



STRATEGIC PLAN 2023-2027

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



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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 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, - which is vital but only one part of the system - and/or collaborative branch meetings, using technical assets	DIR and/or DDIR	Continuous	WSM is embedded in the internal communication system and falls under DDIR responsibility.
	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.



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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 in a DIR's Strategic Vision and Guidance 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 Directorate 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



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



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FORCE HEALTH PROTECTION BRANCH

Analysis of environment:

Strengths	<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.
Weaknesses	<ol style="list-style-type: none"> 1. Under-manning 2. No IT skills in the staff, remote support from Budapest. 3. Health Surveillance data still partially confidential. 4. Based outside of NATO Command Structure 5. Lack of legitimacy within the NATO operations community (for example: email address without “@nato.int”)
Opportunities	<ol style="list-style-type: none"> 1. Invent and implement new health surveillance methods (e.g. Near Real Time Surveillance Tool). 2. Develop `nexus` MI2 Function with JSEC. 3. Be seen as the Force Health Protection Reach Back Capability for NATO 4. 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.
Threats	<ol style="list-style-type: none"> 1. Lack of staffing to deliver programme 2. 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. - Lack of classified system. 3. Risk that NATO Command Structures and National systems for MI2 and surveillance develop without including MIL MED COE. Increasing gap between quantity of missions for FHPB (workload) and FHPB manning. 4. Limited engagement by Nations with Branch 5. Evolution of NATO posture (□ deployments and □ article 5 posture).



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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	2023 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
	2023 POW#2 - Implement and sustain EpiNATO-2 Health surveillance in all NATO Ops	FHPB Chief	Ongoing	Implemented with new system across all NATO Ops
	2023 POW#3 - Implement and sustain EpiNATO-2 Health surveillance in all EEAS Ops	FHPB Chief	Ongoing	Implemented in the EUTM Mali
	2023 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
	2023 POW#1,2,3 – Review and revision of the EpiNATO-2 Health surveillance system	FHPB Chief	Ongoing	1st EpiNATO-2 Writing Group Meeting – final report
NATO Deployment Health Surveillance System Research and Development - ESS MedSUITE - Near-Real Time Health Surveillance	2023 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
	2023 POW#6 - Provide SME inputs to the development of the Health Surveillance modules within NATO ESS MedSUITE.	FHPB Chief	On hold	ESS MedSUITE on hold
FHP Hub for NATO and Partners: - Network - Catalogues	2023 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



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	Concept development for a NATO MI2 function in cooperation with the FHP-WG, asked by NATO COMEDS			Vaccination Catalogue maintained
				Develop and refine FHP Recce and outbreak investigation functions in cooperation with other NATO bodies
				Develop concept for a NATO MI2 Function for COMEDS
FHP Education for NATO and Partners - Lectures - Courses - Internship	2023 POW#8 - Collaborate with FRA CESPAs to develop and deliver health surveillance and outbreak investigation and management training	FHPB Chief	Ongoing	Delivery of two courses. The DHS Level 1 Course is partly transferred to online participation.
	2023 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
	2023 POW#10 - Supervised internship for personnel working or studying in the field of force health protection. Support from reservists because of low staffing.	FHPB Chief	Ongoing	
	2023 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)
	2023 POW#22 – ACT Project the future use of virtual reality during courses or conferences	FHPB Chief	2024	
	2023 POW#18 - Preparation of biennial scientific meeting for practitioners working in the field of Force Health Protection and 2023 POW#23 – optional preparation of an FHP Event online or Hybrid	FHPB Chief	2024	Cancelled during pandemic. Next planned for Mar 24. Last FHP Hybrid Event in Nov 2022.



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Support to NATO Functions	2023 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
	2023 POW#20 - Provision of a file hosting and information exchange platform for national MI2 products	FHPB Chief	Ongoing	
Force Health Protection long term strategy for FHP Branch	2023 POW#17 – Development of the global health surveillance tool combined with the Near Real Time Surveillance and EpiNATO-2 surveillance tool	FHPB Chief	Ongoing	Working on a Dashboard to combine all functions incl. external surveillance databases.
COVID-19	2023 POW#21 - Continuous support of NATO and SN with situation reports on COVID-19 and other outbreak response by providing a platform for information exchange.	FHPB Chief	Ongoing	Regular written updates



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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, national institutions, United Nations, and partner nations/partners across the globe. 2. Respected by NATO, ACO, ACT, and national training institutions. 3. Financially supported by MILMED COE, U.S. Navy, with assistance from ACT DH Common Source Funding 4. Achieved ETF's Institutional Accreditation, six-year renewal. 5. Possesses significant education and training, and operational experience; these are needed and necessary skillsets as the MILMED COE DH. 6. Leads and conducts the Annual Discipline Conference with participation from the military medicine education and training community. 7. Synchronizes individual and collective training across the medical support discipline. 8. Assists 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 Education and Individual Training (E&IT) 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. Sustainment of strong working relationships with other discipline DHs, COEs, and other communities of interest. Ensures a robust network of cooperation, collaboration and support.
<p>Threats</p>	<ol style="list-style-type: none"> 1. Budget issues across national defense funding.



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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&IT efforts to meet the operational commitment and level of ambition of the Alliance.	Lead and Conduct the Medical Support Annual Discipline Conference.	DH	Ongoing annual requirement. Next meeting 3-4 May 2023.	ADC conducted May 2022, and DAP submitted September 2022.
	Produce a Discipline Alignment Plan (DAP).	DH	Ongoing annual requirement (60 days after ADC)	All previous DAPs have been approved by DCOS JFD. DAP normally submitted to ACT for staffing within 60 days of the ADC. 2022 DAP submitted.
	Attendance to NATO, U.S. and COMEDS working groups.	DH	Ongoing involvement with NATO SHAPE, ACT; MMT WG, Steering Committee, Disciplines Forum, Military Strategic Partnership Conference, TIDE Sprint, Naval Medical Panel, BUMED M7 Education and Training, and EUCOM Global Health Engagement (GHE) meetings.	Presentations and updates on medical support discipline training often done at most of these meetings.
	Support national training institutes and partner nations (partners across the globe) in the field of Medical Support. Assist with course certification and listing national trainings in the Education and Training Online Catalogue (ETOC) as well as Institutional Accreditation as requested	DH	Ongoing	13 courses have received NATO approval and certification over the last year with four more courses pending approval and certification; DH to assist with course development, approval, and certification of a CBRN Emergency Medical Training, MEDLOG, GHE, and Military Medical/Healthcare Ethics course.



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<p>The MILMED COE ACHIEVED ETF's Institutional Accreditation June 2022. Annual review and update due to ACT JFD each January.</p>	<p>Review ACT JFD recommendations from the site visit and incorporate as part of QM/QA policies.</p>	<p>DH/QM/ PR/J1/ TRB</p>	<p>Ongoing</p>	<p>31March 2023: Annual Curriculum Review Board and Management Review conducted for all approved and listed courses. New and proposed course developments, achievements, training governance, battle rhythm, and QA considerations were also discussed.</p>
<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 JFD Medical Support, 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 2023. All current training solutions align with Supreme Allied Commander Europe (SACEUR) Annual Guidance for Education, Training, Exercise and Evaluation (ETEE), commonly referred to as SGE.. Will continue to support ACO for future drafts of SGGE and STP.</p>
<p>Incorporate SACEURs Guidance on Education (SGE 2023 and beyond) into all aspects of education, training, exercises, and evaluation.</p>	<p>Harness the development and benefits of all electronic platforms, advanced technologies, V/R, A/R, digital transformation 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, IS, ACT, ETFs, E&IT communities of interest, and the United Nations.</p>	<p>2023=24</p>	<p>Present ideas for action at the Disciplines Forum, Military Strategic Partnership Conference, Annual Discipline Conference, and Steering Committee meetings.</p>
	<p>Maintain MILMED COE Systems Accreditation through ACT JFD.</p>	<p>DH/QM</p>	<p>completed April Ongoing. Submit annual QA/QM reports as requested by ACT.</p>	



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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 3. Limited spectrum of expertise due to low manning of IOB staff
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 other COEs c. Cooperation with STO/HFM d. Cooperation with EUMS/EEAS/EDA community e. Collaboration with civilian medical universities and wide academic community f. Collaboration with NATO Standardization Office g. Cooperation with NATO School Oberammergau h. Hub for Medical CD&E process in NATO 2. Testing of new technologies for education and training for medical personnel
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 organizations to cooperate and coordinate their medical activities with MILMED COE 3. Disability of IOB to meet evolving NATO requirements, that reflect emerging threat situations which need quick response



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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 2023 – 1: Support to Medical Standardization Working Group (MedStd WG) activities	Branch SO	Ongoing	MILMED COE's achievements and future plans report. Custodian's reports about STANAGs where MILMED COE is responsible.
	POW 2023 – 8: Medical Standardization Orientation Course	Branch SO	Ongoing Review the content of the course in ½ 2023	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 2023 – 5: Medical Standardization Documents Searching Tool	Branch SO & Branch ADMIN	Ongoing Periodical review of the STANAGs on MILMED COE and NSO websites. Tracking of all requests which has been addressed to IOB.	
	POW 2023 – 14: Support to Emergency Medicine Panel (EMedP) activities as well as the Prehospital Care Improvement Initiative TF	Deputy Branch Chief	Ongoing Participation as SME Emergency Medicine Panel in order to improve the PHEM care	
	POW 2023 – 11: Support EDA/PT Medical projects, where required/applicable to NATO	Branch SO	ongoing	
	POW 2023 – 20: Aeromedical Evacuation and Aerospace Medicine in NATO	Branch SO	ongoing	Provide SME related to aeromedical concept for having a better doctrine and concept



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Facilitating role in NATO/EU projects aiming to mitigate military medical capability gaps in future NATO/EU missions	POW 2023 – 9: Transformational Activities (TACT) - Medical Experiments (Ex VW22-CAMO22, VW23)	Branch SO	ongoing	Strong support to successful execution of TACT-Medical Experiments which have been designated.
	POW 2023 – 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 2023 – 12: MILMED COE: The Medical Messenger	Branch SO	ongoing	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.



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	POW 2023 – 24 Network, National Database and Archive for NATO Medical Doctrine Community	Deputy Branch Chief	ongoing	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.
Cooperation with STO HFM	POW 2023 – 2: Cooperation with STO/HFM – Participation to the HFM Business Panel Mtg.	Branch SO	ongoing	
	POW 2023 – 26: Cooperation with STO/HFM – 317 - Solutions for Combat Casualty Care	Deputy Branch Chief	ongoing	



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<p>Transformational activities (TACT) -Concept development in MILMED COE</p>	<p>POW 2023 – 16: Transformational activities (TACT) - Concept Development</p>	<p>Branch SO</p>	<p>ongoing</p>	<p>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.</p>
<p>To facilitate the ability of medical units to train, exercise and operate effectively together while executing assigned missions and tasks.</p>	<p>POW 2023– 6: Support to Military Medical Structures, Operations and Procedures Working Group (MMSOP WG) activities</p>	<p>Branch Chief</p>	<p>ongoing</p>	
	<p>POW 2023 – 4: Continuous Improvement in Healthcare Support on Operations (CISHO)</p>	<p>Branch SO</p>	<p>ongoing</p>	
	<p>POW 2023 – 10: Medical Scenario Development</p>	<p>Branch SO</p>	<p>ongoing</p>	
	<p>POW 2023 – 15: Medical Case Manager for Simulation in Military Medical Live Exercises project</p>	<p>Branch SO</p>	<p>ongoing</p>	<p>To coordinate medical simulation activity in live exercises within NATO and Nations.</p>
	<p>POW 2023 – 34: Virtual Reality Training for medical personnel.</p>	<p>Branch SO/Branch admin</p>	<p>ongoing</p>	<p>Participation in relevant exercise / WGs / Panels / Events IOT deliver expert medical contributions to the development of VR training activities and/or coordinate other VR projects.</p>



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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.



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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	2023-27	In progress	
	Update Field Manual for Medical Lessons Learned	Branch Chief	2024		
	Organize MLLCT meetings	Branch Chief	2 meetings per year	continuous	
	Collection of observations/LI				
	Active observation collection from NATO missions	Branch Chief	2023-2027	In progress	
	Visit National LL centres	Branch Chief	2023-2026	ongoing	
	Provide LL Exercise support	Branch Chief	2023-2027	ongoing	
	Toxic Trip				
	Clean Care				
	Vigorous Warrior				
	LL Capability Development Projects				
	Develop a Medical LL Portal	LL SO	2023-2024	In progress	
	Update ODCR smartphone app	LL SO	2023	In progress	
	Language translation project	Branch Deputy Chief	2022-2026	In progress	
	LL Training				
	Develop LL OPR e-learning course	Branch Chief	2023-2024		



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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	2023-2024	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	2023-2024	In progress
	Partner with external SP SME	LL SO	2023-2024 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	2023	In progress
	Work with DH, TRB and SME in development of NATO MME e-learning course	Branch Chief	2024-2025	In progress



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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	1Q/2Q 2024	Ongoing
	Launch of the prototype	SO Innovation/QM2	3Q 2022/4Q 2024	
	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	



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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	2023-2027	continuous
		Annual Medical Sharing Group Meeting	LL Staff	2023-2027	continuous
	Attend Lessons Learned, Innovation and Medical Ethics-related events				
		ACT LL/JALLC conferences and workshops	LL Staff	2023-2027	continuous
		TIDE Sprint Series of events	SO Innovation	2023-2027	continuous
		VIMIMED Conference	Branch Chief	2023-2027	continuous
		MMCC/EMC Bodsensors Workshop	SO Innovation	2023-2027	continuous
	Newsletters				
		Medical Lessons Learned Newsletter	Branch Deputy	2024-2027	
		Innovation Newsletter	SO Innovation	2023-2027	
	COMEDS Working Group and Panel support				
		MHCWG	Branch Chief	2023-2027	Continuous
		HIST WG	SO Innovation/QM2	2023-2027	Continuous
		Telehealth P	SO innovation/QM2	2023-2027	Continuous
	MEDINTEL Panel	SO innovation	2023-2027	Continuous	
Partnering					
	ICMM Centre of Reference for Education on IHL and Ethics	Branch Chief	2023-2027		
	Pecs University	Branch Deputy	2023-2027		
	JCBRN Defence COE	Branch Chief/Deputy	2023-2027		
	MMCC/EMC	Branch Chief/Deputy	2023-2027		
	ACT Innovation Hub	Branch Chief/SO Innovation	2023-2027		
	NATO SOF HQ Odysseus Project	Branch Chief/SO Innovation	2023-2025		
	STO HF&M	SO Innovation	2023-2027		
	HDF Modernization Institute	Branch Chief/SO Innovation	2023-2027		



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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 (mission ranks), 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



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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	Y2024	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
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	Y2023-Y2024	Healthy Budapest Program
	Office environment upgrade	SBC	Continuous	Replacement of units upon request



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TRAINING BRANCH

Analysis of environment:

<p>Strengths</p>	<ol style="list-style-type: none"> 1. Experience and expertise in development and conduction of multinational courses, trainings, exercises and MEDEVALS medical evaluations (MEDEVALS). 2. Regular analysis of NATO MILMED COE courses. 3. Strong international relationships. 4. Motivated, qualified, and trained staff. 5. Flexibility and resilience of the branch personnel. 6. Forward thinking branch 7. <u>NATO-accredited Education and Training Facility (unconditional).</u>
<p>Weaknesses</p>	<ol style="list-style-type: none"> 1. No dedicated educational facilities. 2. <u>No dedicated meeting rooms for larger audience (more than 15 persons).</u> 3. <u>Lack of capability of virtual reality (under assessment).</u>
<p>Opportunities</p>	<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. <u>Capability of translation for courses, online modules, and educational supporting documents.</u> 5. <u>Capability of broad simulation capability such as VR/AR/ER and artificial intelligence.</u> 6. To be evaluated for being a future evaluation center. 7. To strengthen its status as a valuable hub for training amongst NATO COEs and institutions. 8. <u>Build up and apply VR, AR, XR and artificial intelligence as capability to trainings, courses, conferences, exercises.</u> 9. <u>Foreign SME"s who take part in the courses provide updated information about the issues that are going on in the sending nation.</u>
<p>Threats</p>	<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. <u>Financial constraints.</u>



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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 <u>task</u> as part of the systems approach to training (SAT)	Continuous <u>task</u>
	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 <u>task</u>
	Develop the ADL capability	TRB Course Development Team	2023-2027	Continuous task
	Data collection and evaluation system development	TRB Course SO3/QM	2023-2027	Continuous task
	Include courses and trainings into ETOC and ePrime	ETOC and ePRIME manager	After approval of the actual Course Calendar by SC	Continuous task
	Simulation development capability	TRB	Exploratin phase on 2023	Continuous task
Training Branch will remain state of the art in collective training development, delivery, and assessment.	Include courses and trainings into ETOC and ePrime	Eval SO2	After approval of the actual Course Calendar by SC	Continuous <u>task</u>
	Exercises involvement will be planned and executed based on the NATO requirement and IAW the respective directive (Bi-SC 75-3)		VW24 and future VW EXs	Continuous <u>task</u>
	Include EXs into eMTEP	After the EXSPEC is finalized, upload can happen	<u>Event-related task</u>	
	Maintain pool of certified medical evaluators	TRB EVAL SO1	Updated after every MEDEVAL course.	<u>Continuous task</u>



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Training Branch will remain the central hub for medical evaluation(s).	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.	<u>Continuous task</u>
	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 task	<u>To be coordinated with SHAPE JMED</u>
<u>Simulation/VR/XR/AR</u>	<u>Explore opportunities provided by emerging technologies and costs for their potential implementation in education, training, exercise and evaluation</u>	<u>TRB Chief</u>	<u>Assessment phase in 2023</u>	<u>Continuous task</u>