



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
2300 E STREET NW  
WASHINGTON DC 20372-5300

IN REPLY REFER TO  
BUMEDINST 5430.8A CH-2  
BUMED-M09B4  
25 Jul 2011

BUMED INSTRUCTION 5430.8A CHANGE TRANSMITTAL 2

From: Chief, Bureau of Medicine and Surgery  
To: All Internal BUMED Codes

Subj: BUREAU OF MEDICINE AND SURGERY ORGANIZATION MANUAL

Ref: (a) BUMEDINST 5430.8A

Encl: (1) Revised pages i, iii through vi; pages 1-19 and 1-20; pages 5-1 through 5-7; pages 6-1 through 6-12; and Appendix A, pages A-3, A8, and A-9

1. Purpose. To publish the following changes to reference (a):

a. Table of Contents, page i, changed the code M00R to M00RP – Special Assistant for Research Protections and changed the code and title M00RD – Special Assistant for Research Development to M00MR – Special Assistant for Medical Research.

b. Table of Contents, page iii, changed the code title for M42 from Logistics to Logistics Policy; changed the code title for M44 from Industrial Hygiene/Occupational Health and Safety to Safety and Occupational Health; changed the code title for M45 from Anti-Terrorism Force Protection (AT/FP), Physical Security to Antiterrorism Force Protection (AT/FP); and added code M46 – Logistics Execution.

c. Table of Contents, page iv, changed the code title from M61 – IM/IT Governance to Director for Programs and IT Governance; changed the code title from M62 – IM/IT Privacy and Security to Director for IA, Privacy, and Security; changed the code title from M63 – IM/IT Program, Planning, and Coordination to Director for Information Integration; changed the code title from M64 – IM/IT Information Integration to Director for Clinical Informatics; changed the code title from M65 – IM/IT Workforce and Training to Director for IT Workforce and Training.

d. Appendix A, Organization Chart, Chief, BUMED Special Assistants, page A-3 – changed the code M00R to M00RP; changed the code and title for M00RD – Research Development to M00MR – Medical Research.

e. Appendix A, Organization Chart, M4 – Installations and Logistics, page A-8 – changed code title from M42 – Logistics to M42 – Logistics Policy; changed code title from M44 – Industrial Hygiene/Occupational Health and Safety to Safety and Occupational Health; changed code title from M45 – Anti-Terrorism Force Protection (AT/FP), Physical Security to Antiterrorism Force Protection (AT/FP); and added M46 – Logistics Execution.

f. Appendix A, Organization Chart, page A-9, changed the title from M61 – IM/IT Governance to Director for Programs and IT Governance; changed the code title from M62 – IM/IT Privacy and Security to Director for IA, Privacy, and Security; changed the code title from M63 – IM/IT Program, Planning, and Coordination to Director for Information Integration; changed the code title from M64 – IM/IT Information Integration to Director for Clinical Informatics; and changed the code title from M65 – IM/IT Workforce and Training to Director for IT Workforce and Training.

2. Action

a. Remove Table of Contents pages i and iii through vi and replace with like-numbered pages of enclosure (1).

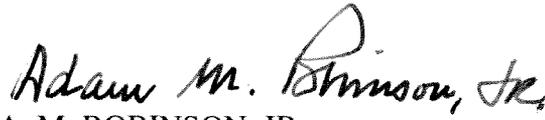
b. Remove pages 1-19 and 1-20 and replace with like-numbered pages of enclosure (1).

c. Remove chapter 5 and replace with revised chapter 5 of enclosure (1).

d. Remove chapter 6 and replace with revised chapter 6 of enclosure (1).

e. Remove Appendix A, pages A-3, A-8, and A9 and replace with like-numbered pages of enclosure (1).

3. File this change transmittal in front of the basic instruction.

  
A. M. ROBINSON, JR.

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IN REPLY REFER TO

BUMEDINST 5430.8A CH-1  
BUMED-M09B4  
13 May 2011

BUMED INSTRUCTION 5430.8A CHANGE TRANSMITTAL 1

From: Chief, Bureau of Medicine and Surgery  
To: All Internal BUMED Codes

Subj: BUREAU OF MEDICINE AND SURGERY ORGANIZATION MANUAL

Ref: (a) BUMEDINST 5430.8A

Encl: (1) Revised pages i, iv through vi; Appendix A, pages A-2 and A-3, added new page A-11; added new M9 organization chart; renumbered pages A-12 and A-13; Revised Appendix C

1. Purpose. To publish the following changes to reference (a):

a. Table of Contents, page i, removed M00WII – Special Assistant for Wounded, Ill, and Injured Warrior Care.

b. Table of Contents, page iv, added Chapter 8, M9 Deputy Chief – Wounded, Ill, and Injured to the listing.

c. Table of Contents, page v, Organization Charts - added Chapter 8, M9 Deputy Chief – Wounded, Ill, and Injured.

d. Introduction, page vi, changed wording to include M9 and remove mention of M00WII. Also, changed the matrix by removing M00WII and adding M9.

e. Remove pages 1-22 through 1-27 from Chapter 1.

f. Added new Chapter 8.

g. Appendix A, page A-2, added M9 to Echelon II – Headquarters for Chief, BUMED Organization Chart.

h. Appendix A, page A-3, removed M00WII from the Chief, BUMED Special Assistants Organization Chart.

i. Appendix A, page A-11, added new page, M9 Organization Chart.

j. Appendix A, renumbered pages A-11 and A-12 to A-12 and A-13.

k. Appendix C, revised.

1. Enclosure (1) to the basic instruction, added new organization chart for M9 Deputy Chief – Wounded, Ill, and Injured.

2. Action

a. Remove Table of Contents pages i and iv through vi and replace with like-numbered pages of enclosure (1).

b. Remove Appendix A, pages A-2 and A-3 and replace with like-numbered pages of enclosure (1).

c. Add new page A-11, M9 Organization Chart to Appendix A.

d. Remove Appendix A, pages A-11 and A-12 and replace with renumbered pages A-12 and A-13.

e. Remove Appendix C and replace with revised Appendix C.

3. File this change transmittal in front of the basic instruction.

  
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IN REPLY REFER TO  
BUMEDINST 5430.8A  
BUMED-M09B4  
22 Oct 2010

BUMED INSTRUCTION 5430.8A

From: Chief, Bureau of Medicine and Surgery  
To: All Internal BUMED Codes

Subj: BUREAU OF MEDICINE AND SURGERY ORGANIZATION MANUAL

Ref: (a) OPNAVINST 5215.17  
(b) OPNAVINST 5450.215C  
(c) BUMEDINST 5450.165B

1. Purpose. To provide a comprehensive description of the Bureau of Medicine and Surgery (BUMED) organization and code specific functions. This directive (manual), per reference (a), establishes responsibility for the continuing review of the organizational structure and functions of BUMED. References (b) and (c) include BUMED's mission and functions.

2. Cancellation. BUMEDINST 5430.8.

3. Background. The BUMED headquarters is designed to efficiently, effectively, and rapidly respond when directing and coordinating Navy Medicine's assets supporting Navy Medicine's mission. As an Echelon II headquarters command, BUMED requires a level of agility and responsiveness above any historic requirement. The BUMED organization manual has been created to provide a clear and straightforward description of the organization supporting the Chief, BUMED/Navy Surgeon General (SG) and Navy Medicine's mission.

4. Scope. Applies to BUMED Headquarters.

5. Policy. Each code is responsible for submitting updates or proposed changes as directed in paragraphs 6 and 7 below.

6. Precepts. The organization consists of the Chief, BUMED/SG; Deputy Chief, BUMED/Deputy SG; Chief of Staff (COS), Assistant Chief of Staff (ACOS), Deputy Chiefs, Assistant Deputy Chiefs, Special Assistants, Directorates, Departments, and Divisions. Alphanumeric codes are assigned as outlined in this directive.

7. Responsibilities. Deputy Chiefs have a continuing responsibility to review their organizational structure and functions and initiate necessary changes to achieve maximum efficiency, avoid fragmentation and layering, consolidate functions wherever feasible, and assure program priorities follow current needs and resource availability.

8. Procedures. Send proposed changes to BUMED Secretariat (M09B3) via the chain of command with appropriate background statements. All proposed changes will be cleared by the respective Deputy Chief. M09B3 will review the proposed changes; obtain other necessary clearances, submit to Chief, BUMED for signature and publish the approved document.

BUMEDINST 5430.8A

22 Oct 2010

- a. M09B3 is responsible for maintaining the organization manual, providing administrative assistance to codes as necessary, and reviewing proposed changes for format and content.
- b. The Chief, BUMED will approve all organizational changes.



A. M. ROBINSON, JR.

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<http://www.med.navy.mil/directives/Pages/default.aspx>

# Bureau of Medicine and Surgery Organizational Manual

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BUMEDINST 5430.8A





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## INTRODUCTION

The Bureau of Medicine and Surgery (BUMED) is the Echelon II Headquarters of Navy Medicine. It exercises command, control, and communication authority and provides strategic guidance, policy development, and implementation/execution oversight for Navy Medicine’s Echelon III, IV, and V sub-ordinate commands.

BUMED is organized to respond efficiently and effectively to Force Health Protection and all other aspects of Expeditionary Medical Operations, as well as the challenges inherent in providing world-class health care to our Sailors, Marines, families, and retirees – anytime, anywhere.

BUMEDINST 5430.8A (BUMED Organizational Manual) has been created to provide a clear and straightforward description of our Headquarters organization, and how it relates to Department of Navy, other Services, and Department of Defense (DoD) organizations comprising the Military Health System (MHS). While familiarity with its contents is important, the key to BUMED’s success continues to be the ability of each member of the BUMED team to facilitate and coordinate patient care through maximum communication and cooperation between and among all levels of the organization.

As indicated in the following chart, our matrix organizational structure is designed to minimize stove-piping and to promote cross-functional

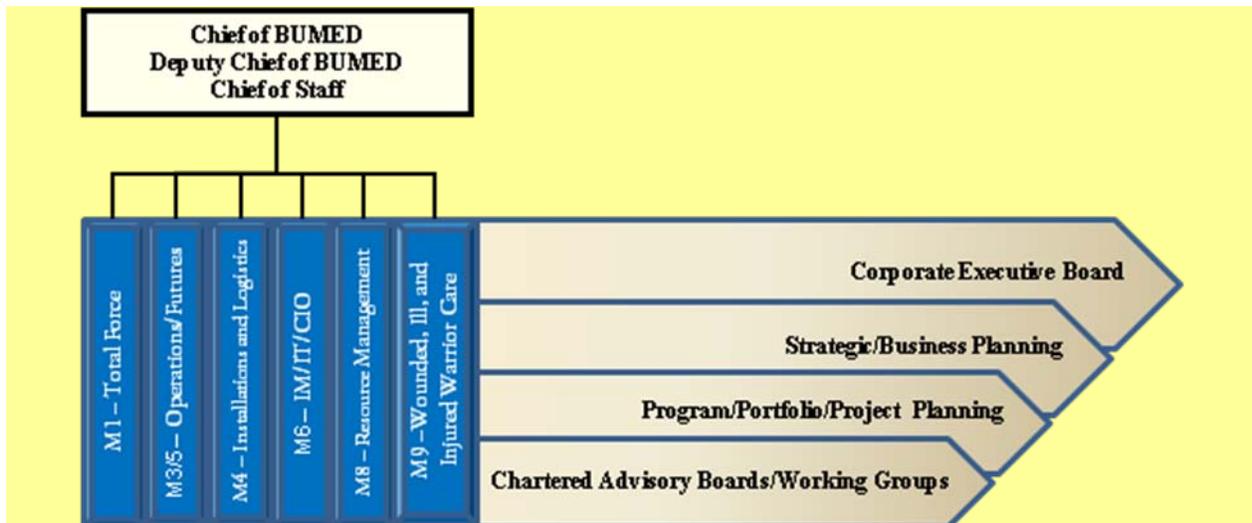
horizontal interaction. Our key Headquarters’ organizational levels - the Chief, BUMED/Surgeon General (SG) of the Navy; Deputy Chief, BUMED/Deputy SG of the Navy; Chief of Staff (COS), Deputy Chiefs, and Special Assistants respond to the constantly changing environment across BUMED Headquarters. Our six primary BUMED Codes (M1, M3/5, M4, M6, M8, and M9) operate through four major policy venues (Corporate Executive Board; Strategic/Business Planning; Program/Portfolio/Project Planning; and Chartered Advisory Boards/Workgroups).

This environment enables BUMED staff to develop expertise, engage resources, and facilitate plans and policies to ensure that Navy Medicine remains the preeminent maritime medical force deployed with our Navy and Marine Corps warriors throughout the world, while simultaneously providing state of the art in-garrison health and preventive care for active duty personnel and beneficiaries.

### Command Staff Relationships

BUMED Headquarters’ staff is an extension of the Chief and functions as command support. The term “staff channel” describes the channel that staff officers use to contact counterparts at higher, adjacent, and subordinate headquarters. Staff-to-staff contacts function to coordinate and facilitate support for respective echelon commanders.

**BUMED Organizational Matrix**



## CHAPTER 1

### **M00/N093**

### **CHIEF, BUREAU OF MEDICINE AND SURGERY & SURGEON GENERAL**

#### **Mission**

- Principal advisor to the Chief of Naval Operations (CNO) on the provision of centralized, coordinated policy development, guidance, and professional advice on health service programs for Department of the Navy (DON). Provides oversight on direct and indirect systems for delivering health services to all beneficiaries in wartime and peacetime as authorized by law. Acquires sufficient resources to provide health services. Serves as Chief, Bureau of Medicine and Surgery (BUMED).
- The authority and responsibilities of the SG, as an Office of the Chief of Naval Operations (OPNAV) Principal Official, are derived from the statutory authority and responsibilities of CNO and Vice Chief of Naval Operations (VCNO) and other authority, and responsibilities as assigned by the Secretary of the Navy (SECNAV). Orders issued by the Surgeon General (SG) in performing his assigned duties have the force and effect of orders issued by CNO.
- In the performance of assigned duties and responsibilities, all officials of OPNAV are authorized and directed, except when otherwise prescribed, to communicate with external organizational authorities whenever cooperative action is appropriate. The objective of coordination is to preclude actions from overlapping, duplicating, or contradicting others or from countering CNO policy. The official assigned primary responsibility for a function is charged with ensuring the necessary coordination and liaison required to execute that function.

#### **Functions – N093:**

1. As the Navy Surgeon General (N093), maintains cognizance of and provides capabilities supporting Force Health Protection requirements for Navy and Marine Corps forces in coordination with the Medical Officer of the Marine Corps (N093M) and Deputy Director, Navy Medicine (N0931).
2. Principal advisor to CNO for health care issues and medical training programs.
3. Principal advisor to the Assistant Secretary of Defense for Health Affairs (ASD(HA)) for tri-service medical issues.
4. Commands BUMED and shore facilities assigned by CNO in adherence with policies and direction from the Offices of the SECNAV, Joint Staff, and Secretary of Defense (SECDEF).

**Functions – N093 (Continued):**

5. Responsible for the health of Navy and Marine Corps active duty members ensuring they are physically and mentally ready to carry out their worldwide mission. Ensures readiness of Navy Medical personnel and material.
6. Provides for health care delivery to all beneficiaries. Ensures acquisition and execution of health care resources budgeted for health services. Provides graduate medical and dental education consistent with current professional standards of practice.
7. Directs and issues health care policies, directives, and publications.
8. Implements guidelines and monitors application of entrance, retention, and specialized physical standards examinations for Navy service.
9. Sponsors and coordinates the Navy's Deployable Medical Systems (DEPMEDS), to include Expeditionary Medical Facilities (EMF), hospital ships (T-AH), and subunits or components thereof.
10. Accomplishes other functions as assigned by higher authority.

**Functions – M00:**

1. Commands BUMED and shore facilities assigned by CNO.
2. Ensures the readiness of personnel and material under the command of BUMED and provides primary and technical support for delivery of health care to all beneficiaries.
3. Maintains cognizance of, and provides capabilities in support of Force Health Protection requirements to the operating forces of the Navy and Marine Corps.
4. Directs health care policy and provision of medical and dental services as authorized by law or regulations in medical and dental activities for Navy and Marine Corps personnel, other uniformed services personnel, their family members, retired members and their family members, eligible survivors of deceased members, Federal civilian employees, and other eligible beneficiaries.
5. Coordinates a comprehensive organizational strategy to prevent, prepare for, protect against, respond to, and recover from threats or attacks that involve the Navy Medical Department; and develops and maintains medical capabilities and technologies to enhance medical surveillance, detection, and protection.
6. Ensures implementation of policies and directives to conduct occupational health and preventive medicine programs.

**Functions – M00 (Continued):**

7. Directs the planning and execution of biomedical research programs required to ensure state-of-the-art health care delivery and the effective application of medical and bio-physiological parameters to operational scenarios.
8. Ensures the acquisition and maintenance of a Total Force of appropriately trained medical and dental military and civilian personnel.
9. Develops implementation guidelines and monitors application of physical standards and examinations of persons for entrance and retention in the Navy service and for specialized duties.
10. Provides professional and technical guidance for design, construction, manning, and equipping of medical assets ashore and afloat.
11. Conducts inspections of medical treatment facilities (MTFs), activities commanded by BUMED, and assists other immediate superiors in command in performing command inspections throughout the Navy and Marine Corps.
12. Monitors Navy Medicine (NAVMED) Region Commands' delivery of health care and assures that all applicable standards are met.
13. Formulates policy and provides oversight for patient management and medical administration.
14. Ensures proper execution of health care resources budgeted for Budget Submitting Office (BSO) 18 activities.
15. Prepares, revises, and publishes manuals, instructions, and other communications concerning Medical Department policies and procedures on medical, dental, professional, technical, and administrative matters.
16. Develops global plans and programs for health care delivery.
17. Provides graduate medical and dental education consistent with current professional standards of practice.
18. Provides training to meet the requirements of the health care system's operations.
19. Implements assigned programs to meet Navy and Marine Corps mobilization and contingency plans.

**Staff – M00\***

- Executive Assistant
- Flag Aide
- Secretary/Travel Coordinator
- Administrative Officer
- Flag Writer

\* Note: Staff mix may change depending on mission requirements.

**Functions:**

1. Manages daily operations and operational target (OPTAR)/official representation funds (ORF) in the Chief, BUMED/SG office, and serves as advisor regarding administrative and policy matters.
2. Coordinates with the Deputy Chief, BUMED; COS; Deputy Chiefs; directors; special assistants; and executive and military assistants to the OPNAV; Headquarters, Marine Corps (HQMC); SECNAV; Joint Staff; SECDEF; and Flag Officer Management and Distribution (N00F) staffs.
3. Reviews and prepares in coordination with subject matter experts (SMEs) all Chief, BUMED/SG correspondence and communications, and performs technical and content review.
4. Plans and coordinates Chief, BUMED/SG participation in professional associations, appropriate conferences, and other official events. Plans and coordinates Chief, BUMED/SG directed or sponsored conferences/meetings and long-range travel to ensure maximum exposure to Navy Medicine, Fleet, and United States Marine Corps (USMC) activities.
5. Represents Navy Medicine at CNO Awards Board.
6. When applicable, point of contact for facility matters related to the Chief, BUMED/SG public quarters and oversees management of public quarters' budget. Prepares annual evaluation and provides counseling to public quarters' staff (i.e., culinary specialist).

**Special Assistants – M00.** Special Assistants report to the SG/Chief, BUMED as principal advisors and SMEs. They also report to the COS for issues involving staff administration.

**M00C – Special Assistant - Corps Chiefs.** Corps Chiefs are appointed to positions established by Title 10, U.S. Code<sup>1</sup> to be primary advisor to the SG/Chief, BUMED in the management and direction of Corps policy and governance.

- Medical Corps – M00C1
- Dental Corps<sup>2</sup> – M00C2
- Nurse Corps – M00C3
- Medical Service Corps – M00C4
- Hospital Corps<sup>3</sup> – M00C5

**M00C – Corps Chiefs Functions:**

1. Serves as Deputy to the respective Corps Chief/Director.
2. Serves as “Acting” in the absence of the Corps Chief/Director.
3. Provides administrative support to the Council of Corps Chiefs:
  - Assists in identifying appropriate candidates for nomination to Federal, government, or tri-service leadership positions.
  - Monitors assignment of community of practice personnel, and attendance at management development and leadership courses.
  - Monitors the content of community of practice web pages.
  - Coordinates community of practice and Navy Medicine Specialty Leaders Conferences in conjunction with Career Planners.
4. Serves as primary advisor to the Deputy Chief, Total Force (M1) on all issues related to the management and professional practice of their communities.
5. Serves as liaison with BUMED deputy assistant chiefs on Corps-specific issues.
6. Directs Corps Chief/Director personnel in accomplishing the day-to-day organization, performance, and operations of their respective community of practice.

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<sup>1</sup> Title 10, Subtitle C, Part 1, Chapter 513 § 5150. Staff Corps of the Navy.

<sup>2</sup> The Dental Corps Chief is responsible for performing functions outlined in Title 10 USC; Chapter 513 § 5138.

<sup>3</sup> M00C5 (Chief, Hospital Corps) also serves as the Force Master Chief (M00F).

**M00C Functions (Continued):**

7. Provides policy guidance to the Navy Medicine Manpower, Personnel, Training and Education (NAVMEDEMP&E) Command, Navy Medicine Support Command (NMSC) relating to accessions, strength, training, and promotions for each community of practice.

- Monitors and evaluates execution status of these plans for each community of practice.
- Coordinates with Navy Recruiting Command (NAVCRUITCOM) and Navy Personnel Command (NAVPERSCOM) on community related issues and practices.
- Serves as liaison to specialty and technical leaders, coordinating policy, practice, manpower, and personnel issues within and among communities of practice.
- Evaluates community of practice programs to ensure consistency with the Navy Medicine Strategic Plan and compliance with professional standards of practice.
- Reviews and determines the relevance of current national health care delivery trends as they relate to their community of practice in coordination with specialty and technical leaders and other BUMED codes.

8. Coordinates the Professional Case Review Panel (PCRP) process when notified by the BUMED Credentialing Office.

9. Serves as SME for all issues that pertain to their community of practice.

- Coordinates the development of policies for their communities of practice with Navy, DoD, and other Federal agencies.
- Responsible for coordinating, compiling, and disseminating information about current issues affecting their community of practice.
- Serves as an advocate for their community of practice to headquarters level committees and groups.
- Serves as a resource for senior executive medicine officers for updated information regarding professional policy and practice issues for community of practice providers.
- Responds to inquiries from external agencies such as Congress, ASD(HA), DoD, Navy, and other agencies as directed.
- Coordinates and prepares community of practice input for congressional testimony.
- Serves as liaison and provides policy input with all BUMED BSO-18, Navy, DoD, and other Federal agencies on subjects such as professional practice, special pays, scholarships, retention, and other issues related to communities of practice.
- Directs, monitors, and coordinates education requirements for respective communities of practice.
- Identifies, monitors, and resolves issues impacting the quality, efficiency, readiness, training, morale, and welfare of the individual communities of practice as well as those issues impacting multiple communities.
- Establishes policy in response to new professional requirements relating to their communities of practice.

**M00C Functions (Continued):**

- Tracks and reports progress of all OPNAV, SECNAV, DoD and civilian policy and budget items likely to affect their community of practice and the delivery of health care within Navy Medicine.
- Interacts with BUMED, Navy, DoD, and other Federal agencies to identify appropriate legislative initiatives, coordinates the development of proposals, and monitors their progress.

10. Serves as primary advisor to Deputy Chief, Total Force (M1) on Reserve personnel issues related to Total Force integration and management.

- Serves as liaison with Reserve medical communities for issues of Total Force integration, retention, training, and accessions.
- Manages Public Law 265, 3-year recall billets.
- Develops new policies meeting current medical readiness and mobilization requirements for Navy Reserve Programs 9, 32, and 46.
- Provides policy guidance and technical assistance on medical specialty qualification, recruitment, training, retention, accession, re-affiliation, and promotion issues affecting Navy Medical Reserve programs and resources.
- Serves as liaison between N1 and BUMED for identification and recruitment to Reserve Medical 0-5/0-6 command/non-command billets.

11. Serves as career planners to develop, maintain, and evaluate the career planning process for Navy Medicine.

- In coordination with specialty and technical leaders, develops criteria for career development in coordination with specialty and technical leaders.
- Serves as focal point for dissemination of community of practice career development information.
- Monitors execution of military personnel programs dealing with professional development, use, and overall career force maintenance.
- Recommends changes to the Navy officer billet classification (NOBC), additional qualification data (AQD), subspecialty codes, Navy enlisted classification (NEC), secondary Navy enlisted classification (SNEC), and other relevant personnel classification systems to ensure that Medical Department requirements and qualifications can be appropriately reflected.
- Senior member of the Corps Professional Review Board.
- Establishes and oversees selection and review boards relating to accessioning and training programs.
- Liaisons with NAVPERSCOM and Commander, NAVCRUITCOM for community of practice qualification issues.
- Evaluates and advises on the training implications of career development initiatives.

**M00C Functions (Continued):**

- Recommends candidates and coordinates attendance for management development and leadership courses and other programs designed to maximize the effectiveness of communities of practice.
- Coordinates and liaisons with Navy, DoD, and other Federal agencies responsible for community management.
- Coordinates with Joint Medical Educational Skills Development Program for educational opportunities in their community of practice.
- Performs career counseling. Develops viable career pathways in conjunction with specialty and technical leaders, detailers, and community managers.
- Assists to identify appropriate candidates for nomination to Federal, government, or tri-service leadership positions.
- Coordinates community of practice and Navy Medicine Specialty Leaders Conference.

**M00D – Special Assistant for Navy Medicine Diversity**

**Functions:**

1. Advisor to SG/Chief, BUMED for Navy Medicine Diversity on the CNO strategic five-pillar approach to creating a more diverse U.S. Navy.
2. Provides strategic communication for Navy Medicine Leadership.
3. Provides diversity training to all Navy Medicine personnel, civilians (government and contractors), officers, and enlisted.
4. Provides outreach to all Navy Medicine command's local communities to advertise Navy Medicine opportunities, increase the awareness of the importance of Science, Technology, Engineering and Math (STEM) fields and create a positive relationship between the community and Navy Medicine personnel.
5. Provides mentorship programs that will attract, train, and retain the best and the brightest that Navy Medicine has to offer.
6. Provides accountability within the Navy Medicine Leadership cadre to ensure that Navy Medicine is meeting the objectives and goals of the CNO's five-pillar approach program.
7. BUMED liaison to the CNO's Diversity Office, N134, via the Strategic Diversity Working Group (SDWG), which in term oversees all of the Diversity Leaders within U.S. Navy.
8. Advises the Medical Inspector General (MEDIG) on diversity concerns.

**M00D Functions (Continued):**

9. Performs additional duties as Director, BUMED Office of Diversity, through BUMED COS.
10. The BUMED Chief of Staff provides funding and personnel administration.

**M00E – Special Assistant for Ethics and Professional Integrity**

**Mission:**

As Ethicist to the SG/Chief, BUMED is the Navy Medicine senior executive policy director, SME, principal advisor, programs director, and extramural liaison officer regarding academic and applied ethics and integrity leadership in four domains and related areas: health care; research; organizational systems; and ethics education and formation.

**Functions:**

1. Provides policy formation/analysis, policy interpretation, and senior executive level expertise for diverse issues relative to ethics and professional integrity. Serves as the executive resource for such areas to higher DoD/Federal and private sector authorities, Navy Medicine leaders, BUMED codes, NAVMED Regions, commands, and other entities. Collaborates with BUMED Office of Medical Legal Affairs, Office of the MEDIG, Office of Pastoral Care, other Special Assistants, and related leaders.
2. Per BUMEDINST 6010.26A, serves as an executive member of the Center for the Medical Humanities (CMH) within the Navy Medicine Institute (NMI) for the Medical Humanities and Research Leadership. For the NMI Navy Medicine Research and Development Center (NMRDC), is the senior executive leader for research administration, strategic planning and management; and research ethics/integrity policy, and program direction. Assumes executive NMI leadership duties as assigned by the NMI Chancellor and Vice Chancellor.
3. Per BUMEDINST 6010.25, serves as Director of the Healthcare Ethics Advisory Council, and the Healthcare Ethics Committees Consortium. Per BUMEDINST 6500.3, serves as Director, Research Ethics Advisory Council, and the Research Integrity Programs Network.
4. Per BUMEDINST 6500.3, serves as the Navy Medicine Executive Research Integrity Officer, overseeing Navy Medicine compliance with all ethical and regulatory requirements relative to research ethics/integrity, Responsible Conduct of Research education and standards, and research misconduct processes. Provides headquarters level oversight and processing of procedures for the handling of research misconduct and other related areas.

**M00E Functions (Continued):**

5. Designs, promotes, executes, and oversees the development of educational programs, conferences, consortia, and collaborations with Federal agencies, institutions of higher learning, and other domestic and international institutions. Designs, directs, performs, and oversees diverse continuing education programs and resources in related subject areas for NAVMED Regions, commands, personnel, and collaborators.
6. Conducts site assist visits in Navy Medicine commands relative to ethics in health care, research integrity, organizational systems, and values formation/education and professional development. Conducts relevant headquarters level quality assurance reviews and audits as assigned or requested.
7. Provides policy and oversight leadership, evaluation/analysis, and quality assurance for all areas related to research administration/leadership/management, research ethics, and regulatory affairs for the NMI NMRDC and all other Navy Medicine research entities.
8. Serves as the Navy Medicine subject matter expert and senior executive liaison officer to extramural entities and agencies such as but not limited to: other DoD authorities, other Federal agencies, institutions of higher learning, international centers and universities, and other extramural institutions such as the Uniformed Services University of the Health Sciences (USU), ASD(HA), Stockdale Ethics Center at the United States Naval Academy (USNA), Department of Health and Human Services (DHHS), etc.
9. As directed by the Chief, BUMED may direct special inquiries or audits for the benefit of the institution.

**M00EO – Special Assistant for Equal Employment Opportunity**

**Functions:**

1. Serves as the principal advisor to the SG/Chief, BUMED as Command Deputy Equal Employment Opportunity Officer (CDEEOO) regarding all matters pertaining to military equal opportunity (EO) and civilian equal employment opportunity (EEO) programs. Other responsibilities include:
  - Managing Special Emphasis Programs
  - Command Assessments
  - Develop situation appropriate EEO training
  - Develop annual EO/EEO budget
2. Monitors and reviews the status of all EO/EEO complaints and make sure complaints are processed following regulations. Conducts periodic site visits to all BUMED subordinate activities.

**M00EO Functions (Continued):**

3. Develops and implements Navy Medicine's annual Management Directive 715 Report and Action Plan. Prepares and delivers out brief for Navy Medicine leadership. Tracks action plan implementation across Navy Medicine.
4. CDEEOO will develop and maintain professional relationship with Navy Medicine's Diversity Officer and M11, Civilian Personnel Policy.
5. Advisor to the Chief, BUMED on policy implementation and provides oversight of all Navy Affirmative Action Programs for military personnel; and EEO programs for BUMED civilian personnel. Works closely with Navy Medicine Diversity Office and M11 to help shape the future workforce.
6. Advises the Chief, BUMED on policy and program development and oversight to enhance diversity within all communities throughout BSO-18.

**M00F – Special Assistant - Force Master Chief**

**Functions:**

1. Principal senior enlisted advisor to SG/Chief, BUMED on matters pertaining to the welfare, health, job satisfaction, retention, morale, utilization, and training of Medical Department enlisted personnel.
2. Serves as the Director, Hospital Corps. Manages and directs Hospital Corps policy and governance.
3. Provides corporate forum for addressing enlisted issues.
4. Provides corporate representation on the Master Chief Petty Officer of the Navy's senior enlisted advisory panel.
5. Develops criteria and processes for the assignment of command senior enlisted leaders ensuring the most fully qualified personnel are selected.

### **M00G – Special Assistant for Pastoral Care**

#### **Functions:**

1. Advises SG/Chief, BUMED on moral, religious, spiritual, and personal well-being of Navy Medicine personnel.
2. Provides strategic vision for Navy Medicine pastoral care.
3. Provides oversight and guidance to Navy Medicine pastoral care departments.
4. BUMED liaison to service component Chiefs of Chaplains, all DoD, DON, Federal agency counterparts, and professional associations for health care chaplains.
5. Advises the MEDIG on pastoral care concerns.
6. Performs additional duties as Director, BUMED Office of Pastoral Care, through BUMED COS.
7. The BUMED Chief of Staff provides funding and personnel administration.

### **M00HCR – Special Assistant for Health Care Resolutions**

#### **Functions:**

1. Serves as the principal advisor to SG/Chief BUMED for all matters related to Health Care Mediation affecting Navy Medicine.
2. Assists Chief BUMED/SG in mitigation and resolution when there are unanticipated outcomes of care, treatment, and services.
3. Promotes organizational transparency and integrity with full disclosure and a commitment to process improvements.
4. Provides assistance to NAVMED Regions and MTFs in resolving complex health care issues, disputes, and concerns at the earliest opportunity, outside a legal venue, with equitable resolutions for patients, providers, and the organization.
5. Trains and coaches providers throughout Navy Medicine on how to disclose adverse outcomes, ensuring compliance with the Joint Commission (JC) disclosure standard RI 01.02.01.

**M00IG – Special Assistant - Medical Inspector General (MEDIG)**

**Mission:**

The MEDIG serves as an extension of "the eyes, ears, and conscience" of the Chief, BUMED. The MEDIG ensures oversight of Navy Medicine programs and operations, ensuring safe health service delivery.

**Functions:**

1. Conducts professional and technical organizational assessments of MTFs and other BUMED activities. Coordinates MTF inspections with The JC. Conducts applicable inspections of medical occupational health and safety.
2. Prepares organizational assessment reports on activities and reports issues to Chief, BUMED, NAVMED Region commanders, commanding officers, officers in charge, and chain of command as appropriate.
3. Implements the Navy Medicine Hotline Program for receiving allegations of fraud, waste, and mismanagement. Provides assistance and referral for non-Inspector General (IG) matters and conducts preliminary inquiries and investigations into allegations as deemed appropriate.
4. Maintains liaison with the Naval IG; Deputy Naval IG for Marine Corps Matters/Inspector General of the Marine Corps; echelon 2 and Responsible Line Commander (RLC) Inspectors General; and civilian and government agency inspector offices.

**M00J – Special Assistant for Medical-Legal Affairs/Staff Judge Advocate**

**Functions:**

1. Principal, independent advisor to the SG/Chief, BUMED for legal matters affecting the Navy Medicine Enterprise. The provision of medical-legal services includes health care law and policy, military justice, government ethics, administrative law, civil law, international law, environmental law, and personnel law.
2. Senior Health Law Advisor in the Department of the Navy. Supervises legal services of health care law affecting U.S. Navy and Navy Medicine operations worldwide. Navy Medicine liaison for medical-legal matters with Office of General Counsel (OGC) attorneys, military Services, DoD, USU, Department of Justice (DOJ), civilian attorneys, and senior Federal Government leadership.
3. Advisor to the Deputy Chief/Deputy Surgeon General (DSG) and Corporate Executive Board (CEB) and a CEB member.
4. Advisor to BUMED leadership, NAVMED Region Commanders, commanding officers, officers in charge, and their staffs worldwide on medical-legal, bioethical issues, and biological agents.
5. Advisor for Navy Medicine on Health Care Law policy to senior leadership and NAVMED Region Commands. Provides lines of argument and a recommended legal position.
6. Advisor on Navy Medicine's Health Care Law policy to Navy Medicine attorneys worldwide. Provides direction and guidance. Maintains open lines of communication.
7. Advisor in the development and policy formulation of programs designed to reduce liability and risk in the Navy's health care delivery system.
8. Advisor on environmental and international health law impacting the provision of health care delivery.
9. Designated Ethics Counselor for Chief, BUMED/SG. Provides legal opinions on ethics standards of conduct issues, including gifts of travel, fundraising, relations with and support to non-Federal entities, use of government resources, conflicts of interest, government travel and transportation, political activities, and post-government employment. Provides final ethics review of annual confidential and public financial disclosure reports (SF 278 and OGE 450).
10. Program Director for the Navy Medicine Adverse Privileging Program. Provides BUMED policy and direction to privileging authorities on adverse privileging actions and required due process for peer review hearings. Performs Echelon II legal review of cases and appeals and advises the Chief, BUMED/SG on all appeals.

**M00J Functions (Continued):**

11. Advisor for Navy Quality Assurance/Risk Management (QA/RM) Program. Advises Chief, BUMED/SG on Navy medical malpractice claims and litigation, and in formulating immediate action response plans to incidents presenting medical-legal risks worldwide.
12. Advisor to DON Human Research Protection Program (HRPP) on clinical investigation protocols and human subjects' research. Provides legal oversight, review, and guidance.
13. Independent legal advisor to Chief, BUMED/SG, as the General Courts-Martial Convening Authority, on military justice and disciplinary matters, including appeals and other matters forwarded for Echelon II level adjudication or endorsement.
14. Independent legal advisor to the BUMED COS/Commanding Officer, Enlisted Staff on military justice and disciplinary matters, such as non-judicial punishment (NJP), maintenance of good order and discipline, efficiency and economy of command, and administration of justice within the command.
15. Program Director for the medical Freedom of Information Act (FOIA) and medical Privacy Act (PA) Programs. Advises on law and policy for release or denial of requested information. Advises on protections afforded to private information under the Privacy Act, Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security Rules, and Health Information for Economic and Clinical Health Act (HITECHACT). Directs actions to investigate and take corrective actions if personally identifiable information is improperly used, disclosed, or otherwise compromised.
16. Collaborates with OGC Counsel on provisions of Business Law (appropriations, acquisitions, contracts, fiscal, etc.) and Commercial law. Provides legal resources, budget support, and EA support to OGC Counsel (BUMED-M00L).
17. Performs additional duty as Director, Medical-Legal Affairs.
18. The BUMED Chief of Staff provides funding and personnel administration.

**M00L – Special Assistant – OGC Counsel**

**Functions:**

1. Counsel to the SG/Chief, BUMED for Business and Commercial Law under the supervision of the Office of General Counsel (OGC) of the Navy.
2. Counsel for all legal matters affecting BUMED and the Navy Medicine Enterprise that are under the cognizance of the General Counsel of the Navy. This includes business law and commercial law, which is inclusive of fiscal law, acquisition law, contract law, intellectual property law, grants, contracts, and fiscal matters relating to medical research and development, patent-trademark-copyright law, claims, litigation, civilian personnel and labor law, employment law, EEO matters, environmental law, base closure (BRAC), management, custody, standards of conduct, and government ethics (fiscal).
3. Counsel to senior Navy Medicine leadership, NAVMED Region commanders, commanding officers, and their staffs worldwide on all legal matters affecting BUMED that are under the cognizance of the General Counsel of the Navy.
4. Counsel to the Navy Medicine Comptroller and CEB in the formulation of fiscal and financial policy and contract policy for health care delivery.
5. Counsel to corporate management for financial resources, fiduciary responsibilities, budget process and execution, and budget program objectives.
6. Counsel for defense appropriations and authorizations acts, other statutes, and associated regulations and policies.
7. Counsel for contractual agreements. Provides fiscal interpretation on responsible use of appropriated funds.
8. Counsel for review of proposed legislation. Evaluates and interprets the foreseeable effect on Navy Medicine and DON programs, policies, procedures, and regulations, including the impact of congressional rulings and fiscal policies.
9. Counsel for the formulation of BUMED's legal position on matters of fiscal and financial law and contract law. Reviews contracts and fiscal policy for legal sufficiency. Provides lines of argument in litigation.
10. Counsel for operational and fiduciary responsibilities of accounting systems; allocation of appropriated funds; budgeting and Program Objective Memorandum (POM); management controls; third-party collections; morale, welfare, and recreation, and other non-appropriated fund activity matters; gifts; and government ethics. Provides review and interpretation for legal sufficiency.

**M00L Functions (Continued):**

11. Counsel to leadership on General Accounting Office (GAO)-DoD-Navy audits, IG investigations, Hotline complaints, and Anti-Deficiency Act violations of appropriated funds and fiscal matters, and anti-fraud.
12. Counsel to special boards and committees that require participation of a senior attorney.
13. Senior Associate Counsel, OGC for the Assistant Secretary of the Navy (Financial Management and Comptroller) (FMC) as a collateral duty.
14. Provides training for OGC Navy-wide in fiscal responsibilities and stewardship of appropriated funds.
15. Provides legal review and analysis on a variety of matters assigned by the General Counsel of the Navy, the Principal Deputy General Counsel, the Assistant General Counsel (Financial Management & Comptroller).
16. Collaborates with the Principal Legal Counsel to the SG for Medical-Legal Affairs (M00J) on provisions of Health Care Law in relation to appropriation, acquisition, contract, and fiscal Law.
17. The BUMED Chief of Staff provides funding and personnel administration. Legal resources, budget, and EA support are provided through the Director, Medical-Legal Affairs/Staff Judge Advocate (M00J).

**M00OD – Special Assistant for Organizational Development**

**Functions:**

1. Serves as the principal advisor to SG/Chief, BUMED for organization development.
2. Assists SG/Chief BUMED with design for and support of the annual leadership training symposium, periodic Flag Office and Senior Executive Service meetings and retreats, and other similar programs upon request.
3. Provides executive development, leadership training, and team coaching.

**M00P – Special Assistant for Communications/Legislative Affairs**

**Functions:**

1. Serves as the principal advisor to SG/Chief, BUMED for all matters related to communications including public affairs and legislative affairs affecting Navy Medicine.
2. Advises SG/Chief, BUMED on activities related to strategic communications and oversees the development and publication of key communication products within Navy Medicine.
3. Develops and executes the Communication Plan for Navy Medicine Headquarters and ensures alignment across the Navy Medicine Enterprise.
4. Coordinates SG/Chief, BUMED media outreach and serves as liaison with the Navy's Chief of Information (CHINFO).
5. Coordinates SG/Chief, BUMED Congressional engagement and serves as liaison with the Navy's Office of Legislative Affairs (OLA).
6. Navy Medicine liaison with the Office of the Secretary of Defense for Health Affairs Office of Strategic Communications.
7. Performs additional duties as Director, BUMED Office of Communications, through the BUMED COS.
8. The BUMED Chief of Staff provides funding and personnel administration.

**M00RP – Special Assistant for Research Protections**

**Functions:**

1. Serves as principal advisor to Chief, BUMED and to the Special Assistant for Medical Research for all human research protections, and animal use research involving, related to, or supporting any research or investigation involving human subjects and animals that is conducted within the U.S. Navy and the U.S. Marine Corps, and/or is supported by or utilizes Navy assets to include finances, military or civilian personnel, buildings, tools, or devices.
2. Collaborates and receives guidance from the Special Assistant for Medical Research for the policy development, oversight, and review activities of the DON Human Research Protection Program and the Animal Research Protections Program.
3. Provides subject matter expertise and direction to the DON Human Research Protections Program and the Animal Research Protections Program.
4. Provides regulatory, human protection, animal use, and medical information privacy policy development, oversight, compliance, and ongoing monitoring of same for human subject research and laboratory animal care and research use within the DON and all areas of Chief, BUMED oversight.
5. Reviews and recommends approval to the Navy Component official for approval of DoD-Navy assurances and addendums to Federal-Wide assurances for the protection of human research subjects.
6. Provides interpretation of human and animal research protections related statutes, Federal regulations, DoD directives, and DON instructions.
7. Reviews Navy and Marine Corps-sponsored intramural and extramural human subject and animal research protocols and provides recommendations on compliance with Federal and DoD regulatory, human research protections, and animal use requirements.
8. Provides guidance to obtain/maintain accreditation for animal care facilities via Accreditation of Laboratory Animal Care (AAALAC) International.
9. Serves as Navy liaison to the Director, Defense Research & Engineering (DDR&E), DoD, and other Federal Government agencies on matters of human research protections matters.
10. Serves as Liaison to the U.S. Army (DoD Executive Agent) for veterinary support at DON facilities.
11. Serves as a core member of the BUMED Executive Research Advisory Board, providing specific expertise in all areas relative to human subject research protection and laboratory animal care and use in DON and Marine Corps medical research.
12. Performs additional duties as Director, BUMED Office of Research Protections, through the BUMED COS.

**M00MR – Special Assistant for Medical Research**

**Functions:**

1. Serves as principal advisor to Chief, BUMED for all research issues involving development and testing of medical, surgical, behavioral or environmental interventions, devices and tools, including basic medical science and laboratory research preliminary to research in living organisms, as well as research involving living organisms whether conducted within, supported by or utilizing Navy Medicine assets to include finances, military or civilian personnel, buildings, tools or devices and on emerging technologies external to Navy, Marine Corps and DoD which may impact the health, wellbeing, fitness, and performance optimization of Navy, Marine Corps and DoD personnel and medical beneficiaries.
2. Oversees the Medical Research and Development Center, Navy Medical Institute for the Medical Humanities and Research Leadership and, within such, oversees the NMRDC Research Policy, Strategy, Allocation and Oversight Program Office.
3. Oversees and formulates recommended policy, develops strategy, assists with procurement of resources and research opportunities and conducts reviews of the Navy Research and Development enterprise administered through the Naval Medicine Research Center and its subordinate commands, detachments and field activities.
4. Oversees and formulates recommended policy, develops strategy, assists with procurement of resources and research opportunities and conducts reviews of the Navy Medicine Clinical Investigation Program as administered by the Navy Medicine Regions, medical centers and medical/dental treatment facilities to adequately support the Navy Medicine graduate medical and professional education programs.
5. Seeks and receives information from The Medical Officer of the Marine Corps, The Fleet Forces Command Surgeon, The Pacific Fleet Surgeon, and the Commanders of Navy Medicine West, Navy Medicine East and Navy Medicine National Capital Area to be utilized in development of Navy Medicine strategic research priorities and their transformation into Navy Medicine research and development guidance and performance measured programs to serve the medical and performance needs of operational forces, and health care beneficiaries.
6. Provides administrative support for and Chairs the Executive Research Advisory Board.
7. Provides policy development, oversight and review collaborative support to the Director, Research Protections regarding human subject and laboratory animal research and care as well as medical information privacy within the DON.
8. Provides for review of Navy-sponsored intramural and extramural human subject and animal research protocols and provides recommendations on compliance with Federal, DoD, host nation and international requirements.

**M00S – Safety and Occupational Health Manager**

**Functions:**

1. Principal advisor to Chief, BUMED/SG on matters pertaining to safety and occupational health programs for Navy Medicine employees.
2. Serves as the Navy Medicine representative for the Chief, BUMED/SG on safety councils, committees, and working groups established by higher authority and the private sector. Serves as technical advisor to cognizant offices of the CNO on safety matters related to medical employees.
3. Develops criteria and processes for implementation of Federal, DoD, and Navy Occupational Safety regulations and policies throughout Navy Medicine.
4. Evaluates and briefs senior leadership on the effectiveness of Navy Medicine's overall safety program through collection and analysis of safety related metrics such as injury/illness statistics, training compliance, and hazard abatement correction rates. Develops improvement initiatives to advance safer workplaces throughout Navy Medicine.
5. Interprets safety standards and regulations and develops new or revised BUMED standards and policies as needed.
6. Fosters safety awareness through appropriate promotional methods and channels of communication throughout Navy Medicine.
7. Promotes adequate consideration of safety features in the design, purchase, or procurement of items over which the command exercises acquisition authority.



## CHAPTER 2

### **M09/N093B**

### **DEPUTY CHIEF, BUREAU OF MEDICINE AND SURGERY & DEPUTY SURGEON GENERAL (DSG)**

#### **Functions:**

1. Exercises such authority and duties as the Chief, BUMED may delegate or prescribe. Orders issued by the Deputy Chief, BUMED in performing such duties, have the same effect as those issued by the Chief, BUMED.
2. Provides leadership and guidance to BUMED and NAVMED Region Commanders.
3. Monitors NAVMED Region Commanders' effectiveness and mission performance.
4. Ensures external coordination with all government and non-governmental agencies including, but not limited to, the Office of the Assistant Secretary of Defense for Health Affairs (OASD(HA)), TMA, SECNAV, and Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA)), OPNAV staff, other Uniformed Services, and Department of Veterans Affairs (DVA) on the primary and technical support for delivery of health care, research, preventive medicine, and occupational health needs of the operating forces of the Navy and Marine Corps, their family members, and retirees and on matters related to the provision and readiness of personnel and material under the command of BUMED.
5. Provides recommendations to the Chief, BUMED regarding all aspects of health care delivery afloat or ashore.
6. Executes policy and provides oversight for patient management and administration, and acquisition and execution of health care resources budgeted for BUMED BSO-18.
7. Acts as a primary liaison with civil authorities in matters pertaining to public health, disasters, and other emergencies.
8. Acts as a primary intergovernmental liaison between offices of other government and civilian agencies, field commands, and BUMED on matters affecting the administration of this headquarters; advises and assists representatives of these organizations in the interpretation and application of BUMED policy; and provides guidance in problem areas.

**Staff – M09/N093B\***

- Executive Assistant
- Administrative Officer
- Secretary

\* Note: Staff mix may change depending on mission requirements.

**Functions:**

1. Manages daily operations in the Deputy Chief, BUMED/DSG office and serves as advisor to the Deputy Chief, BUMED regarding administrative and policy matters.
2. Reviews all Deputy Chief, BUMED/DSG correspondence and communications and performs technical and content review.
3. Represents Deputy Chief, BUMED in the communication and implementation of Navy Medicine and BUMED plans and policies and liaisons with OSD, SECNAV, TMA, OPNAV, and NAVMED Region Commanders to manage assigned tasks.

**M09B – Chief of Staff (COS)**

**Functions:**

1. Exercises authority and duties delegated or prescribed by Chief, BUMED/SG.
2. Provides leadership, management, and staff coordination for BUMED Headquarters' operations.
3. Is the point of contact and coordinating authority for NAVMED Region Chiefs of Staff.
4. Ensures effective coordination and collaboration within BUMED codes and special assistants and facilitates communications with BUMED, its field activities, and other entities.
5. Supervises administrative functions of special assistants.
6. Exercises final approval authority over resource and personnel allocation for BUMED Headquarters.
7. Liaisons with Office of the Attending Physician to Congress as needed.
8. Coordinates with Secretariat (BUMED-M09B3) to accurately assign, track timeliness, and ensure thorough staffing on all tasks.
9. Reporting senior for all BUMED enlisted performance evaluation and fitness reports.
10. Maintains cognizance of BUMED personnel morale and welfare for Chief, BUMED/SG.
11. Chairs Continuity of Operations Plan (COOP) Center during crisis response.
12. Chairs the Assistant Deputy Chiefs (ADC) Council.

**M09BCMC - Command Master Chief**

**Functions:**

1. Provides leadership to the headquarters enlisted force and advises the COS on enlisted matters that support mission accomplishment.
2. Assists COS in all matters pertaining to welfare, health, job satisfaction, morale, utilization, and training of headquarters enlisted personnel to promote traditional standards of good order and discipline.
3. Advises COS on formulation and implementation of changes in policy pertaining to enlisted personnel.
4. Attends meetings as directed by the COS to keep apprised of current issues and provide a representative enlisted input.
5. Participates in ceremonies honoring command members including all reenlistment and award ceremonies.
6. Other duties include chairing, coordinating, monitoring of, and participating in the following:
  - (a) Command Orientation/Indoctrination Division.
  - (b) Command Sponsor Program.
  - (c) Petty Officer Leadership Courses.
  - (d) Career Development Boards.
  - (e) Command Retention Team.
  - (f) Awards Board (considering enlisted personnel).
  - (g) Chief Petty Officer Induction.
  - (h) Sailor of the Quarter/Year programs.
  - (i) Family Programs, OMBUDSMAN, Family Service Center Liaison.
  - (j) Family Advocacy Program.
  - (k) Command Physical Readiness Program.

**M09BCMC Functions (Continued):**

- (l) Social Committee.
  - (m) Command Disciplinary Review Board.
  - (n) Career Information Program Management.
  - (o) Command Managed Equal Opportunity (CMEO) Program.
  - (p) Command Assessment Team.
  - (q) Command Training Team.
7. The BUMED Chief of Staff provides funding and personnel administration.

**M09BB – Assistant Chief of Staff (ACOS)**

**Functions:**

1. Establishes BUMED Headquarters operations priorities in consultation with COS.
2. Chairs:
  - BUMED Awards Board.
  - Ad hoc committees and working groups.
  - Personnel Management Board (conducted in conjunction with ADC meeting).
3. Collaborates with ADCs to meet mission requirements.
4. Oversees BUMED Headquarters daily operations.
5. Oversees BUMED Headquarters human and fiscal resources.

**M09B1 – Administration**

- Facilities and Support Services
- Security
- Awards
- Fitness Reports and Performance Evaluations
- Training
- Civilian Personnel Actions
- Military and Civilian Personnel Support Services
- Deployment/Medical Readiness Tracking
- Information Technology and Communication Services (ITACS)

**Functions:**

1. Manages BUMED Headquarters functions to support, maintain, and plan for future requirements in areas of physical and environmental infrastructure; internal and plant security, civilian and active duty performance evaluation, command orientation, training, special pay, and recognition matters; management of classified materials, message communication, and secure telecommunications; BUMED's ITACS; other headquarters support services such as printing, parking, and processing internal and outgoing mail.
2. Advises COS on BUMED Headquarters administrative matters. Serves as a liaison with other Potomac Annex tenants and neighbors to include Flag Quarters, State Department, and United States Institute of Peace. Coordinates with external service providers (i.e., Naval District Washington and General Services Administration).
3. Assists in coordination of BUMED Headquarters Emergency Preparedness (BUMED-M3B4).
4. Coordinates BUMED Space Management Program.
5. Administers and ensures BUMED Headquarters' program compliance with Navy Occupational Safety and Health Program requirements and standards. Administers Hazardous Material Control and Management, Fire Prevention, and Environmental Protection. Liaisons with Naval District Washington Safety and Fire Safety representatives.
6. Manages BUMED Headquarters personnel and physical security programs. Provides policy guidance and assistance to NAVMED Regions in role as Echelon II Security Manager.
7. Maintains accounts and ensures connectivity via the Automated Message Handling System (AMHS) for receipt and release of message traffic.
8. Manages and validates the BUMED Headquarters' Activity Manning Document.

**M09B1 Functions (Continued):**

9. Administers and ensures compliance with the Military and Civilian Awards Programs for all BSO-18 activities and BUMED Headquarters. Navy Department Awards Web Service (NDAWS) Administrator for all BSO-18 activities and BUMED Headquarters.
10. Serves as Personnel Liaison Representative between BUMED Headquarters and Personnel Support Detachment, Washington, DC.
11. Develops and manages programs to ensure consistent and effective internal communication. These programs include the BUMED Headquarters' Sponsor Program, Orientation Program, Staff Recall, Staff Directory, and Plan of the Week.
12. Administers the BUMED Headquarters' Records Management, Special Pay Program, and Individual Medical Readiness Program. Provides assistance to incoming, detaching, retiring, or separating BUMED Headquarters' staff members. Prepares and processes personnel correspondence to include, but not limited to, leave, transfers, changes in status, promotion acceptance, enlisted frocking, and statement of service.
13. Provides advisory and administrative support services pertaining to civilian position and personnel actions including employee relations, recruitment and placement, and position classification. Serves as liaison between BUMED Headquarters and the local human resources offices as well as Human Resource Service Center, Northwest.
14. Directs and coordinates training programs for BUMED Headquarters' military and civilian personnel. Maintains liaison with educational and training institutions and with other government agencies to determine services and facilities that can be used in the overall Command Training Program. Approves or disapproves all SF 182s, Request Authorization, Agreement, Certification of Training and Reimbursement documents for course attendance, tuition payment, or conference and seminar attendance. Serves as BUMED Headquarters' Online Administrator and coordinates completion of mission-oriented/mandatory on-line training courses utilizing multiple databases; Defense Medical Human Resource System Internet (DMHRSi) and Fleet Training, Management and Planning System (FLTMPS) and Total Workforce Management System (TWMS).
15. Manages, oversees, and provides network and helpdesk customer support for the BUMED Headquarters' telecommunications, information technology, and video teleconferencing programs. Liaisons with network partners at Naval Medical Center Portsmouth, Navy Medicine Information Systems Support Activity (NAVMISSA), and Washington Navy Yard and oversees activities of information technology (IT) support contractors onsite and at Consolidated Call Center.

**M09B1 Functions (Continued):**

16. Ensures Information Security and Information Assurance for BUMED Headquarters. Provides liaison to Navy/Marine Corps Internet (NMCI) for connectivity to the Secret Internet Protocol Router Network (SIPRNet) and with TMA for establishing Military Health System Management Analysis and Reporting Tool (M2) accounts.
17. Staffs the Quarterdeck during regular weekday working hours.

**M09B3 – Secretariat**

**Functions:**

1. Manages central repository of official incoming and outgoing tasks assigned to or by the Chief, BUMED/SG in collaboration with appropriate offices, e.g., Office of SECNAV, OPNAV, OASD(HA), TMA and HQMC.
2. BUMED SME in all correspondence matters to include preparation and review of congressional, higher authority, inter-governmental agency, non-governmental agency, and inter-service correspondence, and in the use of their current tracking system(s). Consultant to NAVMED Region Commands in matters of document tracking, management, and archival options. Reviews, tracks, stores, and monitors final disposition of all correspondence.
3. Manages and maintains current BUMED publications, directives, and forms created for internal or external distribution. Maintains BUMED's central historical regulations and directives files and reference library. Acts as legal custodian of these documents and certifies copies when necessary. Manages BUMED and Navy Medicine (NAVMED) Forms and Reports Program.
4. Navy Medicine Records Manager responsible for program management and coordination with NAVMED Region Records Program Managers.
5. Coordinates all activities related to external agency assessment of Navy Medicine. Reviews external audits, inspections, reviews, and reports from the GAO, DoD Inspector general, Naval Audit Service, Navy Inspector General, etc., to determine the responses and/or actions required by BSO-18 Headquarters, NAVMED Regions, or field activities.

**M09B4 – Office of Strategy Management (OSM)**

- Strategy Planning and Management
- Lean Six Sigma Program Oversight
- Knowledge Management

**Functions:**

1. Directs the Navy Medicine strategic management framework. Serves as strategy management process owner and integrator to ensure all the strategy planning, development, alignment, execution, and communication processes are in place. The functions and activities within the strategy management process are not the exclusive domain of the OSM and the role of the OSM links critical stand-alone subsystems and functions (budget, human resources, information technology, communications, strategic analysis, process improvement).
2. Provides governance, structure, and alignment oversight for Navy Medicine strategy planning and development functions. Coordinates strategy alignment with BUMED Headquarters Codes, N931, and the BSO-18 Echelon III Commands.
3. Develops and promulgates the Navy Medicine strategic mission, vision, and strategic themes, goals, and measures.
4. Formulates, plans, and implements Navy Medicine's Strategy development process, annual strategic planning cycle, and program evaluation.
5. Coordinates strategy alignment with OSD-level organizations through membership on MHS Strategic Management Workgroup, ASD(HA) OSM.
6. Facilitates strategy sessions and teams.
7. Coordinates Navy Medicine's strategy communications, including writing the strategic plan and producing strategic communications products for Navy Medicine wide distribution, in collaboration with the Communications Directorate (BUMED-M09B7).
8. Conducts organizational performance excellence/strategy-focused assessments and provides recommendations for improved effectiveness in strategy planning and organizational mission execution to desired outcomes.
9. Implements project management and knowledge management products, tools, services that track and update the portfolio of strategic initiatives and facilitate standardization of Headquarters management practices.
10. Establishes and coordinates use of the Battle Rhythm Calendar for Headquarters and CEB planning levels.

**M09B4 Functions (Continued):**

11. Supports COS with cross program/functional integration requirements for domain name service (DNS) and ASD(HA) Action Memorandums.
12. Serves as the Continuous Process Improvement/Lean Sigma Six (CPI/LSS) Deployment Champion for Navy Medicine and Chairs the CPI/LSS Advisory Board. Recommends and develops policy, guidance, and strategic level oversight of Navy Medicine's LSS process improvement programs. Develops standards for program evaluation.
13. Provides policy and requirements to the LSS Program Management office, NMSC for Enterprise-wide LSS implementation and monitoring of program performance.
14. Coordinates Navy Medicine's responsibilities for Secretary of Navy Management Review (SMR) LSS metrics.
15. Reviews and catalogs BUMED Sponsored Charters.
16. Provides a range of facilitation services to Headquarters codes and strategy goal champions/teams from assistance with charter development to actively designing and participating in team sessions. Includes facilitation of the BUMED ADC's meeting.
17. In coordination with Secretariat, (a) Maintains database of Navy Medicine Representatives appointed to external workgroups (ASD(HA), DNS, DoD, etc.) and, (b) Advises on development of Standard Organization and Regulations Manual (SORM).
18. Provides scheduling and administration support for the bi-annual Navy Medicine Senior Leaders' Orientation Program synchronizing Navy Medicine's doctrine and latest business practices with those of newly selected executive medicine leaders. Collaborates with BUMED-M1 and other Navy Medicine resources to maintain program integrity.
19. Coordinates Navy Medicine Flag Officer attendance at funerals of Navy Medicine personnel killed in combat zones.

**M09B5 – Office of Research Protections**

**Functions:**

1. Manages DON's Human and Animal Research Protection Programs. Provides policy guidance, oversight, and quality assurance review for Navy-supported research with human subjects regardless of funding. Protects the rights, safety, and welfare of human subjects in research conducted or supported by the Navy or Marine Corps. Ensures that all human subject research complies with appropriate Federal and DoD regulations and applicable State laws. Provides technical support and guidance to Navy activities regarding veterinary issues and the humane care and use of animals in research, development, test and evaluation, teaching, and training programs.
2. Develops standards for initial and continuing education and training programs in human research ethics for all levels of personnel who conduct, review, approve, support, manage, or oversee human research.
3. Reviews and approves, as appropriate, DoD-Navy Assurances and command HRPP for the protection of human research subjects submitted by performing institutions, DON or non DoD; accepts other Federal assurances, if appropriate; and suspends or terminates DON assurances as required.
4. Provides subject matter expertise and guidance on human protections in DON-supported research. Interprets statutes, Federal regulations, DoD directives, and DON instructions concerning human research protection and State and local laws. Develops and implements DON policies and procedures for the protection of human research subjects.
5. Monitors the accountability of human and animal research protection programs at performance sites.
6. Monitors and oversees human research protocols through a Headquarters-level administrative review process.
7. Supports the review and approval, as appropriate, of research protocols.
8. Reviews and addresses as appropriate unanticipated problems involving risks to human and animal subjects or others and adverse events.
9. Reviews and addresses allegations of non-compliance and research misconduct. Coordinates, as appropriate, in review of allegations of research misconduct.
10. Reviews and approves, as appropriate, agreements between performing institutions prior to relying on other Institutional Review Boards (IRB) for review, recommendation, and oversight of human use research protocols.

**M09B5 Functions (Continued):**

11. Maintains communication with the DDR&E and other DoD and Federal agencies on significant issues concerning assurances and research protocols.
12. Reviews and approves Navy-sponsored intramural and extramural animal research protocols for compliance with Federal and DoD requirements.
13. Conducts staff assistance visits to Navy animal research activities and assists facilities in obtaining and maintaining accreditation by the AAALAC International.
14. Conducts site visits to Navy supported extramural research activities requiring oversight office approval and to Navy and Marine Corps contract Tactical Combat Casualty Care (TCCC) training courses utilizing anesthetized live animal models.
15. Assists the BUMED PAO in review of human and animal research publications for clearance.
16. Assist Navy and Marine Corps organizations in responding appropriately to animal rights groups' inquiries and inquiries on human research.
17. Conduct assist visit and site inspections of DON HRPP to maintain current DoD Navy Assurance.

**M09B7 – Office of Communications**

- Public Affairs
- Legislative Affairs
- Media Relations (Mainstream and new media)
- Social Networking Sites
- Public-Facing Web site

**Functions:**

1. Provides counsel and strategic communication guidance to the Chief, BUMED/SG, in relation to all public affairs programs.
2. Manages all facets of BUMED media relations program. Coordinate high-visibility media queries with higher-level authorities to include CHINFO, Office of the Secretary of Defense for Public Affairs (OSD(PA)) and MHS.
3. Provides media relations and public affairs guidance and counsel to global Navy Medical Public Affairs Enterprise via NAVMED Region Commands.
4. Manages existing channels of communication for organization including public Web site, social media presence, and internal publications while monitoring trends to continually identify emerging channels of communication in support of command communication goals.
5. Informs internal audiences such as Medical Department personnel and members of the naval service about the mission, programs, and activities of BUMED and Navy Medicine.
6. Informs external audiences such as Congress, the media, and the general public about the mission, programs, and activities of BUMED and Navy Medicine.
7. Develops and directs Navy Medicine's comprehensive communication plans and strategies, coordinating public affairs, new media, and legislative and congressional affairs efforts for consistency and clarity of message delivered to all stakeholders and audiences.
8. Oversees publication of *Navy Medicine*, the official medical journal of the Navy, *Navy-Marine Corps Medical News*, a monthly newsletter primarily distributed internally, and *The Pulse*, a monthly information sheet primarily distributed to senior Navy Medicine leadership.
9. Manages BUMED Fleet Hometown News Program.
10. Provides advice and guidance to the Chief, BUMED/SG, in relation to legislative matters and consults with NAVMED Region Commands as needed.
11. Manages SG and senior Navy Medicine leadership participation in Congressional Hearings, including coordinating all aspects of testimony (written and oral), preparation sessions, backup materials, and follow-up actions.

**M09B7 Functions (Continued):**

12. Provides primary staff assistance for Navy Medicine input to the SECNAV and Navy leadership posture statements.
13. Serves as the Navy Medicine action office for the Unified Legislation and Budgeting (ULB) process.
14. Coordinates, in conjunction with the Navy OLA, the legislative strategy within DON, DoD, Office of Management and Budget and other agencies for matters related to Navy Medicine's mission and equities.
15. Assists Navy OLA with the coordination of Congressional delegation and Staff delegation visits to Navy Medicine activities.
16. Monitors and analyzes impact of legislative proposals on Navy Medicine, including annual National Defense Authorization Act.
17. Serves as BUMED primary point of contact for the DON Program Information Center (DONPIC) the Congressional Information Management System (CIMS).
18. Coordinates all taskers assigned to Navy Medicine via CIMS.
19. Develops, coordinates, writes, and edits Web site content for the Chief, BUMED and Navy Medical Department's Web sites.
20. Approves and develops content for other BUMED codes to be posted on public-facing Web sites and ensure it reflects Navy Medicine's priorities.
21. Updates, revises, or removes Web site content as needed in a timely manner.
22. Ensures BUMED and Navy Medicine public-facing Web sites comply with DoD and DON policies.
23. Ensures the accuracy of information posted on public-facing Web sites by coordinating with BUMED SMEs.
24. Partners with BUMED CIO to ensure all requests for publication on our Web site occur in a timely fashion.

**M09B8 – Office of Pastoral Care**

**Functions:**

1. Executive agent for coordination and management of all of Navy Medicine's Pastoral Care departments, and coordinates with NAVMED Region Chaplains for ministry within specific geographical areas. Develops programs to maintain wartime readiness and professional development of pastoral care assets for Active Component and Reserve Component Religious Ministry Teams (RMTs); maintains liaison with the Chief of Chaplains Office (N097); nurtures professional networks with Federal and civilian health care chaplains; and networks with credentialing professional associations influencing policy on pastoral care in health care settings. Facilitates engaging BUMED's counterparts and partners in the DVA, DoD, military Services' Chief of Chaplains Offices, and civilian health care chaplaincy associations.
2. Advises the Chief of Chaplains on training and professional requirements of chaplains and Religious Program Specialists in Navy Medicine.
3. Monitors billets and billet requirements for chaplains and Religious Program Specialists in Navy Medicine.
4. Promulgates staff policy governing religious ministry consistent with JC and industry standards.
5. SME for BUMED Headquarters staff and Navy Medicine executive leadership.
6. Chairs Navy Medicine Pastoral Care Executive Steering Council that assesses strategic goals, objectives, and needs pertaining to religious ministry in Navy Medicine, and organizes working groups for the purpose of program development.
7. Provides policy oversight of Pastoral Care Residency Program at Naval Medical Center (NMC) Portsmouth and NMC San Diego as pipeline for board certified chaplains to serve in clinical settings.
8. Provides professional oversight in development of Chaplain Corps professional development workshops in matters such as post-traumatic stress disorder, stress management, and combat ministry.
9. Advises Navy Medicine leaders on the essential tasks, skills and capabilities of Navy Medicine RMTs.
10. Provides situation-specific pastoral care and worship support functions for personnel at BUMED Headquarters.

**M09B9 – Office of Medical-Legal Affairs**

**Health Law Advisor (HLA) and Staff Judge Advocate (SJA)**

**Functions:**

1. Provides direction over the Office of Medical-Legal Affairs under the professional supervision of the JAG.
2. Provides oversight for the provision of legal services that are under the supervision of the SJA.
3. Provides a broad scope of practice in legal services at Navy Medicine Headquarters and MTFs worldwide. Legal counsel is provided in affiliation and collaboration with the Surgeon General of the Navy, Judge Advocate General of the Navy, and General Counsel of the Navy and includes several major areas of law: Health Care Law, Military Law, Administrative Law, Civil Law, Business (Fiscal) and Commercial Law, and Government Ethics as follows:
  - **Health Care Law.** Health Law Advisor for bioethics and biological agents, protection of human subjects research, informed consent, investigational new drugs, health care delivery, medical malpractice litigation reports and tort litigation claims, health care investigations, medical quality assurance/risk management, adverse privileging actions on health care providers; protected health information and medical record privacy, including medical PA and medical FOIA, HIPAA, and HITECH Act; training and support agreements, international agreements, memoranda of understanding, Cooperative Research Development Agreements (CRADA); and environmental health issues, health care legislation, laws, and directives in collaboration with experts in their field.
  - **Military Law – Administrative Law – Civil Law.** Military and Criminal Law Advisor for Military Justice and compliance with subpoena duces tecum and delivery of personnel to civil authorities. Administrative Law including line of duty, misconduct, and command investigations; EEO and EO complaints and investigations; administrative separation, military personnel law, government information law, disability and retirement law, and Article 138/1150 complaints. Civil Law including FOIA and PA program management.
  - **Government Ethics and Standards of Conduct.** Designated Ethics Counselor for, but not limited to, gift acceptance, financial disclosure reports, honoraria, post-government employment, off-duty employment, conference approval, humanitarian missions, and use of appropriated funds.
4. Provides consultation and advice to BUMED staff and subordinate Navy Medicine commands and facilities worldwide on controversial and complex medical-legal and bioethics topics.

**Health Law Advisor (HLA) and Staff Judge Advocate (SJA) Functions (Continued):**

5. Provides legal review and opinion in collaboration with the BUMED Risk Manager on medical malpractice litigation reports and health care law matters.
6. Provides advice on subpoenas, litigation support, and expert testimony. Advisor to Navy claims attorneys and Assistant U.S. Attorneys in defense of medical malpractice claims.
7. Manages the Adverse Privileging Program for Navy Medicine. Provides procedural guidance to Privileging Authorities on adverse privileging actions (APA) resulting from suspension, revocation, or denial of clinical privileges of health care providers and adverse disciplinary actions (ADA) resulting from conduct and behavior. Performs legal review for due process compliance. Prepares Chief, BUMED's final decision and recommendation on appeals. Responds to inquiries on health care providers with an adverse record at any of the three data banks (National Practitioner Data Bank (NPDB), Division of Practitioner Data Banks (DPDB), Healthcare Integrity and Protection Data Bank (HIPDB)). Reports the Chief, BUMED's final decision on APAs/ADAs to data banks, medical boards, states of licensure, regulatory agencies.
8. Reviews and provides guidance on contractual agreements for health care delivery and resources, and training and research, through memoranda of understanding, non-Federal training agreements, out-service training agreements, intra- and inter-service support agreements, resource sharing agreements, volunteer service agreements, international agreements, cooperative research and development agreements, and business associate agreements.
9. Directs and manages the medical FOIA and medical PA Programs. Provides legal advice on FOIA, PA, HIPAA, and Health Information for Economic and Clinical Health (HITECH) matters. Applies laws and policy for release or denial of requested information. Ensures protections are afforded to private information under PA and HIPAA Privacy and Security Rules. Investigates and takes corrective actions if personally identifiable information is improperly used, disclosed, or otherwise compromised.
10. Responds to congressional, DoD, and patient inquiries on the appropriateness of medical care received at Navy MTFs and in detainee situations when medical-legal issues arise.
11. Provides consultation, direction, and support to BUMED Staff on military law, administrative law, civil law, government ethics, personnel law, command investigations, and other laws and regulations.
12. Provides continuing health care law education and training throughout the BUMED Enterprise to qualifying medical personnel, SJA, command judge advocates (CJA), and legal officers supporting Navy Medicine.
13. Provides legal guidance on personnel matters, travel, security, budget and BUMED Headquarters contracts, correspondence, and command activities.

**HLA and SJA Functions (Continued):**

14. Provides legal expertise and support to the Chief of Staff/Commanding Officer, Enlisted Staff on military justice and disciplinary matters, including NJP, and maintenance of good order, discipline, efficiency and economy of command; administration of justice within the command; administrative law; civil law; government ethics; personnel law; command investigations; and other laws and regulation.

15. Provides legal opinions on Government Ethics and Standards of Conduct, including gifts of travel, fundraising, non-Federal entities, use of government resources, conflicts of interest, government travel and transportation, political activities, and post-government employment. Reviews for conflict of interest Public Financial Disclosure Reports (SF 278) and Confidential Financial Disclosure Reports (OGE 450).

16. Serves as legal advisor and augments Medical IG inspection teams. Provides legal review of IG investigations.

17. Provides review of directives, manuals, and publications; provides legal research and interpretation of medical health law statutes, regulations, directives, and policies that affect quality, liability, and operational risks of health care access/delivery worldwide.

18. Manages the Navy Medicine Law Library of health care law, business and commercial law, administrative law, and military law.

19. Provides legal review of EEO and EO complaints, labor, disability, retirement, off-duty employment, and personnel law matters.

20. Provides legal review of litigation reports and command investigations, hotline complaints, IG investigations, and miscellaneous legal matters.

21. Provides limited legal assistance for active duty and DOD beneficiaries seeking, wills, powers of attorney, document review, and Notary Public services.

**OGC Counsel – Business and Commercial Law:**

**Functions:**

1. Affiliates and collaborates with the OGC to the SG (M00L), under the professional supervision of the General Counsel of the Navy, for the provision of extended legal services to Navy Medicine leadership, headquarters staff, MTFs, and Comptrollers Enterprise-wide, in those areas of responsibility assigned to the OGC, including Business and Commercial Law as follows:

- Fiscal law
- Financial law
- Appropriations law
- Acquisition law
- Contract law and claims
- Grants for medical research and development
- Intellectual property and property law
- Patent, trademark, and copyright law
- Litigation and Claims
- Civilian personnel law
- Labor law
- Employment law
- Environmental law
- International law
- Custody
- Corporate management of financial resources and fiduciary responsibilities
- Fiscal and financial legislation, policies, regulations, and directives

2. Affiliates and collaborates with the OGC the Chief, BUMED/SG (M00L) as follows:

- Fiscal interpretation on responsible use of appropriate funds and unauthorized commitments
- Budget execution and program objectives
- Defense appropriations and authorizations
- Proposed legislation and congressional rulings and impact on fiscal policies
- Memoranda of Understanding, Business Associate Agreements, and contractual agreements
- Third Party Collections
- GAO-DoD-Navy audits, IG investigations, Hotline complaints, and Anti-Deficiency Act violations of appropriated funds and fiscal matters.
- Programs that detect, prevent, and report fraud.
- Conflicts of interest
- Criminal irregularities
- Unauthorized disclosure of official information

**OGC Counsel – Business and Commercial Law Functions:**

- Falsification of records, kickbacks, commissions, or adulteration of documents
  - Research conduct
  - Witness preparation and court documents
  - Lines of argument in litigation.
  - Affiliates and collaborates with BUMED-M00J HLA and SJA in the formulation of legal guidance.
3. The Director, Medical-Legal Affairs reports as the Special Assistant and Principal Legal Counsel to the SG (M00J) via M00A.
44. The SJA reports as Special Assistant to the DSG via M00J and COS.
5. The OGC reports as Special Assistant to the SG and directly to Assistant Secretary of the Navy (Financial Management and Comptroller (ASN(FM&C))) via M00A.

**M09B10 – Office of Diversity**

- Strategic Communication
- Diversity Training
- Outreach
- Mentoring
- Accountability
- Diversity Accountability Review to the Chief of Naval Operations (CNO)

**Functions:**

1. Manages BUMED Headquarters functions to support, maintain, and plan for future requirements in areas of a diverse Navy Medicine workforce.
2. Analyzes trends in diversity and multicultural affairs throughout Navy Medicine. Develops strategies to enhance diversity intelligence while building and maintaining a culturally competent environment within Navy Medicine.
3. Tracks trends in minority medical recruitment; serves as community liaison with internal and external agencies regarding Navy Medicine diversity efforts; conducts demographic analysis.
4. Develops programs and policies to sustain diversity efforts. Develops, manages, and directs outreach programs for all Navy Medicine commands to create STEM programs in partnership with their respective communities.
5. Advises COS on BUMED Headquarters diversity matters. Serves as liaison between Navy Medicine and the CNO's N134 SDWG.
6. Assists in coordination of BUMED Headquarters EO and EEO programs.
7. Nurtures professional networks with national affinity organizations including, Association of Naval Services Officers (ANSO), National Naval Officers Association (NNOA), and Federal Asian Pacific American Council (FAPAC).
8. Advises the Navy SG on diversity training and professional requirements of future Navy Medicine Leaders including commanding officers, executive officers, and command master chiefs.
9. Promulgates staff policy governing diversity awareness via the newly created Navy Medicine Diversity Council. This council is comprised of the chief diversity officer, deputy diversity officer and two representatives from each of NAVMED Regions Echelon III commands.
10. Administers and ensures BUMED Headquarters' program compliance with DoD and DON Diversity requirements and standards.

**M09B10 Functions (Continued):**

11. SME for BUMED Headquarters staff and Navy Medicine executive leadership.
12. Chairs Navy Medicine Diversity Council that assesses strategic goals, objectives, and needs pertaining to diversity and cultural competency in Navy Medicine, and organizes working groups for program development.
13. Provides professional oversight in development of the Navy Medicine Diversity Training Program and the professional development workshops that are attended by all Navy personnel bi-annually.
14. Advises Navy Medicine leaders on the essential program of Navy Medicine Diversity Policy and cultural competency awareness programs.
15. Provides situation-specific diversity solution and worship support functions for personnel at BUMED and within Navy Medicine commands.
16. Administers and ensures compliance with the SDWG N134 Military and Civilian Awards Programs for all BSO-18 activities and BUMED Headquarters.
17. Develops and manages programs to ensure consistent and effective internal communication. These systems include the Navy Medicine Diversity Web site, Diversity Accountability Review, Navy Medicine Diversity Newsletter (in-progress), and Navy Medicine Diversity Training Feedback Correspondence.

### **Deputy Chiefs - Single Digits (SDs)**

#### **Functions:**

1. Responsible authorities for supervision and administration of personnel, fiscal, and other code operations.
2. Implementation of code specific policy decisions.
3. Liaison with BUMED codes, U.S. Army, U.S. Air Force, U.S. Marine Corps, ASD(HA), and other agencies and activities on issues and policies affecting specific code(s) or tri-service health policy and practices.
4. Serve as members of CEB.

### **Executive Assistants (EA)**

#### **Functions:**

1. Assistant to each SD or to COS. Plans and coordinates each SD's or the COS' schedule to meet the requirements of the position and associated assigned roles.
2. Manages SD or COS' office operations including supervision of civilian and enlisted personnel and management of training, travel, and OPTAR budgets under the responsibility of the SD or COS.
3. Reviews correspondence and tasks assigned by or to the SD or COS and coordinates tasking to appropriate action officers. Provides guidance and direction to action officers on behalf of the SD or COS. Ensures appropriate coordination, documentation, tracking, and disposition of all tasks by assigned due date.
4. Communicates effectively across BUMED codes, tri-Service counterparts, higher authority, and external customers and stakeholders in carrying out the responsibilities of the SD or COS. Researches, writes, and edits presentations to be presented by the SD or COS. Coordinates with SMEs and the Public Affairs Office (PAO) as appropriate. Active member of the BUMED Executive Assistant Forum.
5. Manages the code's Navy fitness reports, evaluations, and Civilian Performance Appraisal Reports. Notifies staff members of reporting schedule and input requirements, ensures that reports are accurately prepared and timely submitted.

**EA Functions (Continued):**

6. Coordinates and schedules code business meetings to include telephone conferences and video teleconferences. Prepares handouts and provides read-ahead material to meeting participants.
7. Manages all code required travel. Coordinates the travel agenda and submits travel orders, flight reservations, hotel accommodations, and transportation arrangements for SD or COS.

**Assistant Deputy Chiefs (ADCs)**

**Functions:**

1. Advisor and confidant to each SD.
2. Manages code as the principal assistant to the SD. Acting SD in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, and TMA staffs, and others as appropriate.
6. Supports the SD in all functions assigned to achieve effective and efficient operations.



## CHAPTER 3

### **M1 DEPUTY CHIEF, TOTAL FORCE**

#### **Mission**

Principal staff advisor for Navy Medicine Total Force (active duty, reserve, civilian, and contractor) manpower, personnel, training and education (MPT&E) policies, programs, and practices. Principal liaison with Corps Chiefs and Force Master Chief. Advisor for BSO-18 Equal Opportunity and Alcohol/Drug Control programs.

#### **Functions:**

1. Coordinates and drafts Navy Medicine policy for Total Force requirements including active duty, reservist, civil service, and contractor personnel.
2. Provides guidance and coordination for staffing standards and workload; end-strength allocation; civilian and military recruitment, accession, classification, training, assignment, promotion, advancement, utilization, special pays, and career development. Reports program impacts on personnel and financial resources.
3. Provides Navy Medicine program oversight for manpower and personnel related (POM) and budget submissions to higher authority; justifies and tracks Total Force programmed resources through the budget process and outcomes.
4. Advisor to the Chief, BUMED/SG on policy implementation and provides oversight of Equal Opportunity programs for military personnel; and EEO programs for BUMED civilian personnel.
5. Navy Medicine MPT&E Enterprise policy liaison with DoD, DON (to include NAVPERSCOM), and Navy and Fleet commanders.
6. Provides policy on implementation and Enterprise oversight of Navy programs to deter and detect alcohol and drug abuse in our civilian workforce, to include professional training of staff, standards and service delivery, and the command urinalysis program.

**M1B - Assistant Deputy Chief**

**Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

**M1A - Executive Assistant (EA)**

**Functions:**

1. Assistant to the Deputy Chief. Plans and coordinates each Deputy Chief's schedule to meet the requirements of the position and associated assigned roles.
2. Manages Deputy Chief office operations including supervision of civilian and enlisted personnel and management of training, travel, and OPTAR budgets under the responsibility of the Deputy Chief.
3. Reviews correspondence and tasks assigned by or to the Deputy Chief and coordinates tasking to appropriate action officers. Provides guidance and direction to action officers on behalf of the Deputy Chief. Ensures appropriate coordination, documentation, tracking, and disposition of all tasks by assigned due date.
4. Communicates effectively across BUMED codes, tri-service counterparts, higher authority, and external customers and stakeholders in carrying out the responsibilities of the Deputy Chief.
5. Researches, writes, and edits presentations to be presented by the Deputy Chief.
6. Coordinates with SMEs and the PAO as appropriate. Member of the BUMED Executive Assistants' Council.

**M1A Functions (Continued):**

7. Manages the code's Navy Fitness reports, evaluations, and Civilian Performance Appraisal Reports. Notifies staff members of reporting schedule and input requirements, ensures that reports are accurately prepared and timely submitted.
8. Coordinates and schedules code business meetings to include telephone conferences and video teleconferences. Prepares handouts and provides read-ahead material to meeting participants.
9. Manages all code required travel. Coordinates the travel agenda and submits travel orders, flight reservations, hotel accommodations, and transportation arrangements for Deputy Chief.

## **M10 - Reserve Policy and Integration**

### **Functions:**

1. As operational support officer to Chief, BUMED, manage budget requests and fiscal year allocations for Active Duty for Special Work (ADSW), active Duty for Training (ADT), Inactive Duty Travel for Training (IDTT), Additional drills (Additional Training Period/Reserve Management Period (ATP/RMP)).
2. For Annual Training (AT), coordinate administration of the Medical Reserve Program Utilization Management Information System (MEDRUPMIS), and direct the annual planning process for generating AT requirements.
3. Coordinates reserve medical staff corps selection board membership with NAVPERSCOM.
4. Oversees command and non-command billet fills with Operational Health Support Units (OHSUs).
  - a. Oversees billet documentation in APPLY and JO-APPLY programs; coordinates detailing of members after APPLY program for interim fills and review of applicable over-grade waivers.
  - b. Coordinates detailing of medical RC members for all BSOs. Acts as advocate regarding medical issues for all RC personnel, regardless of BSO assignment, and promulgates or initiates appropriate processes and policies, as necessary.
5. Analyzes Total Force manpower for BSO-18 RC activities with respect to current and projected Navy plans; coordinates changes to manpower authorizations, program elements, or activity end-strength; coordinates billet fills and reserve assignment orders with COMNAVRESFOR Command.
6. Conducts reviews of Total Force Manpower Management System (TFMMS). Responds to RC manpower data requests, and performs analysis of RC manpower-related issues.
7. Plans, programs, and allocates corps community end-strength effectively, including billet structure and assignment of RC personnel to billets. Prepares recommendations for execution of corps planning initiatives.
8. In coordination with other BUMED codes, OPNAV, USFLTFORCOM), NAVPERSCOM, and requesting entities, assists in the planning and implementation of sourcing for RC medical personnel for exercises and operational contingency manning requirements.

**M10 Functions (Continued):**

9. Promulgates policy guidance with respect to the Medical Reserve Utilization Program (MEDRUP); develops policies and systems to prioritize and validate RC manning requests from NAVMED Regions, their associated MTFs, the Fleets, Marine Forces, Construction Battalions, and the Aviation Communities; provides guidance, training, and technical support to NAVMED Operational Support Officers.
10. Provides policy guidance on qualification, recruitment, training, retention, accession, re-affiliation, and promotion issues for the medical RC.
11. Acts as BUMED liaison officer and primary NAVPERSCOM point of contact to fill 3-year Reserve Personnel, Navy (RPN) recall billets.
12. Compiles and verifies data and statistics for the RC of the annual Health Manpower Personnel Data System (HMPDS) Report to Congress, in conjunction with the Defense Manpower Data Center (DMDC).

**M11 – Civilian Personnel Policy**

**Functions:**

1. Oversees Navy Medicine's implementation of DON civilian personnel policies and programs. Major areas include delegation of authorities, recruitment, retention, staffing, compensation management, labor and employee relations, civilian career management, performance management, and evaluation of policies and systems.
2. Oversees the use of Federal civilian personnel authorities delegated to the Chief, BUMED, e.g., authorities involving downsizing or restructuring of the civilian workforce using reductions-in-force (RIF), transfers of function, and voluntary separation incentives and extensions of overseas appointments.
3. Coordinates compensation policies and practices impacting health care positions with ASD(HA) and the other services. Coordinates all special salary rate and premium pay requests.
4. Evaluates effectiveness of DON civilian personnel policies and programs and their associated implementation within Navy Medicine.
5. Conducts analyses to ensure the long-term strength of Navy Medicine's civilian personnel workforce. These include future workforce projections and recruitment forecasts.

**M11 Functions (Continued):**

6. Oversees career management and development in initiatives impacting on the Navy Medicine civilian workforce. Coordinates with and participates in DoD and DON efforts to ensure full integration of Federal civilians into the Total Force. Coordinates efforts relating to intern programs, competency development, rotational assignments, and executive and management development opportunities for the Federal civilian workforce.

**M12 - Human Resources Manpower Plans & Business Policy**

**Functions:**

1. Develops and coordinates a Total Force staffing strategy; including full integration of active and reserve military manpower, Federal civilian, and contract personnel.
2. Provides policy guidance and oversees the Shore Manpower Requirements Determination Process for BSO-18 ensuring efficient, adequate, and economical staffing of all BUMED activities and the accurate documentation of mission, functions, and task statements.
3. Prepares planning, programming, and budget actions relating to Total Force allocations in the current Program of Record (POR) and POM, makes recommendations on best practices to meet mission requirements.
4. Provides oversight and prepares recommendations for execution of Corps planning initiatives following Total Force Policy.
5. Coordinates and executes all BSO-18 organizational change requirements via the Navy Organization Request Management System (NORMS). Provides oversight and coordination of manpower issues resulting from BRAC initiatives.
6. Manages Navy's In-Sourcing Program for headquarters and all subordinate commands.
7. Compiles the inherently Governmental/commercial activities inventory and health Manpower Personnel Data System Reports.
8. Manages the manpower change process, ensuring compliance with higher authority guidelines and directives, and serves as the approval authority for all BSO-18 Manpower Change Requests (MCR).
9. Analyzes impact of operational and mobilization staffing requirements on BSO-18 facilities making recommendation on optimal alignment to meet mission requirements.

**M12 Functions (Continued):**

10. Conducts analysis and validation of manpower data for use in reports or displays provided to internal or external agencies.
11. Provides policy guidance and oversight for current and emerging manpower information databases including: TFMMS, TFMMS Micro Manpower Change Application (TMMCA), DMHRSi, Military Health System Learning Management System (MHS Learn), BUMED Manpower Information System (BUMIS II), Activity Manpower Personnel Processing System (AMPPS), and the MEDRUPMIS.
12. BUMED Program Manager for MHS DMHRSi validates new and emerging requirements, application configuration, POM issues, and/or DoD policy in conjunction with service SMEs for education and training, readiness and labor cost assignments.

**M13 – Personnel Plans and Policy**

**Functions:**

1. Advises Chief, BUMED on all active military personnel issues related to Total Force management.
2. Principle liaison with N1 staff, Commander, NAVCRUITCOM, officer and enlisted community managers, and other DoD agencies concerning all military accession, retention, and special pays issues.
3. Provides policy guidance to the NAVMED MPT&E Command and NMSC relating to accessions, strength, training, and promotions.
4. Develops and coordinates a personnel management strategy.
5. Monitors and reviews all planning, programming, and budget actions relating to human resource allocations in the current POR, making recommendations on best practices to meet the mission.
6. Reviews legislative proposals and provides recommendations to OASD(HA) during the ULB process.
7. Responds to inquiries from external agencies such as Congress, Health Affairs, DoD, DON, and other agencies as directed on all personnel related issues.
8. Principal advisor on inter-service personnel sharing and cooperation.

**M13 Functions (Continued):**

9. Responsible for the overall policy, administration, and operation of the Special Pays Program and its execution. Conducts liaison with ASD(HA), Defense Finance and Accounting Service (DFAS), U.S. Army, U.S. Air Force, SECNAV, BCNR, CNO, and BUMED staffs as required in the execution of the Navy Medicine Special Pays Program.
10. Reviews budget calculations of POM submission for Medical Department Special Pays, as well as mid-year and end of year submissions related to personnel management programs (Special and Incentive Pays, and accession programs).
11. Establishes and maintains processes to account for and report current active and reserve personnel inventory, maintains historical records of personnel resources, and develops and maintains personnel forecasting models for future planning and informed decision-making.
12. Advises Corp Chiefs, Chief BUMED/SG's specialty leaders, community managers, assignment and placement officers, Chief of Naval Personnel (CNP) Plans and Policy (N13), Commander, NAVCRUITCOM, and COMNAVRESFOR on personnel plans and policy issues including end-strength, promotion, advancement, accessions, retention, and training for the active component.
13. Liaisons with OASD(HA) and the DMDC in the compilation of data and statistics for the annual HMPDS Report to Congress.
14. Oversees the administration, pay, and personnel support of the Armed Forces Health Profession Scholarship Program (AFHPSP), Financial Assistance Program (FAP), Health Professions Loan Repayment Program (HPLRP), and Nurse Candidate Program (NCP) performed at NAVMED MPT&E Command.

**M15 - Education and Training Policy**

**Functions:**

1. Advises Deputy Chief, Total Force (M1) on Navy Medicine education policy issues related to Total Force management.
2. Formulates education and training policy guidance, and advises on monitoring compliance for Medical Department education and training programs.
3. Advises Deputy Chief, Total Force on efficient use of Navy Medicine education and training resources.

**M15 Functions (Continued):**

4. Represents Deputy Chief, Total Force regarding education and training policy discussions with like representatives of other services/government organizations.
5. Coordinates with Health Care Interservice Training Review Organization (HC-ITO), NMSC, NAVMED MPT&E Command, and other uniformed services and departments Federal agencies on medical education and training policy issues.
6. Promotes ongoing educational resource sharing and integration of learning strategies.



## CHAPTER 4

### **M3/5**

#### **DEPUTY CHIEF, MEDICAL OPERATIONS/FUTURE OPERATIONS**

#### **M3 - Medical Operations Mission:**

Principal staff advisor for Navy Medicine health services. Develops health services policy guidelines and directs the provision of medical and dental services as authorized by law or regulations, including TRICARE Program, for Navy and Marine Corps personnel, other uniformed Services personnel, their family members, retired members and their family members, eligible survivors of deceased members, Federal civilian employees, and other categories of persons. Coordinates and drafts policies and directives related to clinical practice guidelines, current operations, and platform readiness plans; public health and safety programs; undersea, surface, aerospace, occupational and preventive medicine programs; Physical Fitness Assessment Program; and special programs pertaining to blood program, substance abuse treatment, human immunodeficiency virus (HIV), women's health, operational survival training, homeland security, and emergency management; and combat casualty care.

#### **M3 - Medical Operations Functions:**

1. Develops and promotes clinical practice strategies and programs improving quality of care, health care outcomes, patient satisfaction, patient privacy, and Total Force protection and public health services.
2. Coordinates and drafts Navy Medicine policies for beneficiary and Secretarial Designee eligibility, health benefits, decedent affairs, non-Navy health care, medical records, medical evacuation, patient satisfaction, and patient disposition. Provides technical guidance for Navy Medicine's quality assurance program specific to by-laws, credentials, and privileges. Manages medical support for: Exceptional Family Member; Educational and Developmental Intervention Services (EDIS); Suitability Screening; Incapacitation Determination; Family Advocacy Programs.
3. Develops Navy Medicine Public Health policy that focuses on the entirety of issues related to the optimal health and performance population-wise of our Service members and all other beneficiaries physically, mentally, socially, and organizationally, and not merely the absence of disease. Public Health encompasses the areas of preventive medicine, occupational medicine, women's health, health promotion, and occupational audiology, within Navy Medicine.
4. Coordinates and drafts Navy Medicine implementation guidance for Organ and Tissue Donation, Transplantation, and Tumor Registry Programs.
5. Develops guidance and tools for NAVMED Region Commands to support development of their annual business plans.

**M3 - Medical Operations Functions (Continued):**

6. Navy Medicine's primary liaison in providing medical and dental support to the fleet surgeons and to force medical officers of the Navy and Marine Corps.
7. Provides medical readiness planning to support Navy and Marine Corps forces engaged in contingency operations, peacekeeping, and disaster relief missions. Coordinates and drafts Navy Medicine plan supporting civilian-military disaster preparedness partnerships.
8. Reviews medical waivers and physical qualification standards for specific operational assignments including undersea, aerospace, and special operations.
9. Directs Navy Blood Program (NBP) ensuring compliance with licensing and regulatory requirements. Provides Navy Medicine guidance for pharmacy, laboratory, and imaging services.
10. Develops, implements, and monitors substance abuse treatment programs in coordination with line commands, NAVPERSCOM, and HQMC.
11. Develops and oversees policy development, planning, program management, and performance improvement in matters pertaining to Homeland Security, emergency management, chemical, biological, radiological, nuclear (CBRN), critical infrastructure, force health protection, pandemic, and COOP.

**M3B - Assistant Deputy Chief**

**Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

**M3B1 – Health Care Operations**

**Functions:**

1. Coordinates, staffs, and participates in all levels of the DoD/DVA sharing process and provides technical expertise for DoD/DVA sharing programs to include health care planning for regional activities.
2. Provides technical assistance and guidance to field activities regarding managed care support contract functions. Provides technical assistance and service input into all levels of TRICARE contract management and development.
3. Provides technical assistance and guidance to field activities for supplemental care.
4. Analyzes and evaluates patient administration and TRICARE Benefit programs, developing proposed changes or new directives to maintain compliance with current regulations and legislation.
5. Point of contact on issues and policies relating to MTF responsibilities for the transfer and regulation of patients originating from BSO-18 facilities.
6. Represents Chief, BUMED/SG at joint Service/agency TRICARE and DoD/DVA forums on related health policy issues.
7. Navy Medical Department's project office for the Defense Enrollment Eligibility Reporting System.
8. Manages Navy's Secretarial Designation Program.
9. Manages Navy's Health Records Management Program and serves as definitive authority on clinical documentation and coding issues.
10. Maintains oversight of Navy Medicine involvement in aeromedical evacuation and patient movement.
11. Researches, develops, coordinates, and conducts training in areas dealing with patient administration, eligibility, MTF business planning, and TRICARE, to students at the NAVMED MPT&E Command, and subordinate commands, MTFs, and other entities as needed.
12. Integrates and coordinates with other BUMED functions on matters of health care policy and capability development or oversight to ensure the highest degree of health and fitness for eligible beneficiaries.

**M3B1 Functions (Continued):**

13. Oversees management of the EDIS Program and Exceptional Family Member Program.
14. In conjunction with BUMED-M00WII, serve as point of contact on issues relating to medical board processing and referrals to the PEB.

**M3B2 – Clinical Operations**

**Functions:**

1. Directs, coordinates, and facilitates clinical Advisory Boards, composed of experts from the field, to disseminate knowledge, expertise, guidance, and standard clinical management and practices. Develops and implements health care initiatives that enhance quality of care throughout the system and promotes responsible stewardship of fiscal resources.
2. Develops and evaluates local, inter-service, inter-agency, and higher authority policies that affect clinical practice and outcomes in health care delivery.
3. Consultative agent for best clinical practices, patient safety initiatives, and corporate compliance with various DoD, OPNAV, SECNAV, BUMED and other regulatory bodies as they relate to clinical health care.
4. Provides quality oversight and monitoring of key clinical programs related to risk management, patient safety, credentials, infection prevention and control, quality, and JC accreditation.
5. Advises subordinate command risk management, patient safety, credentials, infection prevention and control and quality coordinators with regard to staff education in medical and legal topics, and suggests topics for problem-focused studies.
6. Directs and coordinates compliance of Navy Blood Banks with the Federal Drug Administration (FDA) and American Association of Blood Banks requirements. Maintains Navy's FDA license to manufacture blood products. Monitors readiness capability of blood donor centers. Maintains liaison with external agencies regarding the Navy Blood Program.
7. Directs the clinical and business practices of the Navy Pharmacy Program. Maintains liaison with TMA, DVA, and external agencies.
8. Directs and coordinates system wide improvements, quality control, and process standardization of case management programs. Consults with BUMED-M00WII3 in transitioning combat casualties into the case management system as patients are transported inter-theater. Provides consultative services to NAVMED Region Commands' staff on complex individual case management patients.

**M3B2 Functions (Continued):**

9. Maintains liaison with the Family Advocacy Program manager at NAVPERSCOM and provides assistance to NAVMED Region Commands on the medical aspects of the Family Advocacy Program.
10. Functions as corporate Armed Forces Health Longitudinal Technology Application (AHLTA) consultant, functional expert and clinical champion, and represents Navy Medicine on work groups outside of BUMED.
11. Coordinates, tracks, and reviews medical malpractice claims, Judge Advocate General Manual (JAGMAN) investigations, reports of adverse credentials actions, and other related issues with the Staff Judge Advocate (BUMED-M00J) and other BUMED offices.
12. Provides information to TMA for inclusion in the annual Quality Management Report (QMR) provided to Congress.
13. Provides Navy Medicine SMEs and advises Chief, BUMED/SG on a wide range of programs and initiatives governed and/or regulated by higher authority or Federal agencies such as:
  - Radiology Initiatives
  - Clinical Practice Guidelines
  - Breast Care
  - Maternal/Infant Care
  - Family Centered Care
  - Chiropractic Care
  - Obesity Reduction
14. Navy Medicine point of contact for the Organ and Tissue Donation Program, Transplantation Program, and the Tumor Registry Program.
15. Liaison to the Navy Medicine CIO Office as the Clinical Functional Portfolio Manager.
16. Serves as BUMED functional lead for overseeing Navy Medicine HIPAA compliance and HIPAA contract.
17. Liaisons with functional subject matter experts for business process redesign and functional guidance related to health care IM/IT design and development.
18. Provides oversight and policy development and guidance for Navy Medicine programs aimed at understanding and promoting the underlying determinants of optimal health and performance among uniformed personnel and other beneficiaries; and preventing and mitigating the causes of acute and chronic illness with an emphasis on populations while considering the impact on individuals.

**M3B2 Functions (Continued):**

19. Provides support and guidance for Navy Medicine programs in the areas of occupational health, occupational medicine, preventive medicine, primary and secondary disease prevention; the application of epidemiological techniques and statistical tools for the optimal delivery of health care to military and beneficiary populations; and deployment health surveillance through the development of policy, program oversight, and acquisition of resource requirements.
20. Primary point of contact and BUMED representative at meetings with other Agencies and Organizations related to public health and population health.
21. Provides preventive medicine, occupational and environmental medicine, and deployment health surveillance advice, coordination, and technical expertise for mission-related programs.
22. Advises on appropriate preventive medicine, deployment health surveillance, occupational and environmental medicine research, development, and testing requirements.
23. Provides medical advice and consultation for all Navy programs related to health promotion, wellness, and individual medical readiness.
24. Provides expertise and guidance for the standardization of public health related data practices, interfaces, and policies with common information-processing systems across DoD.
25. Provides direction, management, resource acquisition, and coordination of the HIV Program, including policy development, data collection, record keeping, testing activities, reporting, clinical care policies, notification of results and liaisons with other Activities.
26. Provides direction for issues related to women's health through policy development, coordination, and liaison with other Services, DoD Agencies and Organizations.
27. BUMED point of contact addressing women's/Service member public health care policy and issues with Marine Corps, Systems Commands, Training and Fleet Commands, NAVMED Region Commanders, and MTFs.
28. Provides training in preventive medicine, public health, and occupational medicine for students, interns, residents, and fellows, through memoranda of agreement with training programs.

### **M3B3 – Fleet Programs**

#### **Functions:**

1. Navy Medicine's primary liaison in providing operational medical support to the fleet surgeons and to the force medical officers of the Navy and Marine Corps.
2. Advises Chief, BUMED/SG on operational issues associated with aerospace medicine, undersea medicine, radiation health, expeditionary and surface medicine.
3. Develops, executes, and oversees programs relating to Navy and Marine Corps aerospace medical support. Evaluates and advises on Navy and Marine Corps matters regarding current standards, practices, procedures, and safety issues affecting aerospace medical personnel.
4. Identifies aeromedical training requirements and provides guidance on the recruitment, selection, training, and the operational assignment of officer and enlisted personnel in the aeromedical community (aerospace medicine, Navy flight surgeons, Navy aerospace physiologists, aerospace experimental psychologists, aerospace and aviation optometrists, aviation medical technicians, aerospace physiology technicians, and search and rescue corpsmen). Appeal authority for aeromedical disqualifications.
5. Develops and oversees aerospace medicine and Naval Aviation Survival Training Program policies for the Navy and Marine Corps.
6. Functions as the specialty leaders for the aerospace medicine, aerospace physiology, and flight surgeon communities. Functions as the enlisted technical leader for the aviation medical technician (HM 8406) community.
7. Represents Navy Medicine on the North Atlantic Treaty Organization (NATO) Aeromedical Panel (AMDP), as Head of delegation to the Air and Space Interoperability Council (ASIC) Aerospace Medicine Group, and on the Joint Aeromedical Policy and Standards Working Group (JAMPS WG).
8. Develops and oversees programs related to Navy and Marine Corps undersea medicine and radiation health support; provides appraisal of programs affecting undersea medicine and radiation health and makes appropriate policy recommendations; monitors and provides technical assistance for BUMED fleet liaison programs supporting Navy undersea medicine and radiation health requirements under BUMED purview.
9. Oversees submarine and diving medicine, radiation health programs, and special operations medicine relating to policy, physical qualifications, selection, standards of practice, equipment, facility design, manning, research, and all other related Medical Department matters.

**M3B3 Functions (Continued):**

10. Primary point of contact with OPNAV directorates, Nuclear Regulatory Commission, Joint Readiness Clinical Advisory Board, Bureau of Radiological Health, Defense Threat Reduction Agency, other Government agencies, foreign governments, and various field activities as appropriate for ionizing and non-ionizing radiation health matters.
11. Primary point of contact with Department of Commerce, FDA, and Federal Communications Commission on issues on radio-frequency electromagnetic radiation and laser health effects matters. Represents Navy Medicine on the Navy Laser Safety Review Board, the DoD Tri-service Laser System Safety Working Group, and the DoD Tri-service Electromagnetic Radiation Panel.
12. Provides surface medicine/general medical officer specialty leader services to all Medical Department programs and functions relating to surface medicine including quality of care reviews.
13. Prepares standards for, arbitrates, and issues waivers for Sailors failing operational (sea duty) assignment screening, hazardous material handling, and firefighter screening in coordination with NAVPERSCOM (PERS-4).
14. Provides technical information and guidance regarding the training requirements, recruiting selections, and operational assignments of Medical Department personnel to the surface forces.
15. Assists with developing requirements and standards of medical spaces, medical information systems, and medical materiel aboard current U.S. Navy and United States Naval Ships (USNS). Assists BUMED-M5 in identification and definition of requirements for medical Research, Development, Testing, and Evaluation (RDT&E) in support of the surface fleet.
16. BUMED liaison to Navy Sea Systems Command (NAVSEASYS COM) providing technical guidance in design of ship medical and dental spaces together with support concerning other health related areas such as food, water, sewage, and habitability. BUMED-M3 medical officer billet assigned to NAVSEA staff.
17. Provides guidance, technical advice, and program management as appropriate for all matters concerning HM-8425 surface force Independent Duty Hospital Corpsmen (IDCs) and is co-cognizant office with the Director, Undersea Medicine and Radiation Health Division for OPNAVINST 6400.1C, Training, Certification, Supervision Program, and Employment of IDCs.
18. Coordinates BUMED participation in contingency response policy and doctrine implementation; monitors medical readiness and directs BSO-18 actions in the health service support of operational forces.
19. Maintains liaison with medical staff at all levels of the operational chains of command and the DoD intelligence community in matters pertaining to medical, operations, and exercises.

### **M3B4 – Emergency Preparedness**

#### **Functions:**

1. Provides senior level participation in the inter-agency process for homeland security, emergency management, CBRN, critical infrastructure, force health protection, pandemic, and COOP. Identifies emergency preparedness issues, needs, and trends in Navy Medicine, and develops Chief, BUMED's policies regarding emergency preparedness throughout BSO-18.
2. Develops and oversees policy development, planning, program management, and performance improvement in matters pertaining to Homeland Security, emergency management, CBRN, critical infrastructure, force health protection, pandemic, and COOP.
3. Develops and maintains access to SMEs on training (classroom, online, practical application) and exercise opportunities available in emergency management and homeland security.
4. Coordinates development of educational policy related to emergency preparedness with NAVMED MPT&E Command and others as appropriate.
5. Identifies and optimizes emergency preparedness in the Navy Medical Department using capabilities-based planning and risk/benefit analysis.
6. Provides leadership in Navy Medicine's participation with the National Disaster Medical System (NDMS).
7. BUMED point of contact for the Strategic National Stockpile (SNS).
8. Supports NAVMED Region Commands in ensuring personnel are optimally prepared to deter, detect, defend, mitigate, and respond effectively to acts of terrorism or naturally occurring disasters.
9. Supervises receipt and maintenance of Operational Plans and supporting data for use during activation of the BUMED Medical Installation Support Center and Medical Regional Command Centers (MRCC).

### **M3B5 – Performance Planning and Monitoring**

#### **Functions:**

1. Provides analytical support at the headquarters level to monitor both the business and clinical operations of Navy Medicine.
2. Monitors Navy Medicine health care data from beneficiary utilization and clinical diagnoses or conditions to MTF capacity and performance to support data driven decision making.
3. Provides evaluation and analytical consultation services to NAVMED Region Commanders, MTFs, and BUMED major codes to support data driven decision-making.
4. Liaisons with the Defense Health Services Systems and Strategic Planning Office of the MHS.
5. Coordinates and manages the MHS business planning process for Navy Medicine.
6. Coordinates and manages the Patient Satisfaction Survey process for Navy Medicine.

### **M3B6 – Contingency Operations**

#### **Functions:**

1. Acts as the sole Global Force Management (GFM) Executive Agent for BSO-18. As such, it is the lead agent for all interactions with USFLTFORCOM, OPNAV, Marine Forces Command, etc. as it pertains to GFM matters.
2. Advises Chief, BUMED on all matters pertaining to the sourcing of, as well as BSO-18's ability to source, potential and current USFLTFORCOM tasked missions/requirements.
3. Coordinates with Deputy Chief, Total Force (BUMED-M1) and provides functional expert policy position in the use of Expeditionary Medical Personnel Augmentation Readiness and Training System (EMPARTS) database management or other deployment/sourcing/GFM related information systems for BSO-18.
4. Is the lead agent and provides oversight for the coordination of all BSO-18 operational support to Navy, USMC, Joint, and DoD entities. Tracks, analyzes, directs, and/or responds to all GFM-related requests for information (RFI) for BSO-18.
5. Provides oversight for and guidance/support to NAVMED Regions as it pertains to the sourcing of USFLTFORCOM taskings in support of Combatant Commander (COCOM) requirements.

**M3B6 Functions (Continued):**

6. Acts as counsel for Navy Medicine leadership as it pertains to medically-related operational matters via the evaluation of/assistance with the development of tables of organization, operational orders, concepts of operation, functional and supporting plans/annexes, and capability assessments.
7. Supervises receipt and dissemination of GFM-related information to Chief, BUMED in times of crisis/activation of the BUMED Command Center. (e.g., Foreign Humanitarian Assistance/Disaster Relief.)

**M5 - Future Operations Mission:**

Principal staff advisor for Navy Medicine future planning to project and recommend naval health service support to meet the National Military Strategy and project and recommend Navy Medicine plans, policies, and requirements supporting joint doctrine. Provides Navy Medicine's liaison with line entities and external agencies in matters pertaining to humanitarian assistance, disaster relief, and medical stability operations (HA/DR/MSO), to include current and future operations.

**M5 – Future Operations Functions:**

1. Integrates future Navy and Marine Corps health service support based on Line requirements and projected transformation of Expeditionary Medicine Programs.
2. Develops, in conjunction with OPNAV, future land- and sea-based medical delivery capabilities consistent with Fleet and Fleet Marine Force requirements.
3. Supports rigorous capability assessment and analysis to determine health service delivery capability gaps and inefficiencies for direct and purchased care of our beneficiary population through use of the capabilities based assessment (CBA) process and ultimately develops appropriate materiel and non-materiel solutions as part of the broader DoD Joint Capabilities Integration and Development System (JCIDS) effort.
4. Analyzes health services delivery systems and makes recommendations for defining the health benefit, clinical preventive medicine, diagnosis, treatment, rehabilitation, and re-integration to eligible beneficiaries outside the theater in either the direct or purchased care system.
5. Monitors global threats and assesses risks against Navy medical resources, manning, and training capabilities. Provides gap analysis and recommends solutions.
6. Develops, in conjunction with NMI Humanities and Research Leadership and NMSC, priorities for research and development across the full spectrum of operational requirements in support of Navy and Marine Corps future strategies.

**M5 - Future Operations Mission (Continued):**

7. Coordinates action with the Navy and Marine Corps in transforming future medical capabilities utilizing the JCIDS.
8. Maintains liaison with coalition, Joint, Service, government agencies, and non-government organizations for health services development and standardization.
9. Collaborates with OPNAV, USFLTFORCOM, and the U. S. Marine Corps on Navy Medicine participation in operational exercises. Designs concept plans and evaluates outcomes that impact health service support capabilities.
10. Coordinates with Naval Warfare Development Command on doctrine development, review, and maintenance related to Navy Medicine operational capabilities.
11. Represents Navy Medicine on coalition, Joint, Service, and other government agencies committees and work groups.
12. Collaborates with OPNAV, USFLTFORCOM, and BUMED on the development of operational platform Future Year Defense Program (FYDP) resource requirements.
13. Performs program management functions for the EMF. Program management includes evaluation of current operations, planning for lifecycle management sustainability, and future capacity.

**M5B - Assistant Deputy Chief**

**Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

### **M5B1 – Health Care Futures**

#### **Functions:**

1. Analyzes future requirements/implications that will affect our ability to provide health care and makes recommendations for meeting those requirements.
2. Analyzes naval strategies to identify potential Navy Medicine capability gaps.
3. Collaborates with other DoD and non-DoD agencies engaged in health services research to capitalize on best business practices.
4. Capitalizes on current MTF capabilities and requirements studies.
5. Discerns key health policy questions from the expanse of Navy Medicine.
7. Produces analyses and provides recommendation on critical health policy issues.
8. Develops strategic direction for emerging health policy concerns.
9. In collaboration with BUMED-M5B3, generates policy and proposes execution of programs concerning Human Performance Optimization (HPO). These efforts seek to increase fitness, decrease injury, and ameliorate the physical and mental stresses of operational military life.
10. In collaboration with BUMED-M5B3, identifies emerging areas of science and technology important to Navy Medicine. These efforts aim to evaluate and select novel technical innovations for future development via the JCIDS process and execution via POM review and funding.

### **M5B2 – Theater Engagement**

1. Provides leadership, policy, and program development/oversight, SME and senior-level participation in tri-service and inter-agency efforts in HA/DR/MSO.
2. Identifies and analyzes HA/DR/MSO issues, needs, and trends in Navy Medicine.
3. Provides liaison across BUMED Headquarter entities and external agencies in matters pertaining to HA/DR/MSO, to include current and future operations.
4. Provides policy and program oversight and SME on HA/DR/MSO health care in an austere environment, training opportunities/requirements, and required specialty equipment/skill sets.
5. Coordinates clinical guidance to the line community and resolution of health care issues associated with HA/DR/MSO.

### **M5B3 – Future Readiness**

1. Develops strategies in conjunction with members from U.S. Army and U.S. Air Force medical departments, and NATO member countries, to review, develop, and execute CBRN defense policies.
2. In collaboration with BUMED-M5B1, generates policy and proposes execution of programs concerning HPO. These efforts seek to increase fitness, decrease injury and ameliorate the physical and mental stresses of operational military life.
3. In collaboration with M5B1, identifies emerging areas of science and technology important to Navy Medicine. These efforts aim to evaluate and select novel technical innovations for future development via the JCIDS process and execution via POM review and funding.
4. Evaluates the operational consequence of emerging disease states to the Navy/Marine Corps and Navy Medicine. Proactive assessment of the epidemiological and demographic repercussions will allow Navy Medicine to develop a management strategy to attenuate the effects on Navy and Marine Corps personnel.

### **M5B4 – Fleet Futures**

1. Provides development and interpretation of relevant policy, program guidance, resource alignment and assessment mechanisms to proactively address changing readiness requirements for afloat and ashore health services capabilities.
2. Develops standards of performance that ensure flexibility, adaptability, and interdependence. Examines and assesses program lifecycles for implementing, maintaining, and transforming land- and sea-based expeditionary medical capabilities.
3. Identifies efficiencies to provide integrated solutions for interoperability in the Joint Operational Environment.
4. Shapes and facilitates modernization programs by assessing alignment of resources and policy.

## CHAPTER 5

### M4

#### DEPUTY CHIEF, INSTALLATIONS AND LOGISTICS

##### Mission:

Assists Chief, BUMED in ensuring the facilities infrastructure is maintained and developed according to the needs of the Navy; logistical support and execution are provided in an efficient, fiscally responsible manner; compliance with BRAC is guided in a consistent and conscientious way; ensures safety, occupational health, and industrial hygiene programs meet the needs of the Navy and its Sailors; and oversees antiterrorism and physical security compliance at Navy Medicine installations.

##### Functions:

1. Manages Navy Medicine Facility Life Cycle Management (FLCM) and Military Construction (MILCON) Programs. Provides guidance and consultation for clinical business and facilities management proposals and projects.
2. Coordinates, drafts policy, and prioritizes medical logistics support systems, contractual agreements, and technologies.
3. Assures compliance with requirements of BRAC while continuing to meet the needs of the MHS.
4. Develops implements and monitors safety and industrial hygiene programs in coordination with Line commands, NAVPERSCOM, and Headquarters Marine Corps (HQMC).
5. Provides Navy Medicine installations antiterrorism, physical security, and law enforcement program policy guidance and oversight.
6. Coordinates execution and program management of health care and operational medical logistics to include Fleet Hospital Program (PML-500); exercises command and control over Naval Medical Logistics Command, Echelon 3 command.

#### M4B - Assistant Deputy Chief

##### Functions:

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.

**M4B Functions (Continued):**

3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

**M41 – Facilities**

**Functions:**

1. Manages Navy Medicine FLCM and MILCON Programs. Provides facility guidance and consultation for MILCON proposals that support clinical practice and facilities management proposals and projects.
2. BUMED authority for design of health care facilities. Works with TMA and Naval Facilities and Engineering Command (NAVFACENGCOCM) on revisions to DoD design criteria. Provides guidance and assistance in such matters to Navy Medicine Regions and field activities.
3. Develops MTF space planning criteria in conjunction with the other Service representatives and OASD(HA).
4. Coordinates with NAVFACENGCOCM for the acquisition and disposition of real estate within BSO-18.
5. Coordinates BUMED Post-Occupancy Evaluation (POE) Inspection Program for all major health care facility construction.
6. Maintains oversight of the entire range of FLCM responsibilities for BSO-18.
7. Manages technical approval and resources for the Special Project Program whose goal is the sustainment, modernization, and renewal of all BSO-18 facilities, limited primarily by restrictions within Operations and Maintenance (O&M) funds utilization.
8. Technical advisor for MTF bachelor enlisted quarters (BEQ) and bachelor officer quarters (BOQ) programs for maintenance, repair, upgrade, and replacement of facilities.

**M41 Functions (Continued):**

9. Recommends multi-year MILCON programs for BUMED within the TMA MILCON process and performs liaison work associated with these programs.
10. Budgets for and distributes operating procedures and O&M (Other Procurement) funding for MILCON-related collateral equipment.
11. Coordinates with Deputy Chief, Total Force (BUMED-M1) to manage Civil Engineer Corps officer billets assigned to Navy Medicine activities.
12. Coordinates funding of collateral equipment for unspecified minor construction (UMC) MILCON projects.
13. Reviews and approves facility leases and demolition projects for TMA funding.
14. Reviews and forwards proposed Energy Conservation Investment Projects (ECIP) for TMA funding.
15. Manages Energy Conservation Program for BUMED.
16. Facilities liaison with Commander, Naval Installations Command (CNIC).
17. Maintains property record cards for all real property for which BUMED has maintenance responsibility.

**M42 – Logistics Policy**

**Functions:**

1. Coordinates and drafts policy for medical logistics support systems, contractual agreements, and technologies.
2. Principal advisor providing Navy Medicine activities and customers with strategic direction, management, and guidance on medical logistics support systems, contractual agreements, information architecture, and technologies necessary to perform their mission, maximize medical readiness, and transit from the peacetime benefit to contingencies or wartime missions.
3. Coordinates with BUMED principals, other BSO-18 commands, Navy and Marine Corps systems commands and OPNAV (N931) to ensure appropriate and timely medical material and logistics planning is accomplished to fulfill requirements in supporting projected peacetime and contingency missions, tasks, and functions.

**M42 Functions (Continued):**

4. Primary review authority for medical acquisition and health services logistics support doctrine publications.
5. Maintains liaison and supports collaborative efforts with all DoD and DVA components regarding multi-service medical logistics, contractual issues, and medical materiel and equipment standardization.
6. BUMED-M4 representative and/or voting member to the following multi-service entities:
  - Medical Logistics Proponent Committee (MLPC)
  - Defense Medical Materiel Proponent Office (DMMPO)
  - Joint Enterprise Wide Logistics-Medical (JEWL-M)
  - Theater Medical Information Program (TMIP)
  - Defense Logistics Agency-Medical Materiel Executive Agent (DLA-MMEA)
  - Joint Medical Logistics and Infrastructure Support (JMLIS)
7. Reviews and validates user requirements, including training system availability, to reflect changing fleet requirements. Ensures any major change requirements are timely reflected in the appropriate contracting vehicles and are included in budget models for out-year planning purposes.
8. Establishes and implements headquarters level logistics metrics to evaluate the ability of logistics programs to meet Navy and Marine Corps current and future requirements.

**M43 – Base Realignment and Closure (BRAC)**

**Functions:**

1. Manages Navy Medicine BRAC Program. Coordinates supporting internal actions with Deputy Chief, Total Force (BUMED-M1), Deputy Chief, Resources Management (BUMED-M8), Deputy Chief, Installations & Logistics, and NAVMED Region Commanders.
2. Monitors all BRAC budgets and fund allocations with CNIC, Navy BRAC Program Management Office, and Deputy Chief, Resources Management.
3. Monitors all BRAC financial executions and status with Deputy Chief, Resources Management and NAVMED Region Commanders.

**M43 Functions (Continued):**

4. Represents Navy Medicine's interests in BRAC considerations with Assistant Secretary of the Navy (Installations and Environment), Navy BRAC Program Management Office, TMA, U.S. Army Chief of Staff for Installation Management (ACSIM), U.S. Air Force BRAC Program Office, U.S. Army Office of the Surgeon General, U.S. Army Medical Command, U.S. Air Force Surgeon General's Office, U.S. Air Force Medical Operations Agency, and U.S. Army Corps of Engineers (USACE), NAVFACENGCOM.
5. Provides information to BUMED on BRAC issues, concerns, and directions.
6. Provides information and policy guidance to NAVMED Region Commanders on BRAC issues, concerns, and directions.
7. Liaison with all other appropriate parties for BRAC issues.

**M44 – Safety and Occupational Health**

**Functions:**

1. Develops, implements, and monitors safety, occupational health, and industrial hygiene programs in coordination with CNO and HQMC.
2. Provides support and guidance for Navy Medicine programs in the areas of safety, occupational health and industrial hygiene, the application of epidemiological techniques and statistical tools for optimal protection of occupational populations and deployed personnel.
3. Provides environmental human risk exposure assessment advice, coordination, and technical expertise for mission-related programs.
4. Advises on appropriate Safety, Occupational Health, and Industrial Hygiene research, development and testing requirements.
5. BUMED liaison to Navy Echelon 2 policy development boards and working groups for safety, occupational health, and industrial hygiene issues.
6. Represents BUMED with DoD, military departments, and SECNAV for safety, occupational health, and industrial hygiene issues.
7. Represents BUMED with OPNAV (N09F Safety) for policy development.
8. Liaisons and coordinates with Navy Inspector General regarding applicable BSO-18 safety, occupational health, and industrial hygiene issues.

**M44 Functions (Continued):**

9. Represents BUMED with Federal or State agencies for Occupational Safety and Health Administration (OSHA) issues.
10. Represents Navy on National Academy of Sciences Committee on Toxicology for development of study requirements and funding.

**M45 – Antiterrorism Force Protection (AT/FP)**

**Functions:**

1. Provides oversight or monitoring for programs that provide compliance with laws and regulations. Commands are expected to provide these services either directly or in cooperation with the host command or CNIC.
2. Oversees Antiterrorism, Physical Security, Law Enforcement, and Arms, Ammunition and Explosives (AA&E) programs within Navy Medicine. Supports NAVMED Region Commands in ensuring personnel are optimally prepared to deter, detect, defend, mitigate, and respond effectively to acts of terrorism. Assists command antiterrorism officers in preparing for and conducting local threat assessment and mitigation planning, as well as preparation for Joint Staff Integrated Vulnerability Assessments (JSIVA) and CNO Integrated Vulnerability Assessment (CNOIVA). Identifies and educates on matters of AT/FP requirements in Navy Medicine.

**M46 – Logistics Execution**

**Functions:**

1. Serves as the Lead Contracting Executive (LCE) for BUMED. Establishes contracting policy for BSO-18 and liaisons with Naval Supply Systems Command (NAVSUP) for procurement authority management for all BSO-18 procurement offices. Manages BSO-18 contracting activities, business practices, resources, and metrics. Leads strategic sourcing commodity management for medical supplies, equipment, and services.
2. Principal advisor and program manager for the Fleet Hospital Program Office (PML-500)/Expeditionary Medical Facilities (EMF) Program. Provides centralized planning and control of all resources necessary to design, procure, store, maintain and utilize deployable modular, re-locatable and rapidly erectable expeditionary medical facilities (except ships), as well as update and maintain identified capability based/medical adaptive force packages.
3. Executes property management program for BSO-18 and serves as BUMEDS Property Management Office in accordance with SECNAVINST 7320.10A, DON Personal Property Policies and Procedures.

**M46 Functions (Continued):**

4. Develops, implements, and provides on-going management of Commercial off the Shelf (COTS) medical device information assurance (IA) and reliability actions and provides oversight for the development and monitoring of Navy IA compliance policies and procedures for COTS medical devices. Acts as the “check and balance” agent as defined in Defense Information Assurance Certification and Accreditation Program (DIACAP) regulations.
5. Field Operating Agent (FOA) for non-clinical immunization issues related to logistical support of vaccine programs for the Navy. Compiles and reports all enterprise metrics, maintains databases, and properly distributes all vaccine reporting to include visibility of all requisitions, allotments, shipping, and receipt of products. Reviews all vaccine requests and coordinates funding for centralized vaccine programs. Retains authority for logistical substitutions of vaccine products for all Navy customers.
6. Establishes and implements medical logistics information technology (IT) systems in support of BSO-18 commands and Navy and Marine Corps systems commands. Serves as Senior Service Representative for configuration, control and integration for all Navy Medicine IT Logistics Systems solutions to include Defense Medical Logistics Standard Support (DMLSS), Standard Procurement System (SPS), and Wide Area Workflow (WAWF).
7. Collects, analyzes and reports Navy Medicine Enterprise Medical Logistics Metrics. Based on data analysis and trends, recommends corrective courses of actions. Identifies, tracks and reports best practices.
8. Serves as Commanding Officer, Naval Medical Logistics Command (NMLC). Exercises command and control over subordinate commands (Naval Ophthalmic Support and Training Activity and Navy Expeditionary Medical Support Command) and NMLC Detachment, Pirmasens, Germany.



## CHAPTER 6

### M6

#### **DEPUTY CHIEF, INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY (IM/IT)/CHIEF INFORMATION OFFICER (CIO)**

##### **Mission:**

- Advises Navy SG (N093) and Chief, BUMED (M00) on IM/IT policy affecting Navy Medicine.
- CIO for the Navy SG (N093) and The Medical Officer of the Marine Corps (N093M) regarding MHS IM/IT strategic initiatives.
- Member of MHS standing boards and IT committees:
  - Tri-Service Information Management Proponent Committee.
  - MHS Integrated Portfolio Management Board and MHS Portfolio Management Oversight Committee.
  - The DON Information Technology Management Governance Council.
- Navy Medicine's liaison to DON CIO, NMCI, and other IM/IT working groups as assigned.
- Responsible for Navy Medicine wide IM/IT strategic direction, policy, and standards.
- Performs additional duties as Director, BUMED Office of Information, through BUMED COS.
  - Defines, oversees, and monitors the IM/IT aspects of projects that require the integration of multiple IT information sources to achieve the goals and objectives of Navy Medicine.
  - Provides day-to-day oversight of the Navy Management Information Systems Support Activity (NAVMISSA) at San Antonio.
- Represents Navy Medicine on IM/IT teams and work groups.

##### **Functions:**

1. Plans, develops, and directs implementation of strategic and operational IM/IT initiatives, policies, and standards.
2. Coordinates with BUMED and other appropriate resource planners to budget, staff, and facilitate IM/IT plans.
3. The CIO for Navy Medicine coordinates with other Navy offices, Marine Corps, and DVA and Integrated Program Office IT, infrastructure, and integration issues requiring cross appropriation funding from Defense Health Program (DHP). BUMED liaison to NAVMED Region Commands, The Medical Officer of the Marine Corps, higher authorities, other uniformed services, DVA, and any other external organizations to explore, plan, develop, and implement IM/IT initiatives as well as optimize current IM/IT operations.
4. Navy Medicine's principal advisor on medical IM/IT to ensure optimum use of available resources.

**M6 Functions (Continued):**

5. Navy Medicine's senior IM/IT and information resources management (IRM) official.
6. Oversees Navy Medicine IM/IT compliance with applicable statutes, regulations, policies, and guidance.
7. Develops and maintains an integrated Navy Medicine Enterprise Architecture, which guides all IT investments.
8. Consults, as needed, concerning assignment, utilization, and employment of IM/IT workforce (military and civil service) within BSO-18.
9. Responsible for centralized coordination regarding policy, planning, programming, and integration of all requirements for IM/IT Knowledge Management (KM) for Navy Medicine.
10. Navy Medicine liaison with OASD(HA), TMA, and other Federal and military Services on health care IM/IT issues.
11. Navy Medicine representative for formulation of the OASD(HA)/TMA central IM/IT budget in the annual Functional Integrated Working Group as supported by the functional proponents.
12. Coordinates with other Service information officers and Navy BSOs on IM/IT, infrastructure, and integration issues requiring cross-appropriation funding from or to the DHP.
13. Medical Functional Area Manager (FAM) to OPNAV.
14. Advocates DON IM/IT policies within the MHS.
15. Advises the DON Deputy CIO (Navy) on status of execution for Navy policies within the MHS.
16. Develops policy to address protected health information per HIPAA.
17. Exercises Chief, BUMED responsibility for centralized coordination of net-centric policy, planning, governance, requirements integration, and investment direction to provide secure global access to medical information.
18. Principal advisor to Chief, BUMED for net-centric matters including: Command and Control (C2), Information Operations (IO), Information Assurance, and business information systems.
19. Develops and promotes IM/IT strategies and programs in support of health-related services throughout Navy Medicine.

**M6 Functions (Continued):**

20. Plans and oversees a comprehensive, aligned, and cost-effective IM/IT portfolio for Chief, BUMED.
21. Coordinates and drafts policies and directives related to IM/IT services, portfolio, and lifecycle management.
22. Creates, directs, and maintains Navy Medicine Enterprise Architecture and supporting policies that guide all IT investments.
23. Assesses and ensures functional and technical adequacy, accuracy, and consistency with documented architectures, long-range operational requirements, threat scenarios, and program objectives and priorities.
24. Oversees IM/IT delivery performance on the extent of mission accomplishment and resource utilization.
25. Portfolio functional manager for IM/IT infrastructure, IM/IT Enterprise services, and information assurance.
26. Enterprise Information Assurance Manager (IAM) and senior information assurance official for Navy Medicine.
27. Navy IT central system coordinator (NICSC) and primary representative responsible for the coordination of MHS central system IM/IT investments for delivery in Navy Medicine.
28. Navy Medicine's primary liaison with BUMED codes, U.S. Navy, U.S. Army, U.S. Air Force, U.S. Marine Corps, ASD(HA), DVA, and other agencies and activities in providing IM/IT support and on issues and policies affecting IM/IT policy and practices.
30. Reviews and makes recommendations on approval requests for all IM/IT organization of subordinate activities.
31. Oversees the day-to-day execution activities of NAVMISSA to include their Program Management Office functions.

### **M6B - Assistant Deputy Chief**

#### **Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

### **M61 – Director for Programs and IT Governance**

#### **Functions:**

1. Centralized coordination of net-centric policy, planning, governance, and requirements direction.
2. Represents BUMED as a member of MHS standing boards and IM/IT committees. Coordinates the Management Control Board (MCB) and Capabilities Management Working Group (CMWG).
3. Tasks and tracks IM/IT portfolio governance directed activities.
4. Coordinates all medical FAM to OPNAV/HQMC-C4 activities and oversees and validates any additions to the IM/IT portfolio as reflected in IM/IT data repositories.
5. Monitors compliance to ensure that all IM/IT programs are routed through the Navy Medicine IM/IT governance process prior to initiation and at all major milestone decision points.
6. Oversees and validates compliance requirements for Milestone Decision Authority (MDA) on all IM/IT Acquisitions.
7. Develops and maintains an integrated Navy Medicine Enterprise Architecture and supporting policies that guide all IT investments.

**M61 Functions (Continued):**

8. Develops and maintains the “Navy Medicine IM/IT Portfolio Governance Handbook Essentials.”
9. Ensures all IM/IT investments are incorporated into Navy Medicine portfolio manager (PfM) and are managed per policy and directives.
10. Plans, develops, and directs IM/IT program lifecycle implementation of strategic and operational initiatives, policies, and standards.
11. Establishes and implements policy and procedures for IM/IT program execution and reporting.
12. Conducts program reviews focused on program cost, schedule, performance, and risk management.
13. Identifies and fills gaps in architecture, policy, and guidance for Navy Medicine programs; develop policy and plans to accommodate validated and approved capabilities.
14. Supports PfMs in establishing IM/IT capabilities, especially for telemedicine, radiology, and other clinical activities.
15. Assesses and monitors Navy Medicine IM/IT program compliance with DoD, TMA/MHS, and DON standards and guidelines.
16. Provides information on the IM/IT status and health of the Navy Medicine Enterprise to the DON CIO and Deputy DON CIO (OPNAV/N6).
17. Assesses the doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) dimensions of IM/IT capabilities.
18. Provides focal point for Fleet and Marine elements of Navy Medicine, including IM/IT policies and processes for T-AHs, EMFs, and Marine Expeditionary Forces.
19. Defines capability requirements and acts as PfM for common enterprise IM/IT services such as e-mail, directories, common software such as Microsoft office suite, centrally hosted Web sites, etc.
20. Coordinates and advocates for Navy Medicine capability requirements to TMA for central system IM/IT programs.

**M61 Functions (Continued):**

21. Ensures that required Navy and Marine Corps medical operational support capabilities are addressed in Joint IM/IT Programs (including Marine Corps Basic Allowance for Subsistence (MC BAS), T-AH, EMF, Navy Ships, etc.).
22. Coordinates Navy Medicine deployment of U.S. Army, U.S. Air Force, and central system IM/IT programs and tracks deployment execution progress.
23. Reports on U.S. Army, U.S. Air Force, or central system IM/IT program issues, risks, assumption, and decisions.
24. Coordinates Navy Medicine training and training plans for U.S. Army, U.S. Air Force, or central system IM/IT programs.
25. Leads Navy Medicine testing and acceptance for U.S. Army, U.S. Air Force, or central system IM/IT programs.
26. Conducts Navy Medicine stakeholder meetings for U.S. Army, U.S. Air Force, or central system IM/IT programs.
27. Participates in Tri-Service Joint responses to TMA on IM/IT central systems issues and decisions.
28. Tracks and/or coordinates all internal and external IM/IT central system Navy taskings.
29. Coordinates infrastructure initiatives and requirements with TMA/TIMPO to ensure Navy Medicine needs are planned and programmed for within TMA funding and program planning.
30. Principal advisor for IM/IT infrastructure matters including: communications, networks, routers, firewalls, servers, end-user devices, digital storage, and internet protocol based voice, data, video, paging, etc.
31. Defines capability requirements and acts as PfM for Enterprise infrastructure requirements.
32. Identifies and coordinates Navy Medicine infrastructure requirements to TMA/HA central programs.

## **M62 – Director for IA, Privacy, and Security**

### **Functions:**

1. Plans, develops, and directs IM/IT security and privacy strategic and operational initiatives and standards; establishes and implements processes and procedures for IM/IT security and privacy compliance and reporting.
2. Ensures that priorities and processes of privacy and security are aligned and facilitates the mission, vision, goals, and strategies of Navy Medicine.
3. Assesses and monitors Navy Medicine IM/IT compliance with DoD, TMA/MHS, and DON security and privacy standards and guidelines.
4. Reviews and processes all IM/IT security related Memorandum of Understanding (MOU) and privacy impact assessments.
5. Develops policy, guidance, and approval process for Data Use Agreements (DUAs) to ensure confidentiality of patient related sensitive information to internal and external requestors.
6. Develops methods for guiding, measuring, and reporting the effectiveness of privacy and security programs.
7. Provides policy, planning, and oversight for the Navy Medicine Information Assurance Program.
8. Develops policies and processes for IT COOP ensuring continued confidentiality, integrity, and availability of IT after a disaster or interruption.

## **M63 – Director for Information Integration**

### **Functions:**

1. Develops standard methodologies for information exchanges between IT systems.
2. Develops information integration process model and metrics.
3. Establishes criteria for Enterprise processes beyond Navy Medicine to MHS and joint VA initiatives.
4. Develops Navy capability requirements for DoD/VA efforts such as Line of Action (LOA) #4.

**M63 Functions (Continued):**

5. Coordinates execution of approved and funded LOA #4 IM/IT capabilities.
6. Pursues trusted partnership for IT infrastructure such as regional VA/DoD gateways, the National Health Information Network (NHIN), and Health Information Exchange (HIE).
7. Coordinates DoD/VA sharing decisions – such as those with North Chicago, San Diego, Pensacola, and Charleston.
8. Maps multi-system functional processes such as Individual Medical Readiness, Post-Deployment Health Assessment (PDHA)/PDHRA, identifying AS-IS & TO-BE and gaps in processes and IT solutions “Operationalize” information integration processes and metrics for all support and reporting.
9. Drives requirements to shape the DoD/VA interagency and managed care support activities for sharing processes such as Bidirectional Health Information Exchange, Virtual Lifetime Electronic Record, and NHIN.
10. Engages National Capital Area (NCA)/Joint Task Force National Capital Region Medical (JTF CapMed) to drive requirements definition for inter-service integration.
12. Analyzes current applications and provides direction through Concept of Operations (CONOPS) and/or new policy directives on the use of applications supporting Navy Medicine throughout its Enterprise.

**M64 – Director for Clinical Informatics**

**Functions:**

The Clinical Informatics (CI) Division within M6/CIO will serve to optimize health care across BUMED and the Navy Medicine (NAVMED) enterprise by leading, coordinating, and recommending policy for clinical/health information and systems. The vision of the CI Division will be to serve as a leader and innovator in the development, deployment, and management of clinical/health information systems across the Military Health System.

The CI Division, while residing in M6 and led by the CIO, transcends the entire Navy Medicine enterprise. To accomplish this mission, CI will aggressively seek out opportunities to assist and coordinate all aspects of health informatics, with both the codes at BUMED and all Navy Medicine Regions. CI will also provide subject matter expertise in educating senior leadership on health care information matters and play a lead role in coordinating inter/intra-organizational health care information system decisions based upon best available evidence.

**M64 Functions (Continued):**

The objectives, roles, and responsibilities of the CI Division are specified in reference (a). Major objectives are the following:

1. Recommend policy and guidance for the implementation and use of the Electronic Health Record (EHR).
2. Provide training guidance for implementation and sustainment.
3. Provide support and guidance to Regional and MTF EHR Clinical Champions.
4. Serve as coordination between the technical IM/IT community and clinical end-users to ensure appropriate support and design for the EHR and ancillary systems.
5. Support current and future clinical operations in the development, deployment, and sustainment of systems.
6. Provide SME and coordination in the transition from the paper record to the EHR as the legal health record and any NAVMED P-117, Manual of the Medical Department revisions.
7. Support WII activities in the development, deployment, and sustainment of information systems that support their programs.
8. Support Resource Management (BUMED-M8) in the development, deployment, and sustainment of information systems that support the business programs necessary for optimal health care.
9. Provide support and guidance in the identification, selection, and acquisition of medical devices.
10. Support external agencies (e.g., TMA, Office of the Marine Corps, Fleet Forces Command) in the development, deployment, and sustainment of information systems that support their programs.
11. Provide input to TMA/MHS on the clinical needs of the Navy Medicine end-users for all clinical systems.
12. Within the CI Division, there will be five critical sub-components. They will include the:
  - a. **Chief Medical Informatics Officer (CMIO):** In accordance with reference (b), the CMIO will be responsible for supporting the development of clinical information systems that assist Navy Medicine clinicians in the delivery of safe, effective, high quality patient care. The CMIO will serve as the Chair of the Electronic Health Record Advisory Board (EHRAB) and the

**M64 Functions (Continued):**

**Chief Medical Informatics Officer (CMIO) (Continued):**

Vice Chair of the Capabilities Management Working Group, representing the needs and requirements of the physician and non-physician clinician communities. Serves as an advocate in promoting the use of IT in the clinical setting. Works in partnership with IT teams to translate clinician requirements into specifications for new clinical systems.

b. **Dental and Dental Diagnostic Imaging Clinical Champion:** In accordance with reference (c), the BUMED Dental Clinical Champion will be responsible for:

(1) Providing functional expertise on the development, deployment, and maintenance of Navy Medicine's Dental documentation software/EHR.

(2) Helping champion an integrated calendar-based scheduler, ensuring the quality of all dental data, and coordinates the deployment of dental digital imaging (DDI) systems – to include central storage of and world-wide access to all digital images.

(3) Attending and representing Navy Dentistry at all meetings as required, including but not limited to the Defense Health Information Management System (DHIMS) Program Office and the Defense Health Services Systems (DHSS) office.

(4) Interfacing with Navy dental specialty leaders to solicit suggestions and proposes solutions for their Dental EHR and DDI questions and problems.

(5) Developing, advising, and coordinating guidance and policy on Dental EHR and DDI.

c. **Inpatient Electronic Health Records (EHR) Clinical Champion:** In accordance with reference (d), the Inpatient EHR Champion will be responsible for:

(1) Serving on the EHRAB.

(2) Serving on the MHS Inpatient governance and configuration group.

(3) Working with CI personnel from TMA, Army, and Air Force in developing standardization of templates and workflow guidance for the inpatient area.

(4) Working with CI personnel from TMA, Army, and Air Force to recommend policy on the use of the inpatient EHR and associated systems.

(5) Providing guidance and management oversight of the inpatient health IT portfolio in conjunction with the other BUMED codes (who are the functional owners of the capabilities).

**M64 Functions (Continued):**

d. **Outpatient Electronic Health Records (EHR) Clinical Champion:** In accordance with reference (e), the Outpatient EHR Champion will be responsible for:

- (1) Serving on the EHRAB.
- (2) Serving on the Outpatient Systems Integrated Product Team (OSIPT), or its MHS successor, for outpatient EHR governance.
- (3) Working on the Unified Biostatistical Utility (UBU) coding rules as a clinical representative as time permits.
- (4) Working with EHRAB members to develop, report, publish, and issue the annual EHR end-user assessments.
- (5) Working with CI personnel from TMA, Army, and Air Force in developing standardization of templates and workflow guidance for the outpatient area.
- (6) Providing guidance and management oversight of the outpatient and ancillary services health IT portfolio in conjunction with the other BUMED codes (who are the functional owners of the capabilities).

e. **Telemedicine Coordinator (TMC):** In accordance with reference (f), the TMC will be responsible for:

- (1) Input to Navy Medicine's planning, policy, and guidance for telemedicine applications in support of operational support, medical readiness, health care delivery, and ancillary support at Navy military treatment facilities and other points of care, screening, and medical decision-making.
- (2) Performing budget planning and oversees execution of funds.
- (3) Advising BUMED-M6 about CNO Guidance, Navy Medicine Strategic Plans, Business Planning guidance and priorities, and other directives that identify potential and actual trends in the demand/need for telehealth services.
- (4) Representing Navy Medicine to the ASD (HA), Army Medicine, the Air Force Medical Service, the DVA, and nongovernmental entities.
- (5) Preparing Performance Work Statements for telemedicine initiatives and conducting BCA's for POM submission items.

## **M65 – Director for IT Workforce and Training**

### **Functions:**

1. Provides strategic direction for military and civilian IM/IT community.
2. Works with BUMED-M1 to resolve IM/IT workforce issues.
3. Identifies all IM/IT manpower and personnel in Navy Medicine – military, civil service, and contractor.
4. Develops standard manning recommendations based on industry and government standards.
5. Develops standard IM/IT National Security Personnel System (NSPS) and General Schedule (GS) position descriptions and performance objectives for Enterprise use.
6. Identifies IM/IT workforce knowledge, skill, and abilities standards at all NSPS/GS levels/military ranks for all IM/IT areas.
7. Identifies recommended, required, and minimum education and training standards for IM/IT workforce.
8. Develops IM/IT workforce education and training standards.
9. Analyzes and evaluates gaps in the current Navy Medicine IM/IT workforce knowledge, skills, and individual abilities and recommend improvements.
10. Works with NAVMED Region Commands to assist with IM/IT workforce issues.
11. Liaisons with Navy Medicine IG regarding applicable BSO-18 IM/IT issues.

**Director for IT Resources:** As a “direct-report” to the CIO, the Director for IT Resources shall coordinate all matters relating to the successful oversight, management and execution of Budget Activity Group (BAG) 4. Additionally, he will coordinate all actions regarding investment decisions and will oversee recommended IM/IT portfolio and allocation of BAG 4 resources and IM/IT investments from any other BAG to ensure alignment with leadership direction and the Navy Medicine Strategic Plan.

**Director for Operations:** As a “direct-report” to the CIO, the Director for Operations shall act as the defacto Chief of Staff for the M6 and additionally will lead creation of a mission statement and strategic plan that documents the roadmap for IT policy for the BUMED-M6 for the next one, three, and 5 years. He will also oversee and coordinate all SharePoint activities for the BUMED Headquarters and will chair the BUMED SharePoint Oversight Tiger Team.

## CHAPTER 7

### M8

#### DEPUTY CHIEF, RESOURCES MANAGEMENT/COMPTROLLER

##### Mission:

Principal advisor for financial resources and fiduciary processes in response to OPNAV, SECNAV, SECDEF, Office of Management and Budget (OMB), and Congress. Develops principles, policies, and procedures ensuring effective financial resource management.

##### Functions:

1. Interprets DON and OSD financial guidance; develops BUMED policies for budget process execution. Provides procedures and feedback mechanisms ensuring fiduciary responsibilities are supported with timely appraisal to BUMED, DON, and OSD. Additional duty to ASN(FM&C) per SECNAVINST 7000.27A.
2. Advises BUMED Headquarters and Navy Medicine Regional Commanders on financial effects of higher authority proposed directions and policies and formulates Navy Medicine position on proposals and counter proposals.
3. Advises the CEB and Navy Medicine Regional Commanders on matters of Planning Programming Budgeting and Execution (PPBE).
4. Represents Navy Medicine for resource matters to DoD and DON.
5. Advises on resource implications of proposed ASD(HA/TMA), OMB, and congressional policies; and proposed policies of the U.S. Army and U.S. Air Force with tri-service implications.
6. Maintains Navy Medicine financial control, jurisdiction, and statutory responsibility subject to 31 U.S. Code, Section 11517 and 1301(a), for all appropriations issues resource authorizations to Navy Medicine Region Commands. Monitors and provides guidance on resource execution.
7. Conducts and integrates planning and programming into the budget process by translating manpower, material resources, and facilities requirements into phased financial resources. Builds POM submission for future DHP requirements.
8. Reviews and makes recommendations on approval requests for all comptroller organizations of subordinate activities.
9. Oversees Manager's Internal Control Program for Navy Medicine.

### **M8B - Assistant Deputy Chief**

#### **Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

### **M81 – Program Analysis and Evaluation**

#### **Functions:**

1. Provides Chief, BUMED/SG, Deputy Chief/DSG, Deputy Chief, Resource Management and Comptroller, COS, and BUMED Headquarters directorates with independent and objective analysis of Navy Medicine programs, policies, and performance; and provides review and analytical support for executive decision forums.
2. Conducts baseline and area assessments of Navy Medicine programs. Measures the results of policy and programmatic decisions and determines the impact on overall efficiency and effectiveness. Conducts mid- and long-range analysis and assessment of programs, plans, and alternatives.
3. Manages the review process for business case analyses (BCA) and optimization initiatives.
4. Provides analytical support for the program review phase of the PPBE System; develops fiscally balanced programmatic recommendations within the POM/Budget process.
5. Primary BUMED point of contact for the Center for Naval Analyses (CNA). Solicits input from appropriate BUMED codes for studies and analyses. Tracks progress of all studies and analyses that BUMED has requested or that have an impact on Navy Medicine.

**M81 Functions (Continued):**

6. Maintains liaison with the OPNAV staff (N931 and N8), Joint Staff, OSD Program Analysis and Evaluation, ASD(HA), TMA, SECNAV, and the DON Office of Program Appraisal (OPA) as appropriate for exchange of information and analytical data; provides programmatic recommendations in support of DHP planning and program guidance.
7. Conducts independent and objective analysis in response to queries and proposed changes in policy, and “what-if” analysis in support of the day-to-day, top-level decision-making.
8. Evaluates Navy Medicine Total Force levels and supporting rationale for active and Reserve forces, civilian, and contractor personnel.
9. Determines appropriate measures of effectiveness and assesses levels of risk for Navy Medicine programs, mission and support areas, and alternative options.
10. Conducts centralized analysis and assessment of BUMED infrastructure. Provides analytical support to BUMED codes relative to infrastructure identification, consolidation of similar functions within Navy or the MHS, and recommends reductions of excess capacity (e.g., BRAC).
11. Measures impact of current policies, plans, and alternative ideas on readiness and sustainability. Provides advice, analytical support, and impact analysis to program champions and BUMED leadership as input to the ongoing decision-making process.
12. Provides appropriate access to centralized systems and data (e.g., MHS Mart (M2)). Manages allocation of user accounts and provides education to authorized users.
13. Provides oversight and develops policy and guidance for regionalization of base operating support functions.

**M82 – Financial Policy and Internal Controls**

**Functions:**

1. Conducts research on resource management policy, legislation, and regulatory matters. Coordinates with fiscal legal review and DON Financial Management Budget (FMB). Recommends and communicates appropriate actions when circumstances warrant.
2. Communicates with subordinate activities to identify financial policy issues, coordinates with fiscal legal review and DON FMB, and provides policy guidance and interpretation of appropriation law and established fiscal regulations and policies.

**M82 Functions (Continued):**

3. Manages and maintains the BUMED Resources Management Desk Guide (RMDG) an electronic compendium of BUMED financial management policies and procedures.
4. Develops policy and procedures for the BUMED Managers' Internal Control Program (MICP) following governing policy as set forth by DoD and DON. Responsibilities include policy, procedures, reporting, education and training, and other additional duties.
5. Develops policy and procedures for the BUMED Internal Controls over Financial Reporting (ICoFR) efforts following policy as set forth by OMB Circular A-123, Appendix A, DoD and DON. Responsibilities include policy and procedure development, reporting, education and training, and other additional duties, etc.
6. Manages and serves as staff to the BUMED ICoFR Senior Assessment Team (SAT) following governing policy as set forth in OMB Circular A-123, Appendix A. Responsibilities include agenda development, documentation of efforts, tracking, and reporting.
7. Conducts oversight of the BUMED Travel Card, Purchase Card, and Fleet Card Programs ensuring compliance with policies and procedures issued by DoD and DON. Monitors compliance and transmits results to headquarters and NAVMED Region Comptrollers. Recommends appropriate corrective action when warranted.
8. Consistent with higher authority guidance, recommends financial policy, develops and implements guidance, and provides monitoring of special interest financial programs including the use of credit and debit cards.
9. Reviews, analyzes, coordinates, and approves with BUMED subject matter and legal experts, all support agreements involving actual exchange of resources.

**M83 – Budget**

**Functions:**

1. Primary BUMED contact point for programming and budgeting matters with ASD(HA/TMA), OPNAV, SECNAV, OSD, and OMB.
2. Performs functions within the PPBE System. Maintains liaison with external activities in mutual matters relating to PPBE of programs.
3. Coordinates the POM submission for Navy Medicine. Prepares POM guidance for subordinate activities and develops internal guidance for program champions.

**M83 Functions (Continued):**

4. Prepares program and budget estimates, special budget exhibits, and justification material for DHP and Navy, O&M, Procurement, MILCON, Reserve Personnel, and Research and Development (R&D) appropriations.
5. Prepares annual budget guidance for field activities, distributes annual planning figures, allocates funding, and monitors execution of funds at subordinate activities.
6. Correlates workload, financial, manpower, and other statistical data for use in formulating and monitoring execution.
7. Analyzes funding execution of managed care support contracts and other centrally funded medical programs.
8. Coordinates and monitors execution of civilian work years for BSO-18.
9. Receives and reviews field requests for adjustment of resource authorizations and coordinates with program monitors for recommendations. Issues modifications of resource authorizations as appropriate.
10. Assists in development of program cost estimates and provides status of program execution to BUMED principals, HA/TMA staff, and other officials.
11. Monitors other administrative restrictions due to specific provisions of appropriations authorization law. When required, allocates authority and monitors execution of administrative authorities.

**M84 – Accounting**

**Functions:**

1. Plans, directs, controls, and administers the accounting program for BSO-18.
2. Maintains BUMED records of fund allocations issued for departmental operations and centrally managed programs, providing full disclosure on appropriations, reimbursements, and other funds available to BUMED.
3. Prepares and submits higher authority required financial information and related cost records that reflect current financial position and fund availability.
4. Develops and maintains the annual financial guidance and standard accounting operating procedures for use by activities throughout BSO-18.

**M84 Functions (Continued):**

5. Collects and reconciles fund transactions of assigned expense operating budgets, allotment holders, and their subordinates in meeting the reporting requirements of higher authority. Monitors adherence to statutory regulations as prescribed by ASD(HA), DON, and BUMED fiscal guidance and evaluates the effectiveness and adequacy of the general financial reporting environment.
6. Communicates with subordinate activities to correct discrepancies encountered in the review and evaluation of submitted financial data, secures supplemental information, and provides guidance and explanation on the implementation and use of established fiscal policies.
7. Develops, manages, and maintains an automated system for the accumulation, validation, and reporting of detailed cost elements used in performance, execution, and trend analysis of all levels of BUMED operations.
8. Plans, manages, and coordinates the implementation of financial information systems at BUMED activities.
9. Develops guidance, provides management oversight, and participates in requirements determination planning for the performance of collection agent operations including the Third Party Collection and Medical Service Account collection programs.
10. Monitors activity financial information to ensure accuracy, directs activities to correct discrepancies disclosed in analysis, and provides guidance on the management actions or alternatives which can be taken when available data discloses unfavorable trends, situations, ratios, or deviations from standards.
11. Provides guidance on developing, consolidating, and submitting the annual Chief Financial Officer Act Statement for BUMED.
12. Develops guidance and implements strategies for management accountability and internal controls issued under the authority of the Circular A-123 compliance for ICoFR.
13. Responsible for meeting requirements of the Financial Management Regulations (FMR) and GAO standards to ensure appropriate allocation of resources for reliable financial reporting and audit readiness.
14. Serves as primary point of contact for the Financial Improvement Program (FIP) objectives, which includes identification, and implementation of corrective actions to resolve deficiencies related to the DON Annual Financial Statements and the preparation, documentation, and validation of processes, data, and systems that materially affect the DON Annual Financial Statements.

**M84 Functions (Continued):**

15. Provides planning, policy creation, and function requirements determination for the special financial programs within BSO-18. Includes developing and implementing accounting policy and guidance for special programs such as the Medical Expense and Performance Reporting System (MEPRS), electronic billing, supplemental medical care, contingency support, and travel and transportation management.

**M85 – Headquarters Financial Management**

**Functions:**

1. Implements policies and procedures to maintain effective control over the fiscal and supply operations of BUMED Headquarters; justifies and ensures optimum use of resources to meet the demands of a complex Headquarters activity; supports BSO-18 program contracts and training initiatives at Headquarters; manages budget operations including coordinating the submission of budget exhibits, data calls, and requests for funding requirements; develops and maintains an integrated fiduciary system that is both accurate and responsive.
2. Comptroller for BUMED Headquarters. Delegated as the allotment administrator with 31 USC § 1517 responsibility by the COS (BUMED-M09B). Reports and provides advice and guidance to the COS on all fiscal matters. Makes appropriate adjustments to maintain a balanced budget when circumstances dictate or new priorities emerge.
3. Prepares and submits annual Comptroller Organizational Review for approval by the Deputy Chief BUMED, Resource Management/Comptroller (BUMED-M8).
4. Provides OPTAR reports and consultative services to the EAs to assist in managing phased spending plans and optimizing allocated resources.
5. Manages financial systems including: Standard Accounting and Reporting System (STARS)/Field Level (FL); Fund Administration and Standardized Document Automation (FASTDATA); Summarized Management Analysis Resource Tool (SMART); BUMED Annual Planning Figure (BAPF); Defense Travel System (DTS); Standard Labor Data Collection and Distribution Application (SLDCADA); Citibank and Commercial Cards.
6. Property manager for BUMED Headquarters, responsible for providing oversight of the Command's Equipment Management Program and ensuring the accuracy of items reported.
7. Reviews and oversees civilian payroll matters and advises the COS on such matters.
8. Administers all aspects of the Official Travel Program.

**M85 Functions (Continued):**

9. Coordinates completion of annual Commercial Activity (CA) inventory report for all military and civilian positions at BUMED Headquarters and update of the Activity Manpower Document (AMD) for civilian personnel.
10. Manages and administers Command Government Purchase Card Program.
11. Maintains internal controls designed to eliminate and minimize the potential for fraud, waste, abuse, mismanagement, and inefficiency.
12. Manages Military Standard Requisitioning and Issue Procedure (MILSTRIP) requisitioning process.
13. Manages transportation function including providing official transportation for Command personnel and arranging for shipment of equipment and material worldwide.
14. Coordinates contractual support services as the Command's liaison with official contracting officers.
15. Manages materiel logistics systems to include Defense Medical Logistics Standard Support (DMLSS) and online banking (CITIDIRECT).

## CHAPTER 8

### M9

#### WOUNDED, ILL, AND INJURED

##### Mission:

Principal staff advisor for Navy Medicine regarding care for wounded, ill, and injured (WII) Sailors, Marines, and their families. Collaboratively establishes policy and implementation guidance that ensures highest quality, customer focused, comprehensive, and compassionate care to the Service member and their family across the entire warrior lifecycle. Coordinates and drafts policy and executes program development related to accession of Service members; prevention, assessment, and treatment of deployment-related illnesses and injuries; care management for WII Service members and their families from point of injury through return to duty or reintegration and transition; and disability evaluation.

##### Functions:

1. Develops and promotes clinical practice strategies and programs improving quality of care, health care outcomes, patient satisfaction, patient privacy, and Total Force protection and public health services for wounded warriors and their families.
2. Advises Navy Medicine on policy and program development for issues related to care for wounded warriors and their families.
3. Coordinates and drafts policy and provides oversight of physical standards and qualifications for all Department of the Navy (DON) accessions and commission programs, and for DON reserve retention programs.
4. Coordinates and drafts policy and provides oversight for medical evaluation boards (MEBs) and the Disability Evaluation System.
5. Coordinates and drafts policy and provides oversight for the prevention, assessment, and treatment of deployment-related illnesses and injuries. Specifically addresses above as it relates to Psychological Health/Traumatic Brain Injury (PH/TBI).
6. Coordinates and drafts policy and provides oversight for deployment health centers and deployment health assessments.
7. Develops, implements, and monitors substance abuse treatment programs in coordination with line commands, NAVPERSCOM, and HQMC.
8. Coordinates and drafts policy and provides consultation regarding Expeditionary Medical Readiness and Individual Augmentee (IA) Programs.

**M9 Functions (Continued):**

9. Coordinates and drafts policy and provides oversight for medical case management.
10. Primary liaison with DON Wounded Warrior Programs (Safe Harbor and Wounded Warrior Regiment) for coordination of policy and program development for non-medical care management of wounded warriors.
11. Responsible for sustained programmatic support and management of WII warrior funding and funded programs, and its initiative to improve prevention, screening, diagnosis, and treatment of combat-related injuries and illnesses, PH conditions and TBIs for Navy and Marine Corps active duty Service members and their families.
12. Coordinates and provides oversight as directed to DoD Centers of Excellence for Wounded Warrior Care.

**M9B - Assistant Deputy Chief**

**Functions:**

1. Advisor and confidant to each Deputy Chief.
2. Manages code as the principal assistant to the Deputy Chief. Acting Deputy Chief in the absence of the incumbent.
3. Implements code-specific policy decisions and reviews all correspondence for policy implications and thorough and complete staff work.
4. Liaisons with various agencies and activities on code-specific issues and policies including U.S. Army, U.S. Air Force, U.S. Marine Corps, and ASD(HA) for tri-service issues and policies.
5. Liaisons with other BUMED ADCs, N931, TMA staffs, and others as appropriate.
6. Supports the Deputy Chief in all functions assigned to achieve effective and efficient operations.

## **M91 - Warrior Lifecycle Management**

### **Functions:**

1. Oversees application of physical standards and qualifications published by DoD and Manual of the Medical Department (MANMED) for all DON accessions and commission programs.
2. Revises and issues physical qualifications and standards used in the medical appraisal and disposition of all DON applicants, commission candidates, and other military members, as directed by higher authority.
3. Provides advisory medical opinions and recommendations for granting waivers of the DoD and DON accession physical standards throughout the DON.
4. Provides advisory medical opinions and recommendations to Commander, Navy Personnel Command, and to Commander, Marine Forces Reserve, for retention of U.S. Navy Reserve and U.S. Marine Corps Reserve Service members, respectively, with medical conditions that affect performance of duties or interfere with mobilization.
5. Liaisons and collaborates with Department of Veterans Affairs, Office of the Secretary of Defense, sister Services, and other agencies as the point of contact on issues relating to medical board processing and referrals to the Physical Evaluation Board (PEB).
6. Coordinates and drafts policy and provides oversight for Navy Medicine aspects of the Disability Evaluation System.
7. Provides advisory medical opinions and recommendations regarding Service member and former Service member cases involving the Board for Correction of Naval Records (BCNR), Congressional inquiries, and higher authority. Renders advisory opinions to BCNR on medical aspects of documents submitted to the Board.
8. Reviews and provides advisory opinions on Navy Judge Advocate General (JAG) investigations when requested by higher authority.
9. Reviews and renders advisory opinions regarding the medical aspects of administrative discharge actions when requested by NAVPERSCOM or the Commandant of the Marine Corps (CMC).
10. Reviews and renders advisory medical opinions, prepares correspondence, and maintains an effective liaison for problematic medical evaluations in response to special Congressional, DoD, legislative, and other Federal agency requests.

**M91 Functions (Continued):**

11. Reviews and provides advisory medical opinions to ASN(M&RA) for line of duty determination entitlements for eligible Marine Corps and Navy Reserve Component (RC) members who became incapacitated after injury or illness incurred or aggravated during a period of active duty.
12. Coordinates, in conjunction with BUMED-M3B1, Health Care Operations, training of Navy Medicine personnel on the MEB process and the Disability Evaluation System.

**M92 – Deployment Health**

**Functions:**

1. Promotes the optimal, efficient, and integrated provision of behavioral health care to Navy Medicine's worldwide beneficiaries, including active duty, dependents, and retirees across the entire developmental continuum.
2. Evaluates and recommends best practices for the delivery of mental health care and services across the entire continuum for beneficiaries from childhood to the geriatric ages; optimizes and standardizes access to behavioral health services and promotes quality and cost effective care.
3. Consults regarding combat and operational stress control initiatives, including surveillance through the Behavioral Health Needs Assessment Survey (BHNAS), and content development and delivery of operational stress control model.
4. Develops and manages caregiver occupational stress control programs to promote early recognition, peer intervention, and connection with services as needed.
5. Emphasizes Total Force readiness and resilience of caregiver through pro-active outreach, education, and training that is systems, community, and organizationally based.
6. Consults regarding combat casualty care issues.
7. Coordinates, develops policy, and provides consultation regarding the Pre- and Post-Deployment Health Assessment and Reassessment Programs for the Navy and Marine Corps.
8. Coordinates, develops policy, and provides consultation regarding screening, diagnosis, treatment, and tracking of the TBI Program.
9. Coordinates and drafts policy and provides consultation regarding a broad spectrum of both deployment-related and in-garrison psychological health services.

**M92 Functions (Continued):**

10. Manages Navy Substance Abuse Treatment Program through development of treatment guidance and policy, resource allocation, and coordination with NAVPERSCOM and line commands to ensure optimal delivery of care.
11. Develops and manages U.S. Navy and U.S. Marine Corps Reserve Psychological Health Outreach Program (PHOP) and other initiatives such as the returning warrior workshops for RC Service members and families who are at risk for stress injuries. Program is designed to improve overall psychological health and resilience of U.S. Navy and U.S. Marine Corps Reservists and families, and to identify long-term strategies to improve support services.
12. Through the Naval Center for Combat and Operational Stress Control (NC COSC) facilitates research, information dissemination, and translation of best practices to clinical care for combat stress injuries and TBI.
13. Through the NC COSC, provide education and training to Service members, veterans, and their families on operational stress, TBIs, and effective treatments for both.
14. Assists with coordination of Behavioral Health Advisory Board (BHAB) initiatives.
15. Coordinates, develops policy, and provides consultation regarding Expeditionary Medical Readiness and IA Programs.
16. Coordinates, develops policy, and provides consultation regarding Return-Reunion-Reintegration medical phases of deployment.
17. Manages Navy Medicine Command IA Coordinator (CIAC) and IA Suitability Screening Coordinators (IASSC) Programs through policy development, program implementation guidance, and monitoring of compliance with related instructions.

**M93 – Care Management**

**Functions:**

1. Coordinates and drafts policy and provides program oversight for the Case Management Program.
2. Provides direction, oversight, resource acquisition, and coordination for the Case Management Program.
3. Develops policy and provides implementation guidance on documentation standards, data collection/management, and ongoing education and training for case management personnel located within the MHS Enterprise.

**M93 Functions (Continued):**

4. Directs and coordinates system wide improvements, quality control, and standardization of the Case Management Program.
5. Coordinates and drafts policy and provides program oversight for the Navy Medicine aspect of the Recovery Coordination Program.
6. Primary liaison to DON and U.S. Marine Corps Wounded Warrior Programs (Safe Harbor and Wounded Warrior Regiment). Coordinates policy development and program implementation for recovery care coordinators and non-medical care managers.
7. Advisor to Navy Medicine leadership on case management policy, program, and practices.
8. Liaisons with sister Services, Veterans Administration, and TRICARE Management Activity (TMA) in the establishment of standardized Tri-Service programs.

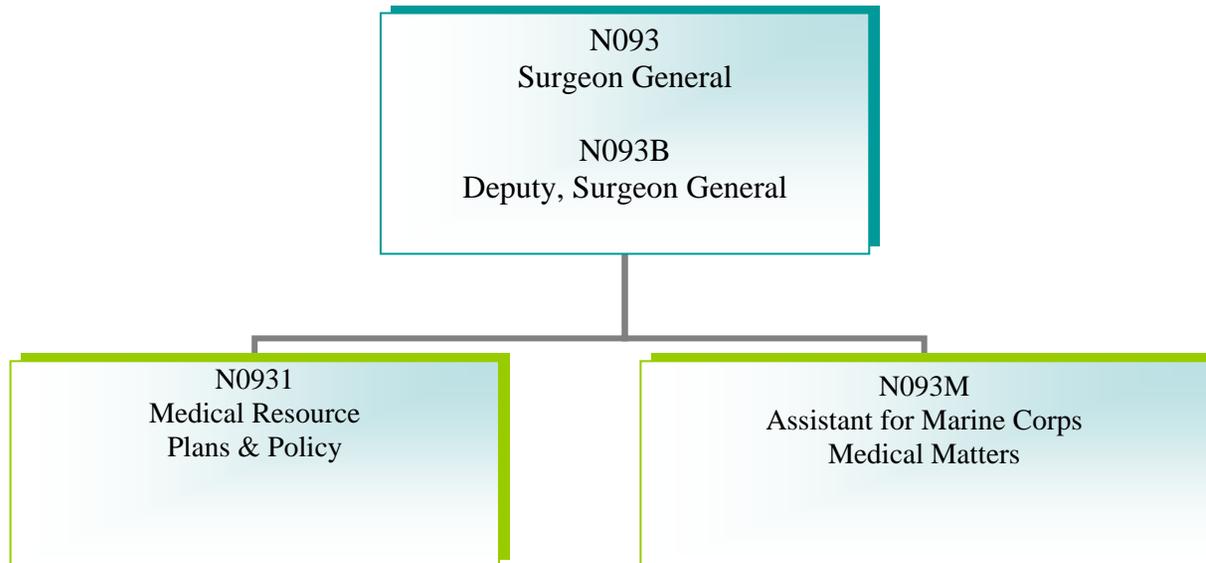
**M94 - WII Program Support**

**Functions:**

1. Serves as the BUMED Executive Director for the development and processing of all Wounded Warrior programs throughout Navy Medicine in support of the warrior family.
2. Coordinates the execution of WII, PH/TBI, Post-Deployment Health Reassessment (PDHRA), and other Congressional Special Interest funding in support of the warrior family.
3. Provides sustained programmatic support and management of WII funding and funded programs, and its initiative to improve prevention, screening, diagnosis, and treatment of combat-related injuries and illnesses, PH conditions, and TBIs for Navy and Marine Corps active duty Service members and their families.
4. Supports activities encompass both the administrative and clinical aspects of the wounded warrior, PH/TBI, and PDHRA initiatives throughout Navy Medicine.
5. Coordinates with all directors of M9, other BUMED codes, Navy Medicine Region leaders, and subject matter experts in execution of all WII programs.
6. Consults with leaders throughout the MHS, DON, and DoD, where a variety of similar or parallel initiatives may exist or are being considered that may influence Navy Medicine WII initiatives and programs.
7. Through a collaborative effort amongst Code directors, coordinates strategic planning for the Code, to include the review of our mission and vision, the setting of long- and short-term goals, and strategic action plans for realizing set goals.

## Appendix A Organization Charts

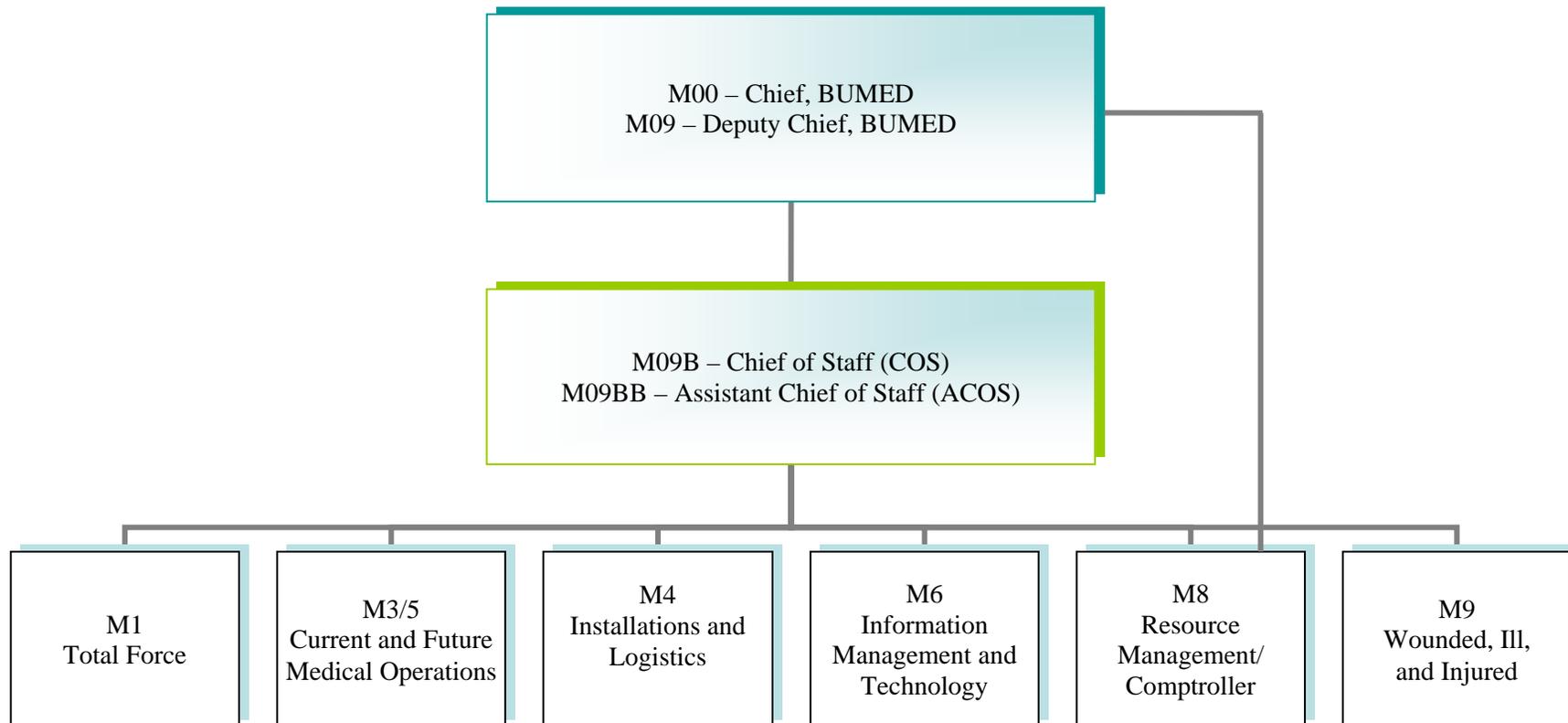
### OPNAV Echelon I - Office of the Surgeon General



- Chief of Naval Operations (CNO) is Echelon I.
- The Navy Surgeon General (N093) is the CNO's principal official and also serves as the Chief, BUMED Echelon II.
- The Deputy Surgeon General (N093B) also serves as the Deputy Chief, BUMED Echelon II.
- Primary duty of N093M is The Medical Officer of the Marine Corps.
- N093M advises and assists N093 in all United States Marine Corps medical matters and is liaison between the Commandant of the Marine Corps and N093.

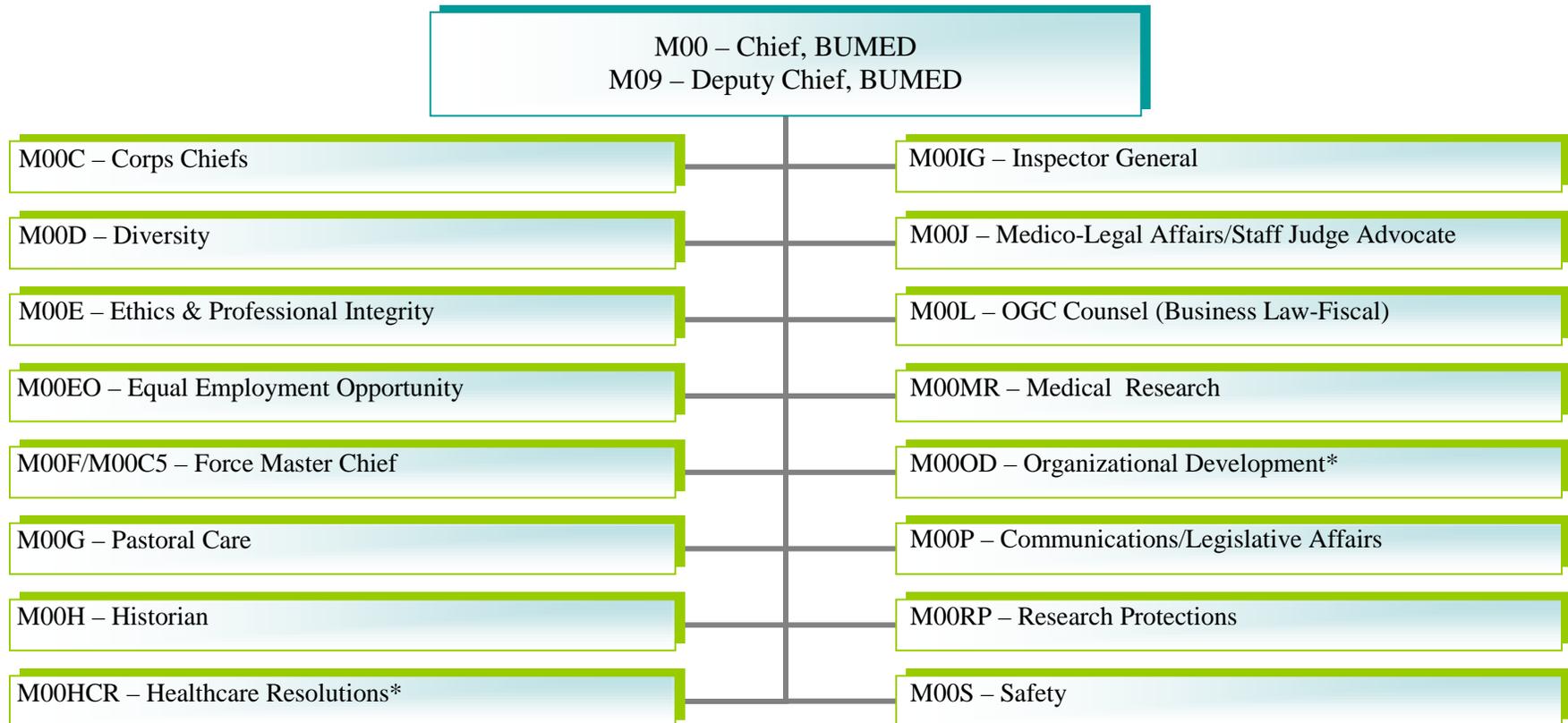
## Appendix A Organization Charts

### Bureau of Medicine and Surgery Echelon II - Headquarters for Chief, BUMED



Note: Per SECNAVINST 7000.27A, Comptroller (M8) reports directly to Chief, BUMED for financial matters and reports to Chief of Staff for administrative purposes.

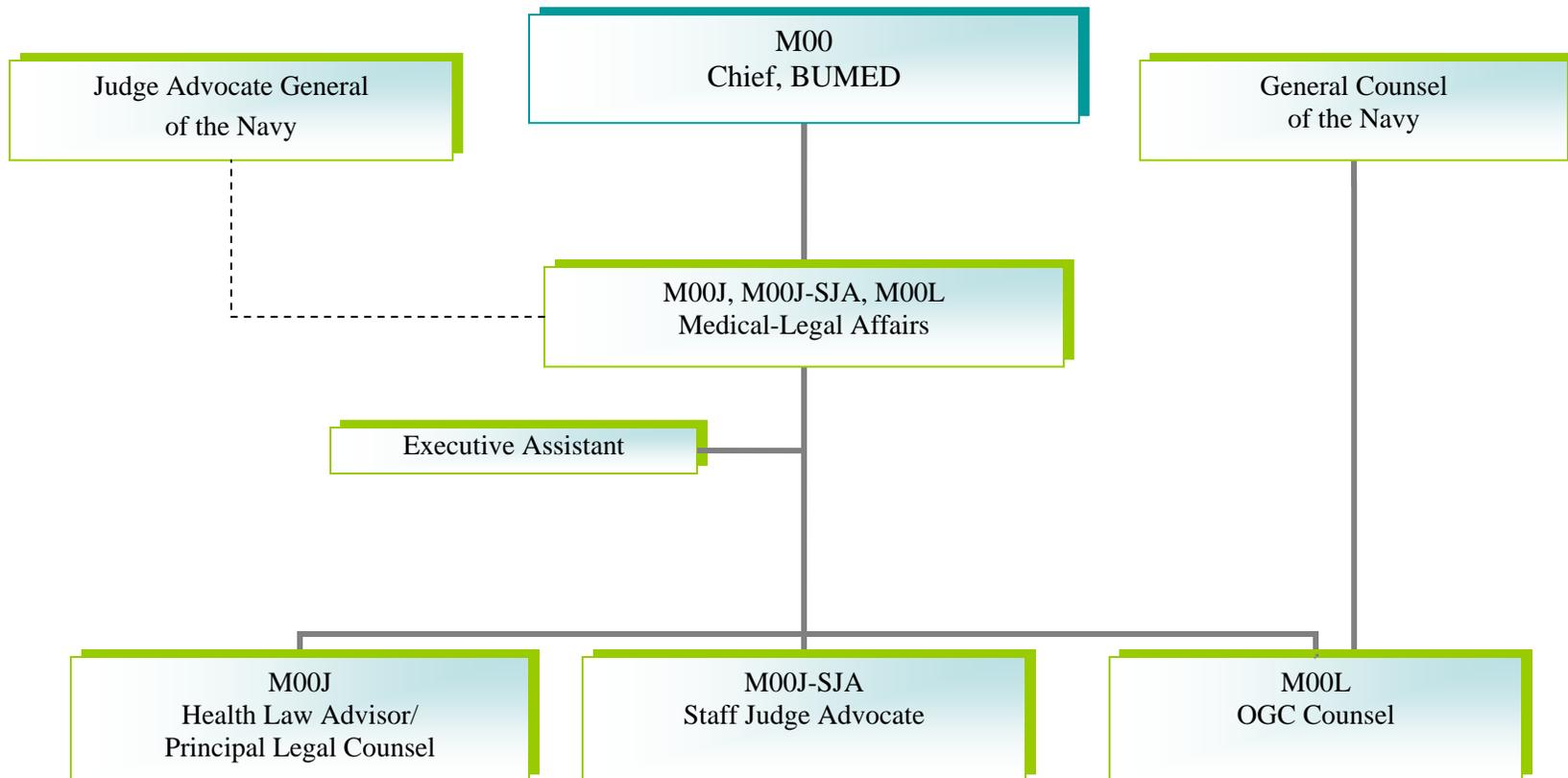
## Appendix A Organization Charts Chief, BUMED Special Assistants



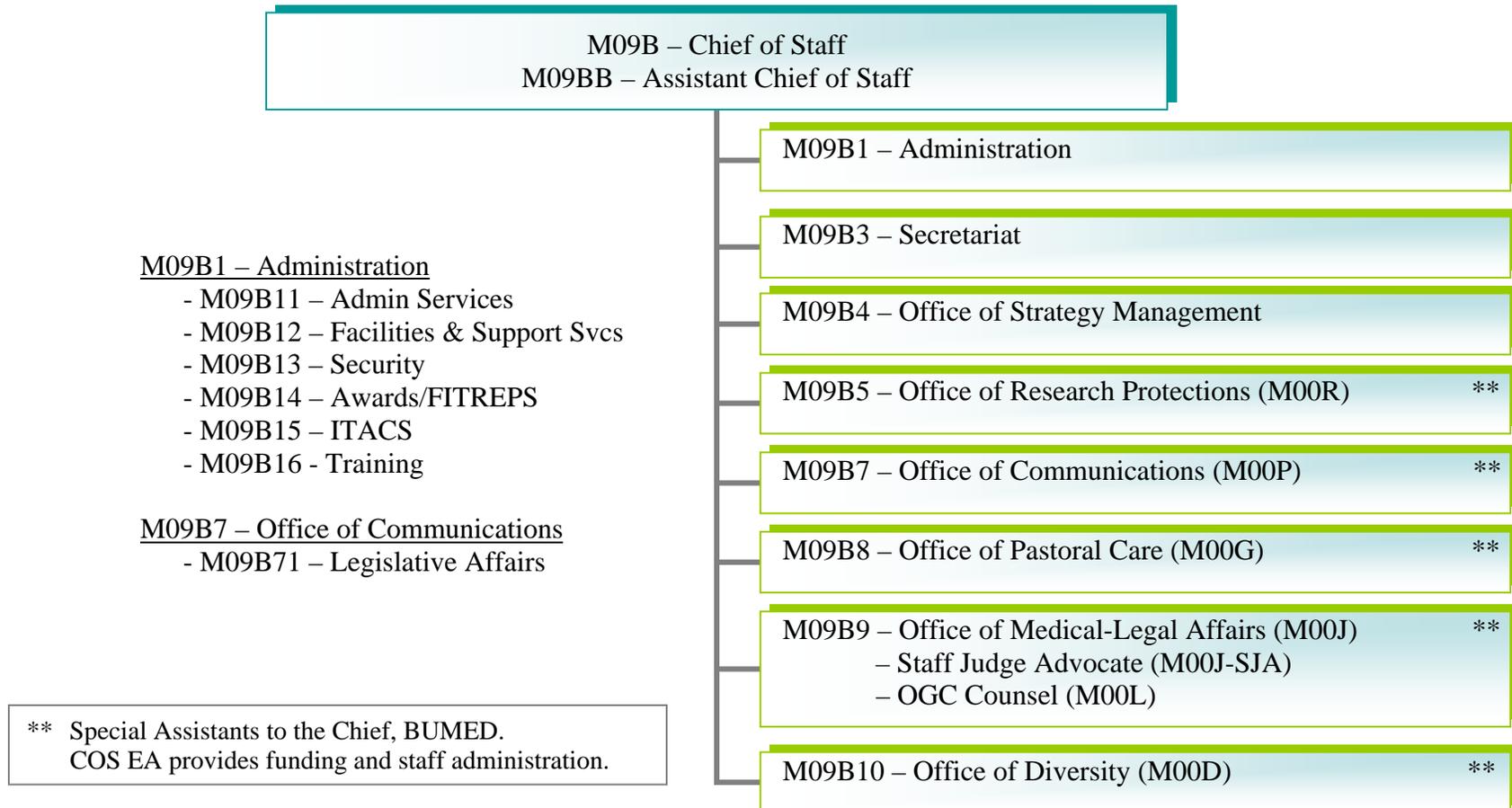
Note: \*Attached to NNMC; provides part-time support to Chief, BUMED.

## Appendix A Organization Charts

### M00J (Medical-Legal Affairs) and M00L (OGC Counsel) Special Assistants to the Chief, BUMED

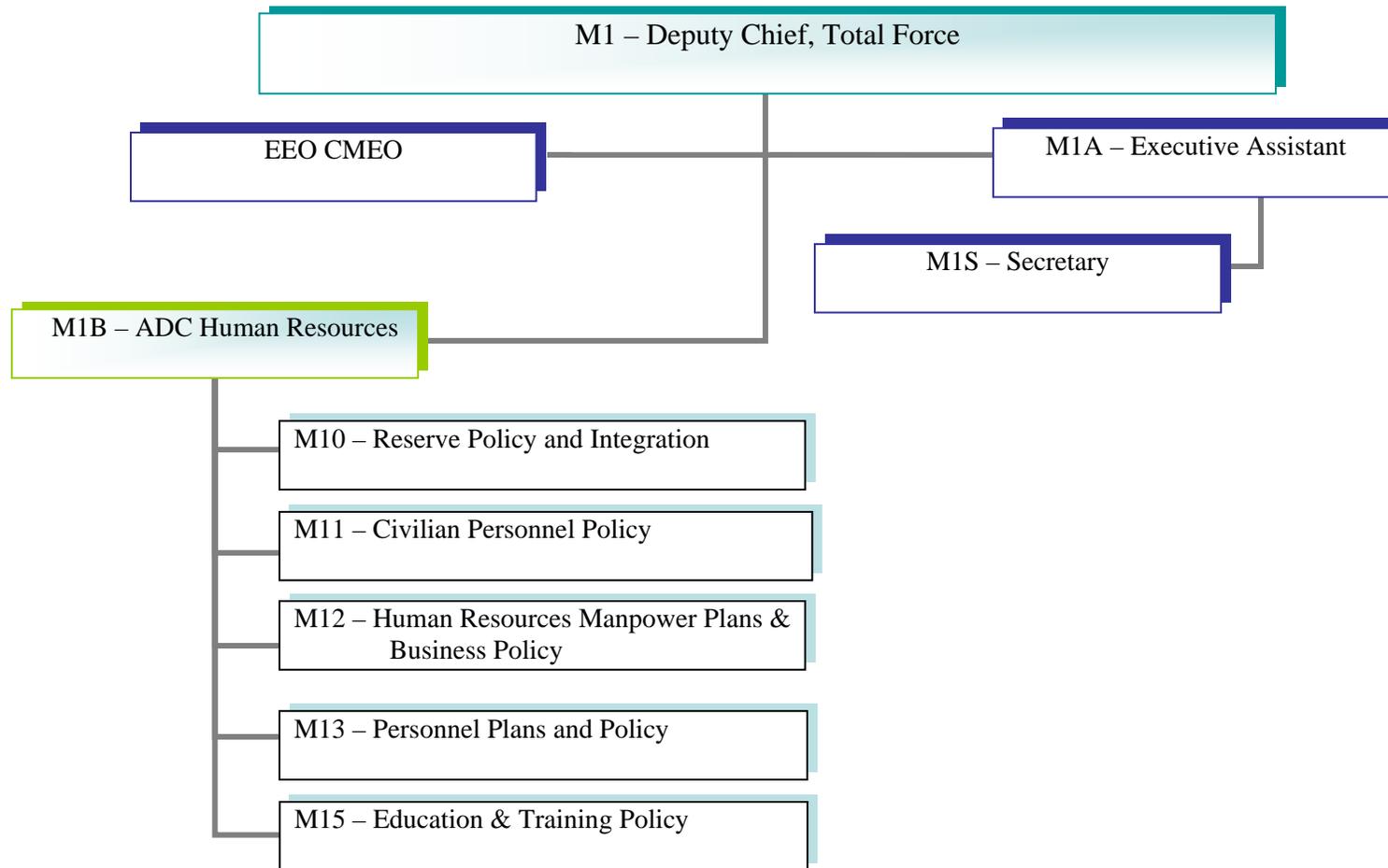


## Appendix A Organization Charts BUMED Chief of Staff



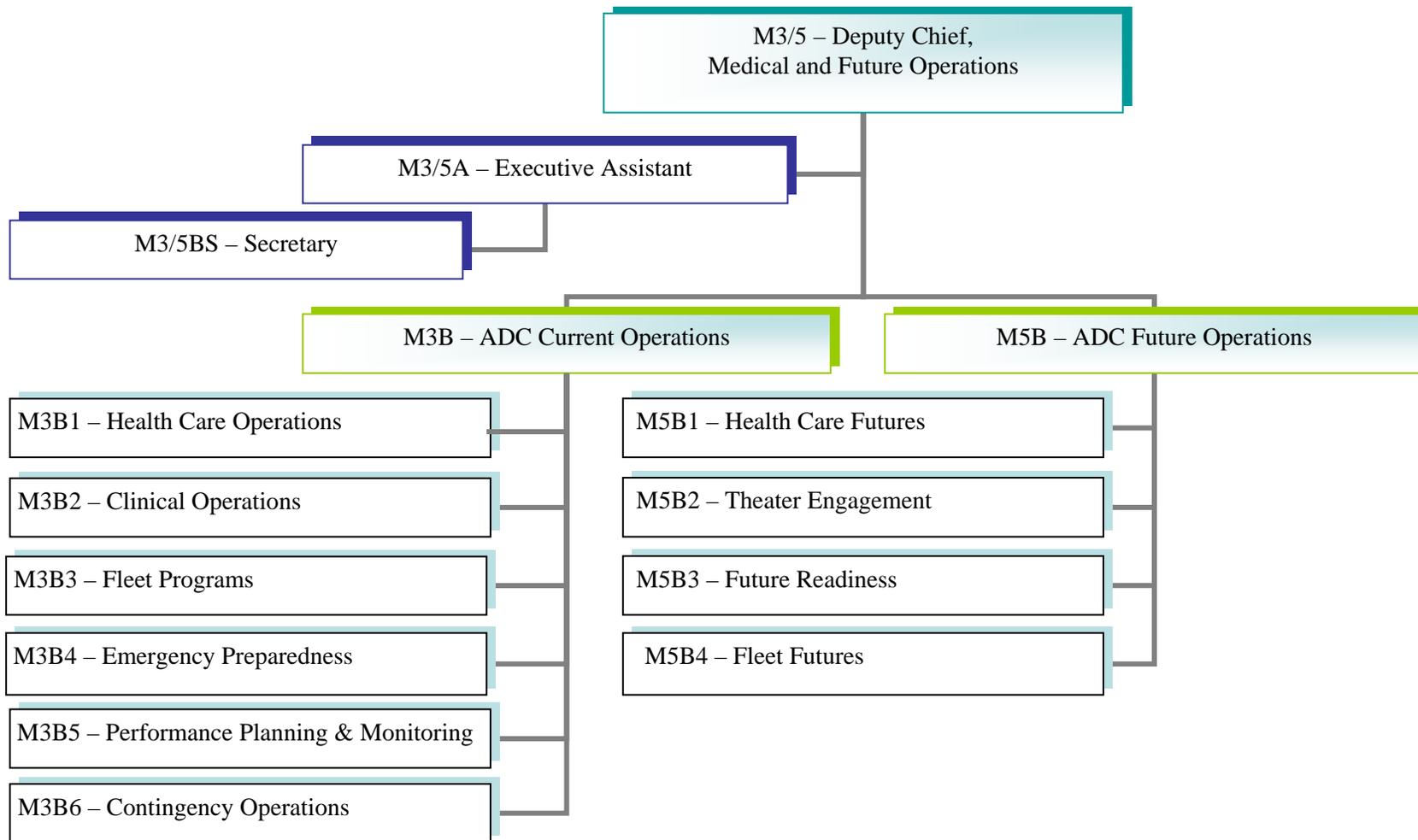
## Appendix A Organization Charts

### M1 – Total Force



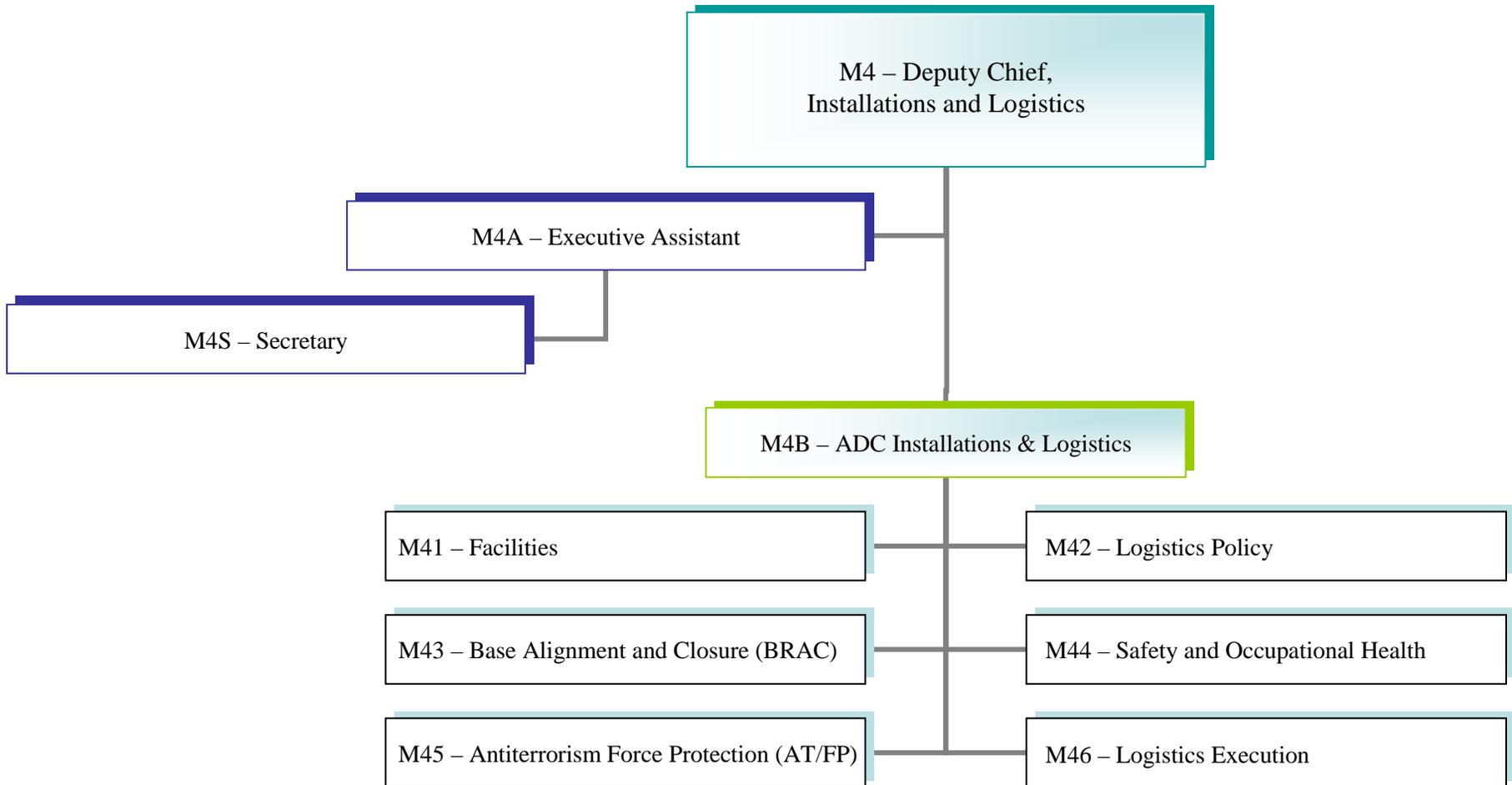
## Appendix A Organization Charts

### M3/5 – Medical and Future Operations



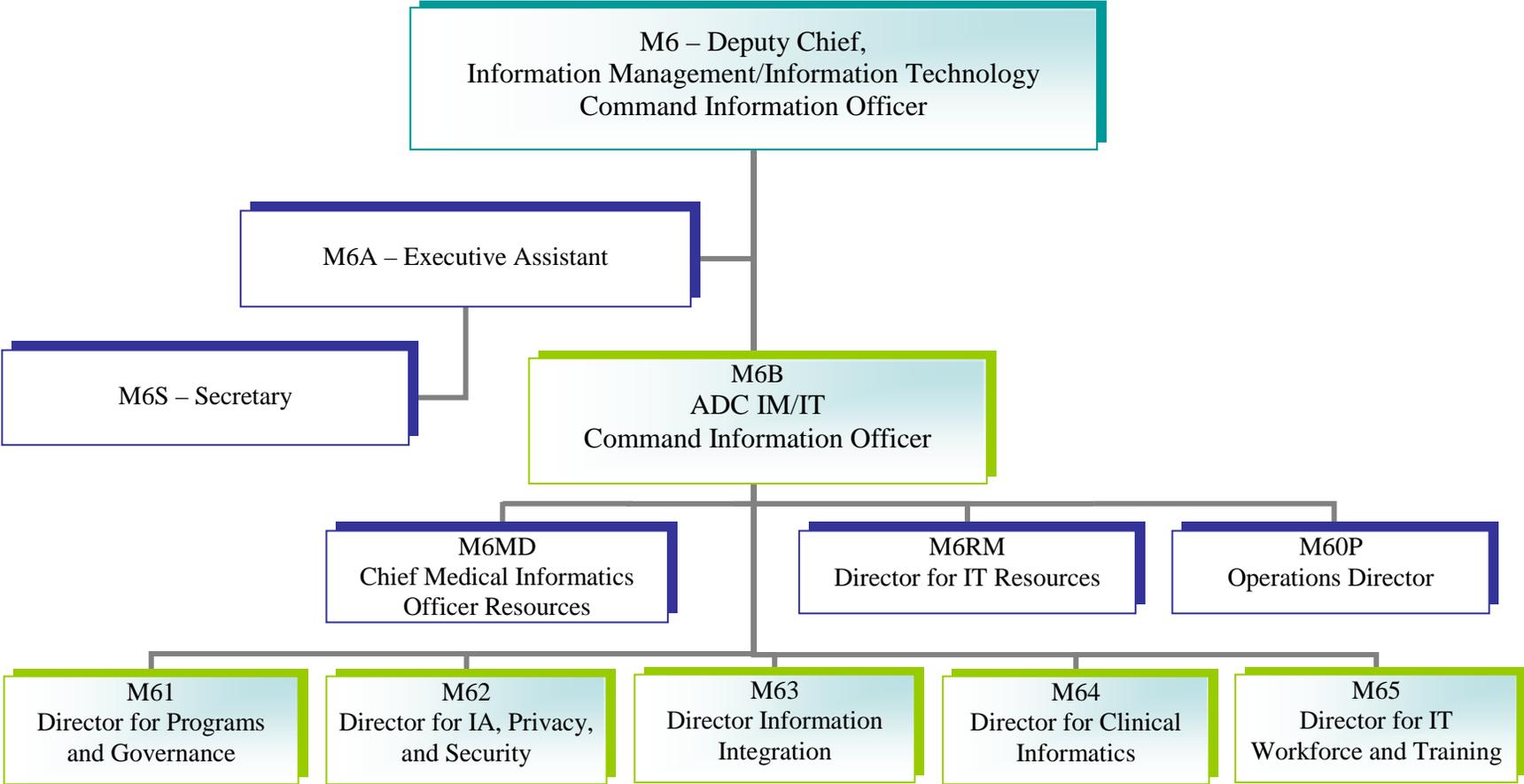
## Appendix A Organization Charts

### M4 – Installations and Logistics



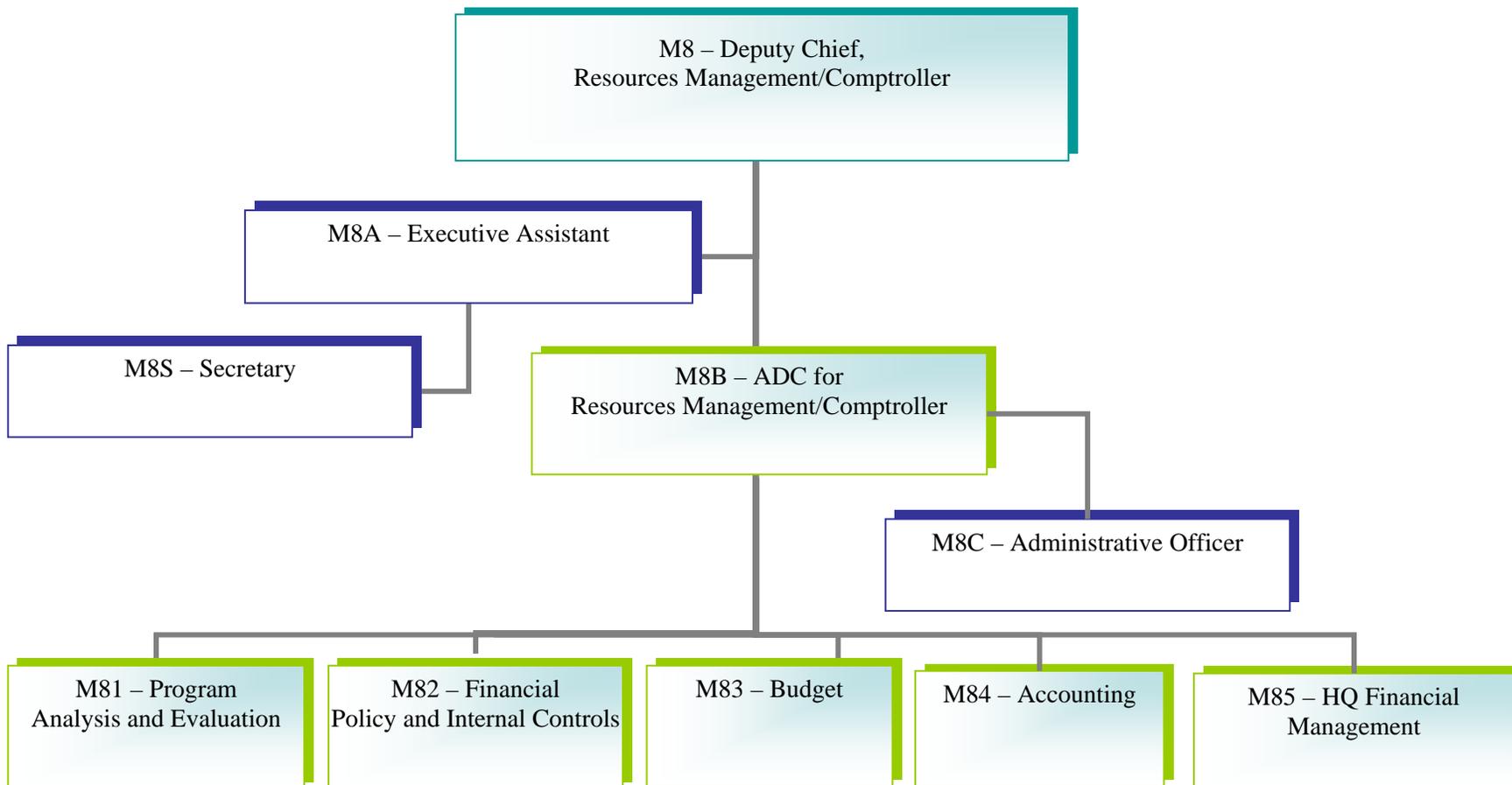
# Appendix A Organization Charts

## M6 – Information Management/Information Technology/ Command Information Officer (CIO)



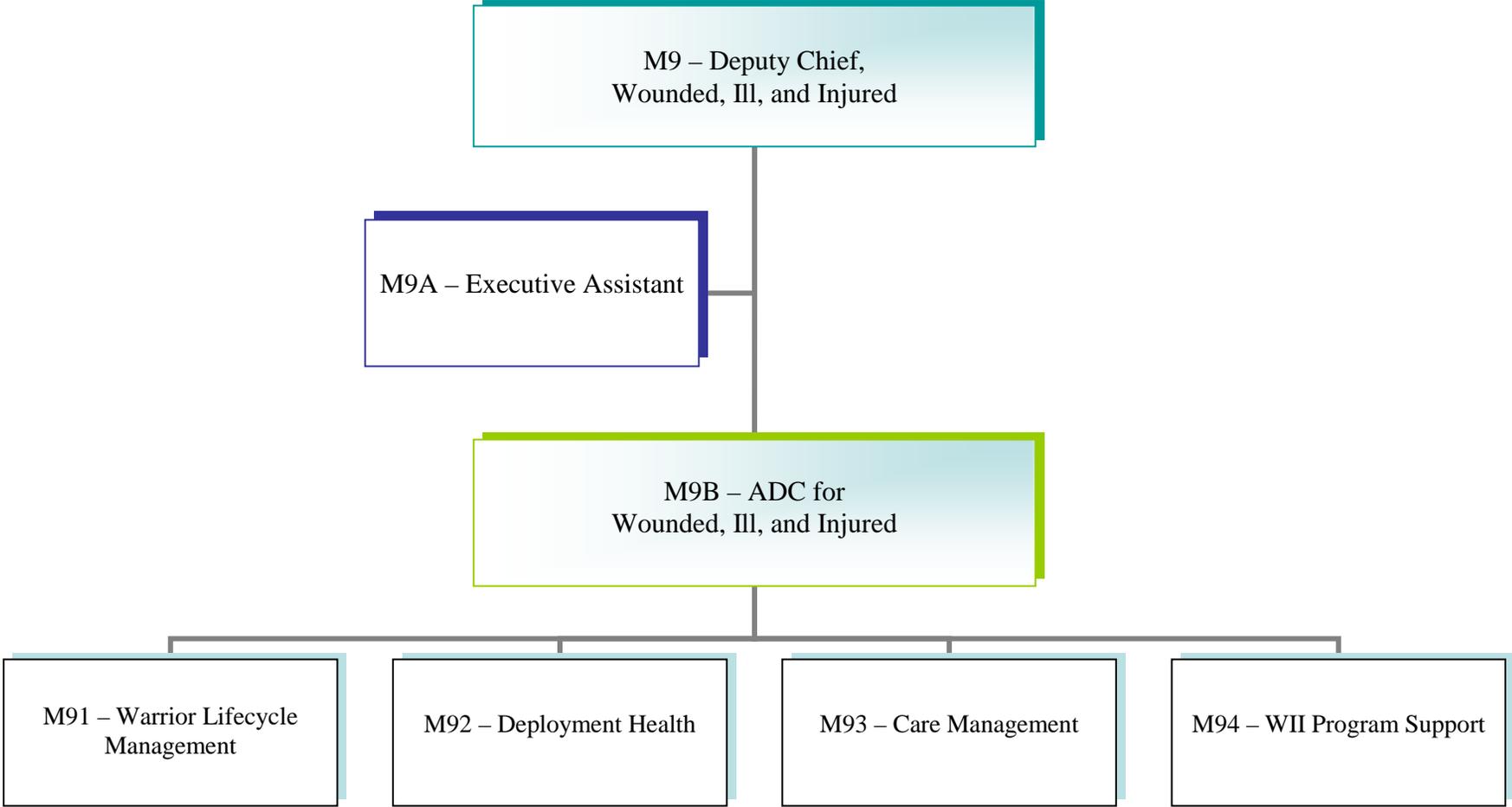
## Appendix A Organization Charts

### M8 – Resources Management/Comptroller



# Appendix A Organization Charts

## M9 – Wounded, Ill, and Injured





**APPENDIX A  
ORGANIZATION CHARTS**

**GOVERNANCE BOARDS AND MEETINGS**

**Flag Council**

Flag level advisory and information forum. Quarterly meetings, chaired by Surgeon General.

**Corporate Executive Board (CEB)**

BUMED Single Digits, TMO, Regions, OPNAV-N931 and OPNAV Flag and senior civilian leadership meeting to discuss strategy, policy, resources, performance, and organizational alignment issues. Weekly meetings chaired by Deputy Chief, BUMED. CEB and Regional Commanders comprise the Resource Requirements Review Board per BUMEDINST 5420.14A.

**Council of Corps Chiefs**

Forum to discuss career development, Senior Executive Management, Senior Operational/Major Staff slates, Total Force Integration strategy, diversity strategy, and Navy Medicine leadership competencies. Monthly meetings chaired by the Deputy Chief.

**Regional Chief of Staff Business Meeting**

BUMED and Navy Medicine Region Command Chiefs of Staff leadership forum to discuss health care and support delivery issues, resources, and business plan performance. Monthly meetings are chaired by the BUMED Chief of Staff.

**Assistant Deputy Chiefs Council**

Chartered by BUMED Chief of Staff to conduct Command-specific business functions. Membership includes Assistant Deputy Chiefs, MEDIG, N0931 Deputy and Assistant Force Master Chief. Routine functions to include management and coordination of BUMED Headquarters' operations. Weekly meetings chaired by the Chief of Staff, BUMED.

**BUMED Executive Assistants Forum**

Forum to share current information on upcoming BUMED activities/responsibilities and policy changes and facilitate timely communication across codes. Attendees include Single Digit EAs and Administrative Assistants. Weekly meetings are chaired by BUMED Chief of Staff's EA.

### **BUMED-M3 Advisory Boards**

Chartered by Deputy Chief for Operations, these boards: provide a multidisciplinary forum for different specialties working in common practice areas; reduce variations in clinical practice across the enterprise; align clinical practice with SG priorities and Measures of Performance; enhance communication between BUMED and the field; and, act as forums for identifying and disseminating innovations in clinical practice.

Functions include: improve continuity and coordination of health care; improve ability of Navy Medicine to deliver quality, economical health care; improve interface between health care providers, headquarters, and involved line commands; assist with development and implementation of preventive care and wellness interventions; promote reductions in practice variation through use of disease management, evidence-based practice, and clinical practice tools; and, increase efficiency of care via case management and other strategies.

#### Current Advisory Boards:

- Behavioral Health – reduce variation in behavioral health care.
- Primary Care – promote best primary care clinical practices.
- Perinatal – implement family centered care.
- Evidence Based Health Care – improve health outcomes by promoting evidence-based practice.
- Pharmacy Corporate Oversight Board – financial, operating, and clinical pharmacy oversight.
- Breast Health – ensure breast screening and risk reduction

## APPENDIX B

### ABBREVIATIONS AND ACRONYMS

AA&E	Arms, Ammunition and Explosives
AAALAC	Assessment and Accreditation of Laboratory Animal Care
ACSIM	Army Chief of Staff for Installation Management
ACOS	Assistant Chief of Staff
ADA	Adverse Disciplinary Actions
ADC	Assistant Deputy Chief
ADSW	Active Duty for Special Work
ADT	Active Duty for Training
AFHPSP	Armed Services Health Professions Scholarship Program
AHLTA	Armed Forces Health Longitudinal Technology Application
AMD	Activity Manpower Document
AMDP	Aeromedical Panel
AMHS	Automated Message Handling System
AMPPS	Activity Manpower Personnel Processing System
ANSO	Association of Naval Services Officers
APA	Adverse Privileging Actions
AQD	Additional Qualification Data
ASD(HA)	Assistant Secretary of Defense (Health Affairs)
ASIC	Air and Space Interoperability Council
ASN(FM&C)	Assistant Secretary of the Navy (Financial Management and Comptroller)
ASN(M&RA)	Assistant Secretary of the Navy (Manpower & Reserve Affairs)
AT	Annual Training
AT/FP	Anti-terrorism/Force Protection
ATP/RMP	Additional Training Period/Reserve Management Period
BAG	Budget Activity Group
BAPF	BUMED Annual Planning Figure
BCA	Business Case Analyses
BCNR	Board for Correction of Navy Records
BEQ	Bachelor Enlisted Quarters
BHAB	Behavioral Health Advisory Board
BHNA	Behavioral Health Needs Assessment
BOQ	Bachelor Officer Quarters
BRAC	Base Realignment and Closure
BRECC	Benjamin Rush Education and Conference Center
BSO-18	Budget Supporting Office-18
BUMED	Bureau of Medicine and Surgery
BUMIS II	BUMED Manpower Information System
C2	Command and Control

CA	Commercial Activity
CBA	Capabilities Based Assessment
CBRN	Chemical, Biological, Radiological, Nuclear
CDEEOO	Command Deputy Equal Employment Officer
CEB	Corporate Executive Board
CHINFO	Navy's Chief of Information
CIAC	Command Individual Augmentee Coordinator
CIMS	Congressional Information Management System
CIO	Chief Information Officer
CITIDIRECT	Online Banking
CJA	Command Judge Advocates
CMC	Commandant of the Marine Corps
CMH	Center for the Medical Humanities
CMWG	Capabilities Management Working Group
CNA	Center for Naval Analyses
CNIC	Commander, Naval Installations Command
CNO	Chief of Navy Operations
CNOIVA	CNO Integrated Vulnerability Assessment
COCOM	Combatant Commander
COMNAVRESFOR	Commander, Navy Reserve Force
CONOPS	Concept of Operations
COOP	Continuity of Operations Plan
COS	Chief of Staff
CPI/LSS	Continuous Process Improvement/Lean Sigma Six
DCOS	Deputy Chief of Staff
DDR&E	Director, Defense Research & Engineering
DEPMEDS	Deployable Medical Systems
DFAS	Defense Financing and Accounting Service
DHHS	Department of Health and Human Services
DHP	Defense Health Program
DLA-MMEA	Defense Logistics Agency-Medical Materiel Executive Agent
DMDC	Defense Manpower Data Center
DMHRSi	Defense Medical Human Resource System internet
DMLSS	Defense Medical Logistics Standard Support
DMMPO	Defense Medical Materiel Proponent Office
DNS	Domain Name Service
DOD	Department of Defense
DOJ	Department of Justice
DON	Department of the Navy
DONPIC	Department of the Navy Program Information Center
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities
DPDB	Division of Practitioner Data Banks

DSG	Deputy Surgeon General
DTS	Defense Travel System
DUA	Data Use Agreement
DVA	Department of Veterans Affairs
EA	Executive Assistant
ECIP	Energy Conservation Investment Projects
EDIS	Educational and Developmental Intervention Services
EEO	Equal Employment Opportunity
EMF	Expeditionary Medical Facility
EMPARTS	Expeditionary Medicine Platform Augmentation, Readiness and Training System
EO	Equal Opportunity
ERAB	Executive Research Advisory Board
FAM	Functional Area Manager
FAP	Financial Assistance Program
FAPAC	Federal Asian Pacific American Council
FASTDATA	Fund Administration and Standardized Document Automation
FDA	Food and Drug Administration
FIP	Financial Improvement Program
FLCM	Facility Life Cycle Management
FLTMPS	Fleet Training, Management and Planning System
FMB	Financial Management Budget
FMR	Financial Management Regulations
FOIA	Freedom of Information Act
FYDP	Future Year Defense Program
GAO	General Accounting Office
GFM	Global Force Management
HA/DR/MSO	Humanitarian Assistance, Disaster Review, and Medical Stability Operations
HC-ITO	Health Care Interservice Training Review Organization
HIE	Health Information Exchange
HITECH	Health Information for Economic and Clinical Health
HIPAA	Health Insurance Portability and Accountability Act
HIPDB	Healthcare Integrity and Protection Data Bank
HIV	Human Immunodeficiency Virus
HLA	Health Law Advisor
HMPDS	Health Manpower Personnel Data System
HPLRP	Health Professions Loan Repayment Program
HPO	Human Performance Optimization
HQMC	Headquarters, Marine Corps
HRPP	Human Research Protection Program
IA	Individual Augmentee
IAM	Information Assurance Manager

IASSC	Individual Augmentee Suitability Screening Coordinators
ICoFR	Internal Controls over Financial Reporting
IDC	Independent Duty Hospital Corpsman
IDTT	Individual Duty for Temporary Training
IG	Inspector General
IM/IT	Information Management/Information Technology
IO	Information Operations
IRB	Institutional Review Boards
IRM	Information Resources Management
IT	Information Technology
ITACS	Information Technology and Communication Services
JAG	Judge Advocate General
JAGMAN	Manual of the Judge Advocate General
JAMPS WG	Joint Aeromedical Policy and Standards Working Group
JC	Joint Commission
JCIDS	Joint Capabilities Integration and Development System
JEWL-M	Joint Enterprise-Wide Logistics-Medical
JMLIS	Joint Medical Logistics and Infrastructure Support
JO-APPLY	Junior Officer APPLY
JSIVA	Joint Staff Integrated Vulnerability Assessments
JTF CAPMED	Joint Task Force National Capital Region Medical
KM	Knowledge Management
LOA	Line of Action
M2	Management Analysis and Reporting Tool
MANMED	Manual of the Medical Department
MC BAS	Marine Corps Basic Allowance for Subsistence
MCB	Management Control Board
MCR	Manpower Change Request
MDA	Milestone Decision Authority
MEDIG	Medical Inspector General
MEDRUPMIS	Medical Reserve Utilization Program Management Information System
MEPRS	Medical Expense and Performance Reporting System
MHS	Military Health System
MHS Learn	Military Health System Learning Management System
MICP	Managers' Internal Control Program
MILCON	Military Construction
MILSTRIP	Military Standard Requisitioning and Issue Procedure
MLPC	Medical Logistics Proponent Committee
MOU	Memorandum of Understanding
MRCC	Medical Regional Command Centers
MTF	Medical Treatment Facility
NATO	North Atlantic Treaty Organization

NAVCRUITCOM	Navy Recruiting Command
NAVFACENCOM	Naval Facilities and Engineering Command
NAVMEC	Navy Medicine
NAVMEC MPT&E	Navy Medicine Manpower, Personnel, Training and Education Command
NAVMISSA	Navy Medicine Information Systems Support Activity
NAVPERSCOM	Navy Personnel Command
NAVSEASYS COM	Navy Sea Systems Command
NBP	Navy Blood Program
NC COSC	Naval Center for Combat and Operational Stress Control
NCA	National Capital Area
NCP	Nurse Candidate Program
NDAWS	Navy Department Awards Web Service
NDMS	National Disaster Medical System
NEC	Navy Enlisted Classification
NHIN	National Health Information Network
NICSC	Navy IT Central System Coordinator
NMC	Navy Medical Center
NMCI	Navy and Marine Corps Internet
NMI	Naval Medicine Institute
NMRDC	Navy Medicine Research and Development Center
NMSC	Navy Medicine Support Command
NNOA	<u>National Naval Officers Association</u>
NOBC	Navy Officer Billet Classification
NORMS	Navy Organization Request Management System
NPDB	National Practitioner Data Bank
NSPS	National Security Personnel System
O&M	Operations and Maintenance
OASD(HA)	Office of the Assistant Secretary of Defense for Health Affairs
OGC	Office of General Council
OHSU	Operational Health Support Unit
OLA	Office of Legislative Affairs
OMB	Office of Management and Budget
OPA	Office of Program Appraisal
OPNAV	Office of the Chief of Naval Operations
OPTAR	Operational Target
ORF	Official Representation Funds
OSD(PA)	Office of the Secretary of Defense for Public Affairs
OSHA	Occupational Safety and Health Administration
OSM	Office of Strategy Management
PAO	Public Affairs Office
PCRP	Professional Case Review Panel
PDHA	Post-Deployment Health Assessment

PDHRA	Post-Deployment Health Reassessment
PfM	Portfolio Manager
PH/TBI	Psychological Health/Traumatic Brain Injury
POE	Post-Occupancy Evaluation
POM	Program Objective Memorandum
POR	Program of Record
PPBE	Planning Programming Budgeting and Execution
QA/RM	Quality Assurance/Risk Management
QMR	Quality Management Report
R&D	Research and Development
RC	Reserve Component
RDT&E	Research, Development, Test, and Evaluation
RFI	Request for Information
RIF	Reduction-in-Force
RLC	Responsible Line Commander
RMDG	Resources Management Desk Guide
RMT	Religious Ministry Teams
RPN	Reserve Personnel, Navy
SAT	Senior Assessment Team
SD	Single Digit
SDWG	Strategic Diversity Working Group
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SG	Surgeon General
SIPRNet	Secret Internet Protocol Router Network
SLDCADA	Standard Labor Data Collection and Distribution Application
SMART	Summarized Management Analysis Resource Tool
SME	Subject Matter Expert
SMR	Secretary of Navy Management Review
SNEC	Secondary Navy Enlisted Classification
SNS	Strategic National Stockpile
SORM	Standard Organization and Regulations Manual
STARS/FL	Standard Accounting and Reporting System/Field Level
STEM	Science, Technology, Engineering and Math
T-AH	Hospital Ships
TCCC	Tactical Combat Casualty Care
TFMMS	Total Force Manpower Management System
TMA	TRICARE Management Activity
TMIP	Theater Medical Information Program
TMMCA	TFMMS Micro Manpower Change Application
TWMS	Total Workforce Management System
ULB	Unified Legislation and Budgeting
UMC	Unspecified Minor Construction

USACE	U.S. Army Corps of Engineers
USFLTFORCOM	U.S. Fleet Forces Command
USMC	United States Marine Corps
USNA	United States Naval Academy
USNS	United States Naval Ship
USU	Uniformed Services University of the Health Sciences
VCNO	Vice Chief of Naval Operations
WII	Wounded, Ill, and Injured



**APPENDIX C**

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