	
		Periodic MISG meetings in accordance with ToR	SO Innovation	Continuous process after Sharing Group establishment	

Mid-term Goal	Action Steps (POW #3, 14, 15, 16, 17)	Person(s) Responsible	Due Date for Action	Results / Update
Network Development	LLIB organized events			
	Annual Medical Lessons Learned Conference	LL Staff	2022-2026	continuous
	Annual Medical Sharing Group Meeting	LL Staff	2022-2026	continuous
	Attend Lessons Learned, Innovation and Medical Ethics-related events			
	JALLC conferences and workshops	LL Staff		
	TIDE Sprint Series of events	SO Innovation		
	VIMIMED Conference	Branch Chief		
	MMCC/EMC Biosensors Workshop	SO Innovation		
	Newsletters			
	Medical Lessons Learned Newsletter	Branch Deputy	2022-2026	
	Innovation Newsletter	SO Innovation	2022-2026	
	COMEDS Working Group and Panel support			
	MHCWG	Branch Chief	2022-2026	Continuous
	HIST WG	SO Innovation/QM2	2022-2026	Continuous
	Telehealth P	SO innovation/QM2	2022-2026	Continuous
	Partnering			
	ICMM Centre of Reference for Education on IHL and Ethics	Branch Chief	2022-2026	
	Pecs University	Branch Deputy	2022-2026	
	JCBRN Defence COE	Branch Chief/Deputy	2022-2026	
	MMCC/EMC	Branch Chief/Deputy	2022-2026	
	ACT Innovation Hub	Branch Chief/SO Innovation	2022-2026	
MCDC HPM Project	Branch Chief/SO Innovation	2022		
STO HF&M	SO Innovation	2022-2026		
HDF Modernization Institute	Branch Chief/SO Innovation	2022-2026		

Support Branch

Analysis of environment:

Strengths	<ol style="list-style-type: none"> 1. providing a wide range of services 2. up-to-date materials 3. automated ERP management system
Weaknesses	<ol style="list-style-type: none"> 1. no place to step-forward, to get higher promotion 2. empty IT position
Opportunities	<ol style="list-style-type: none"> 1. contracted external IT cloud computing 2. tracking of technology changes 3. flexible/good relationship with external service provider
Threats	<ol style="list-style-type: none"> 1. lack of sufficient meeting capability 2. inappropriate HN HR management

Institution's Strategic Goal: Excellence in providing operational support to the SME branches

Long-Term Goal	Action Steps	Person(s) Responsible	Due Date for Action	Results / Update
CIS operational support	IKM intranet portal development	SBC	continuous	Development of info sharing & utilization
	IKM extranet portal development/COI hosting	SBC	continuous	Rapidly increasing number of COIs, bandwidth, HW/SW and other peripherals
	Dynamic license management	SB LOGOFF	continuous	To ensure continuous operation
	Cloud solution	SBC	continuous	To ensure continuous operation
	Automated ERP with electronic signatures	SBC	Y2024	Paperless office procedures
Event organization operational support	Maintain the External Service Providers (ESP) database, seeking of new potential ESPs	SB EVO	Continuous	Flexibility
	Virtual conference space utilization	SB EVO	Y2024	Extend the presence in a virtual space
	On-premises conference voice and recording capability upgrade	SB LOGOFF	Y2023	New procurement
Transport management	Continuous motor-fleet operational support	SB LOGOFF	Continuous	To ensure continuous operation
	Enterprise Fleet Solutions	SB LOGOFF	Y2024	Car sharing/ lease

ANNEX A
STRATEGIC PLAN 2022-2026

FHPB related	Remote site ERP management	SBC	Continuous	Remote control and helpdesk towards the DHSC staff
	HW/SW management shared with BW	SB LOGOFF cooperate w FHPBC	Continuous	
	NRTS back-office support	SBC	Y2023-Y2024	After the result of pilot period, based on the decision onward
Administrative support	Centralized printing solution, heavy printer replacement	SBC	Y2024-Y2025	Protect the environment
	HNS infrastructure development, elevators, professional studio IOT make high quality online material	SBC	Y2022-Y2023	Healthy Budapest Program
	Office environment upgrade	SBC	Continuous	Replacement of units upon request

TRAINING BRANCH

Analysis of environment:

Strengths	<ol style="list-style-type: none"> 1. Experience and expertise in development and conduction of multinational courses, trainings, exercises and MEDEVALS 2. Regular analysis of COE courses 3. Strong international relationships 4. Motivated and-qualified or trained staff 5. Flexibility and Resilience 6. Forward-Thinking Branch
Weaknesses	<ol style="list-style-type: none"> 1. Not all SMEs during the courses are from the MILMED COE Staff 2. The workload is high/person – lack of personnel 3. No dedicated learning facilities
Opportunities	<ol style="list-style-type: none"> 1. Tool for NATO in the field of supporting partner nations' immediate and long-term military medical training needs 2. Capability of Mobile Training Team 3. Capability of eLearning 4. Capability of simulation 5. To be evaluated for being a future evaluation center. 6. To become a valuable hub training amongst NATO COEs and institutions
Threats	<ol style="list-style-type: none"> 1. Political and cultural differences among NATO nations and partners 2. Dependence on outside service providers and hosts during courses 3. Impediments to new projects launch due to the current-workload

Institution's Strategic Goal: Excellence in Military Medical Training (Individual and Collective)

Mid-term Goal	Action Steps (POW #)	Person(s) Responsible	Due Date for Action	Results / Update
Training Branch will remain state of the art in individual training development, delivery and assessment	Course development based on the NATO requirement and IAW the respective directive (Bi-SC 75-7)	TRB Chief	Continuous as part of the systems approach to training (SAT)	Continuous
	Review the course content on a regular basis regarding NATO requirements and Post Course Review (PCR)	Course Director	Post course review after every course. Generic review of course program annually after ADC	Continuous
	Include courses and trainings into ETOC and ePrime	Eval SO2	After approval of the actual Course Calendar by SC	Continuous
Training Branch will remain state of the art in collective training development, delivery, and assessment.	Exercises involvement will be planned and executed based on the NATO requirement and IAW the respective directive (Bi-SC 75-3)		VW22, VW23	Continuous
	Include EXs into eMTEP		After the EXSPEC is finalized, upload can happen	
Training Branch will remain the central hub for medical evaluation(s).	Maintain pool of certified medical evaluators	TRB EVAL SO1	Updated after every MEDEVAL course.	
	Educate nations on the proper decision-making levels and unit certification by including the MEDEVAL process in already existing and newly developed courses (ICCW NSO) and by conducting MEDEVAL advisory visits.	TRB EVAL SO1	Ongoing in every MEDEVAL course, advisory visits and actual evaluations.	
	Implement the MEDEVAL into an Allied Forces Standard (AFS) within established AFS evaluations, such as CREVAL/TACEVAL/JOINTEVAL	TRB EVAL SO1 in collaboration with SHAPE MPD-OCC /J7/JMED	Continuous	