



Navy Medicine
Education and Training Command

NMETC

10 year

Strategic Plan



Contents

Forward	3
Executive Summary	
The Command Today.....	4
The Strategic Process.....	6
Our Environment.....	9
Mission/Vision/Guiding Principles	11
Focus Groups	
Workforce Development.....	12
Quality and Effectiveness.....	13
Maintain Culture of Excellence.....	14
Strategic Enablers	
Process Standardization	15
Leverage Technology.....	16
Implementation	17
Appendix-1	
Annual Action Plans (To be completed as the next steps and updated annually as part of the business planning process)	



Forward

Navy Medicine and Education and Training Command (NMETC) Enterprise Leaders:

It is my pleasure to present you with the results of your efforts during the September 2012 deep dive self assessment, the 2013 NMETC Strategic Plan. Over the past year, we have been challenged as an enterprise by the re-scoping of our mission which charged NMETC to be the premier provider of education and training for all of Navy Medicine. Redefining education and training initiatives per the Surgeon General's guidance, we took advantage of this unique opportunity to evaluate our processes and our alignment, both within Navy Medicine and in the larger Navy as well.

Leaders from all of our commands, the NMETC Reserve Component, NETC, and a representative from the Medical Office of the Marine Corps have outlined a strategic approach that was brought into focus by five multidisciplinary and cross functional focus area teams, describing the way ahead for the NMETC. Challenged to develop an enterprise capable of meeting the unique demands placed on Navy medicine, both now and in the years ahead, it was necessary to better understand the capabilities of our leadership teams, as well as define who we are, what we do and where we are going.

Regardless of changes toward a joint organization, our strategies and focus areas remain relevant to the Navy Medicine mission. We emerge as a stronger, more focused and cohesive enterprise, energized to lead Navy Medicine education and training into the future. This plan is not an end point. Rather, it is the roadmap for the work ahead, intended to form the basis for future business planning, comprehensive strategic reevaluation of our products and continued alignment with higher authority to ensure that we remain relevant, responsive and requested.

The strength, dedication and unity of purpose that each of you brings to the effort are essential for the transformational initiatives contained in this document. I look forward to working with each of you both now, and in the future. Thank you for your time and participation.



G. L. Hathaway
CAPT, MSC, USN



Executive Summary

The Command Today

Navy Medicine Education and Training Command (NMETC) provides the highest quality medical education, training and qualifications to healthcare personnel; DoD personnel; and personnel from numerous foreign national militaries. The headquarters (HQ) component exercises command and control over three echelon IV commands: the Navy Medicine Professional Development Center (NMPDC), the Navy Medicine Operational Training Center (NMOTC), and the Navy Medicine Training Support Center (NMTSC).

The **NMETC HQ** office is located at Ft. Sam Houston in San Antonio, Texas, with detachments located in Bethesda, Maryland and Jacksonville, Florida. NMETC HQ receives policy and functional guidance via BUMED M7, and executes the role of a training agency by providing guidance and oversight of subordinate training centers and training sites. NMETC HQ and its detachments serve the customer by providing:

- Academic governance
- Education and training oversight and guidance
- Curriculum Control Authority (CCA)
- Training requirements validation and human performance review
- Value based readiness preparation studies
- Coordination of joint training opportunities
- Resource planning and management oversight
- Registrar functions
- Medical Simulation Program Management
- Planning and Analysis
- Administration and consultation for the Interservice Training Review Organization (ITRO)

NMPDC is the cornerstone of Navy Medicine's professional development training and education mission; maintaining collaborative relationships with over 100 military and civilian higher learning institutions while supporting approximately 3,000 federal uniformed service, civilian, and allied foreign military members annually. NMPDC leadership and health service support courses are delivered world-wide in classrooms, field settings and online to optimize the professional development and capabilities of medical department personnel throughout their careers. NMPDC is delegated CCA functions (not specifically retained by NMETC). Products and services include:

- Graduate and postgraduate education: Dental residencies and fellowships; Graduate Medical Education (GME); Duty Under Instruction (DUINS)
- Continuing education delivery, funding, credit approval
- Commissioning programs for Medical Service Corps (MSC-IPP) and Nurse Corps (MECP)
- Reimbursement for board certification and maintenance



- Scholarly research
- Professional development and leadership courses
- Student support services

NMOTC is the Chief Naval Operations (CNO) designated Warfare Center of Excellence serving the Joint Military community, responsible for the largest military throughput in Navy Medicine. NMOTC is delegated CCA functions (not specifically retained by NMETC), and provides schoolhouse and curriculum management to the following institutes:

- Naval Aerospace Medical Institute (NAMI)
- Naval Expeditionary Medical Training Institute (NEMTI)
- Naval Undersea Medical Institute (NUMI)
- Naval Special Operations Medicine Institute (NSOMI)
- Naval Survival Training Institute (NSTI)
- Surface Warfare Medicine Institute (SWMI)

NMTSC serves as the Navy Supporting Command to six multi-service organizations in the San Antonio area providing administrative, disciplinary, and “sailorization” support to the thousands of Navy enlisted and officer staff and students attending courses at NMETC learning sites. Supported commands include:

- Medical Education and Training Campus
- Defense Medical Readiness Training Institute
- Army Medical Department Center and School
- Defense Institute for Medical Operations
- Tri-Service Orthodontic Residency Program
- Pharmaco-Economic Center

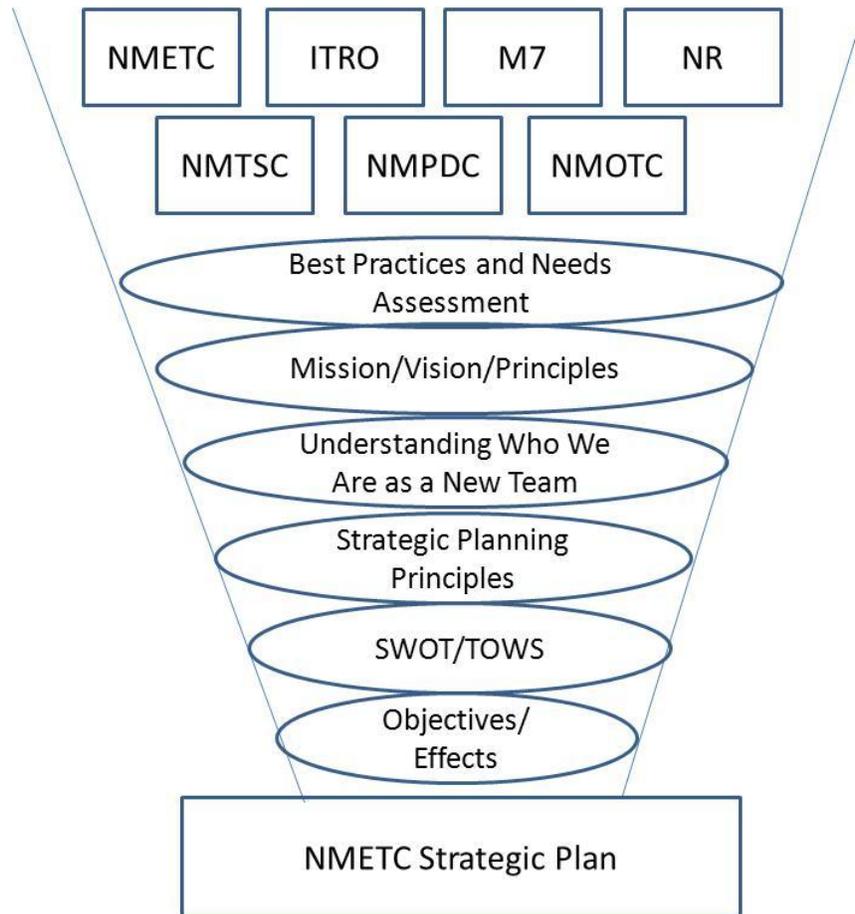


The Strategic Process

In September 2012 leadership from across the enterprise engaged in a four day strategic workshop facilitated by Dr. Lori Wieters from the PredictiveGroup and sponsored by the NMETC Commander. The workshop provided a venue for NMETC leaders to exchange information and ideas; and for many was the first opportunity to meet fellow co-workers assigned to the newly formed command.

Using the following model, the team was facilitated through multiple exercises designed to create foundational blocks of understanding about the organization, with the NMETC strategic plan as an end goal:

FIGURE 1





The strategic planning group was charged with exploring three critical paradigms: who are we, what do we do, and where are we going. Attendees participated in numerous team building activities, which promoted a better understanding of the command, group and individual dynamics. The team worked to fully define Education and Training for Navy Medicine, and in the process delivered several key outcomes:

- An inventory of the command's core elements
- A comprehensive and candid assessment of Navy Medicine education and training needs
- A solid list of best practices throughout military medicine and the industry
- Strategies for leveraging strengths and weakness; strategies for mitigating weaknesses and threats
- Three primary focus areas
 - Workforce Development
 - Quality and Effectiveness
 - Maintain Culture of Excellence
- Two strategic enablers
 - Process Standardization
 - Leveraging Technology
- A new mission, vision and list of guiding principles that align with the Surgeon General's strategic priorities, support the CNO's sailing direction, and parallel efforts with the larger Navy Education and Training Command (NETC).

The Commander directed the establishment of cross-functional, cross-organizational working groups to further define and develop the focus and enabling areas, their related strategic objectives, effects and associated strategic performance metrics. These concepts are defined as:

- **Strategic Focus Area:** area of interest for the command which consolidates key concepts essential for achieving the command's mission and vision and are consistent with its guiding principles. They enable the command to prioritize resources toward the achievement of enterprise wide objectives.
- **Strategic Enabler:** an overarching concept or tactic which has direct applicability to the achievement of all the focus areas. This may include its own actions and initiatives of cross functional analysis or support.
- **Strategic Objective:** overarching goal as identified in the strategic plan for each focus area/enabler.



- **Effect:** describes a result of the strategic objective being achieved. How you will know the objective has been met. The desired affects become a foundation for initiatives and action teams.
- **Strategic Performance Metric:** measures progress towards obtaining the specific action/effort.

Each working group set out to clearly define its focus area or enabler, establish initial strategic objectives, and articulate desired effects. Process standardization and leveraging technology, the strategic enablers, will be critical to the command’s success in obtaining its objectives, and will be an integral part of the focus area action plans. Additionally, the strategic enablers will have action plans to ensure the viability and availability of these tools. As the strategic plan continues to mature, the initiatives and measures established in the action plans will cascade to subordinate levels within the command. Each tier of the organization will play a role in moving the gauge, and thus the command, forward.

The resulting NMETC strategic approach directly aligns with BUMED’s strategic approach: three primary priorities, two enabling factors, and future action plans with established measures of success. The NMETC Strategic Map (figure 2) clearly demonstrates the alignment with the Navy Medicine Strategic Map (figure 3).

FIGURE 2

NMETC Strategic Map

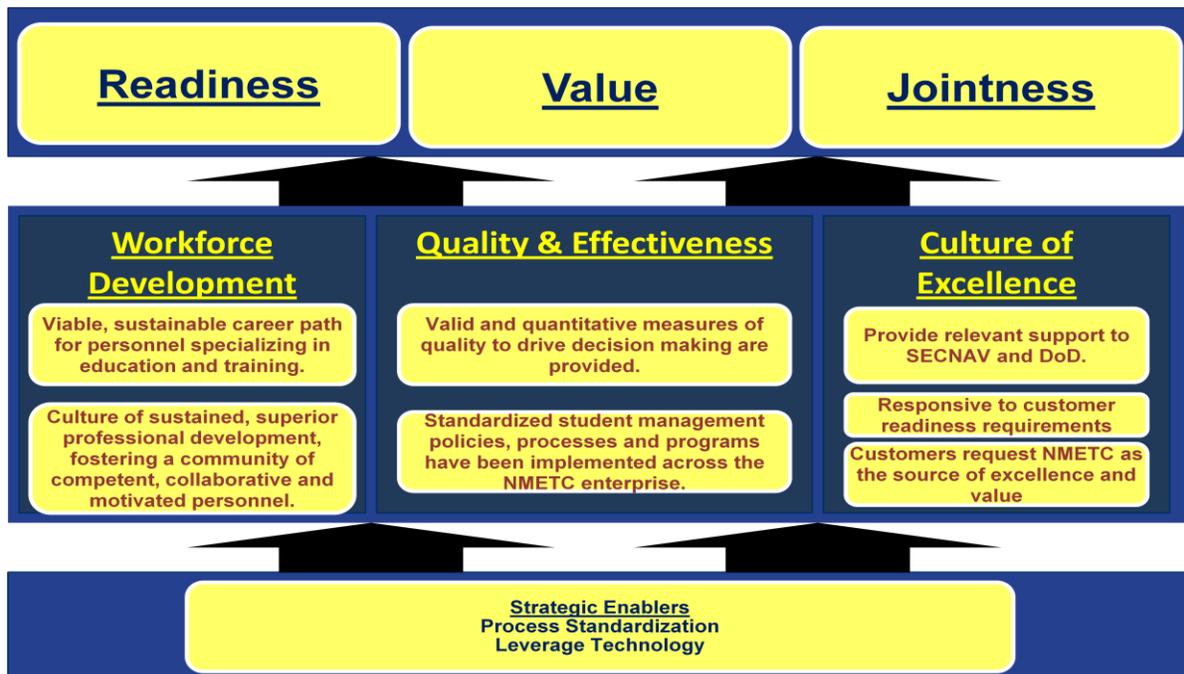
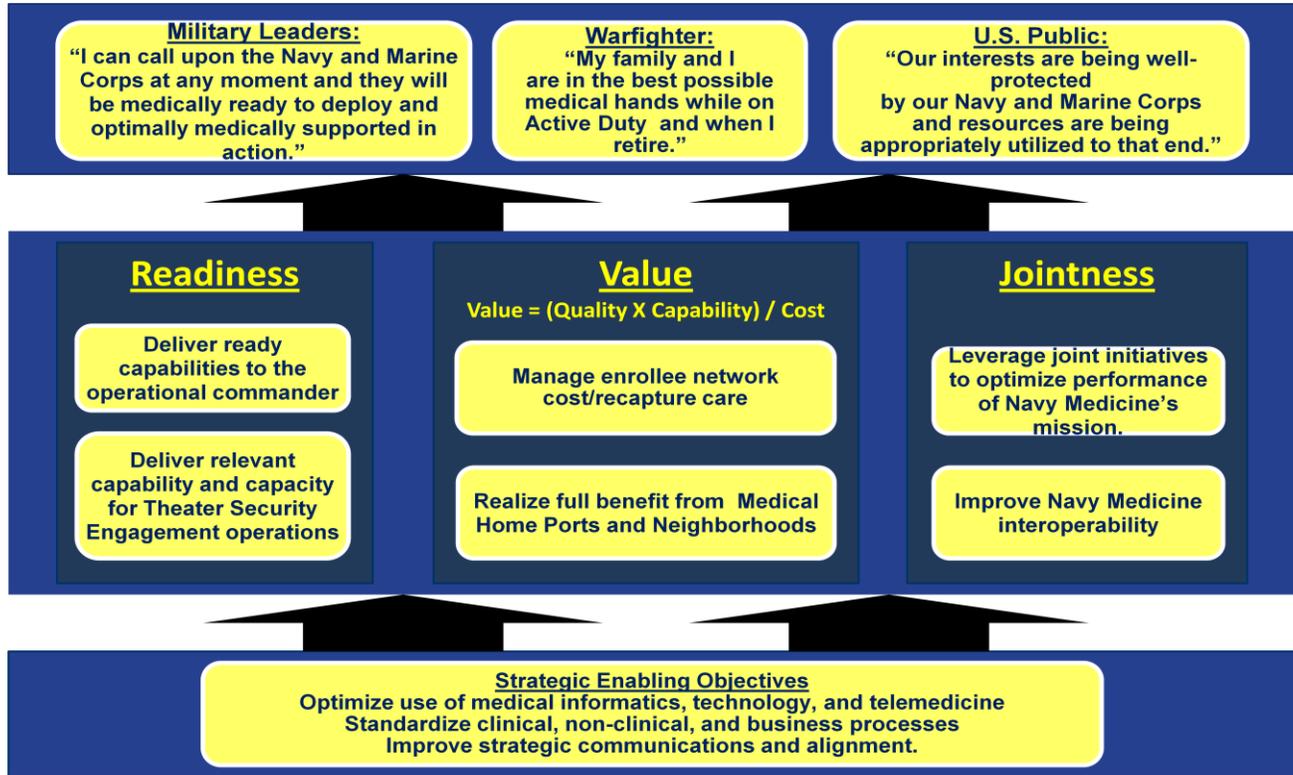




FIGURE 3

Navy Medicine Strategy Map



Our Environment

Although NMETC is a new command, officially recognized in July 2012, it already has a strong foundation built on established processes and standards. Additionally, the well established NETC serves as a role model for NMETC. NETC provides tremendous support in the way of education and training subject matter expertise, and NMETC will leverage this support to the maximum extent. NMETC will strive to design the organization in concert with the NETC structure and forge a path ahead that is in close step.

Strategically, NMETC will align with the priorities of the Navy Surgeon General (SG). The SG's strategic priorities of Readiness, Value and Jointness drive the focus for NMETC. NMETC will look first to leverage collaborative partnerships while maintaining Navy equities; NMETC will establish objectives with the warfighter and readiness in mind; and NMETC will ensure value through efficiencies and continuous process improvement.



Education and Training services serve as an enabler for the Navy Medicine enterprise, providing resources and subject matter expertise that help meet the Navy Medicine mission. As such, NMETC must be robust in its capabilities, and ensure that a sound organizational structure is in place. The NMETC focus areas are derived to support the BUMED strategies, and therefore are not identical, but complimentary.

NMETC will further define its value to Navy medicine through the long-range development of its strategic focus groups and critical enablers. This strategic approach is robust, and will serve as the primary catalyst to achieving NMETC's tag line: Relevant, Responsive and Requested. Cross-organizational action plans will fortify areas of expertise, capitalize on potential opportunities, and ultimately move the organization forward.

Major influencing factors for success across the NMETC enterprise include:

- Extensive corporate knowledge in education and training
- Positive reputation for quality products and services
- Strong partnerships with internal and external agencies that encourage collaboration and integration
- A renewed focus with a forward leaning vision

Potential barriers to our success include:

- A geographically dispersed command
- Budgetary constraints
- Tri-service competition for products and services
- Weak or no supporting policies for business processes
- Inability to keep pace with evolving technology and innovation

The following pages provide an initial look at the strategic future of NMETC and its commands. This plan will stretch across the next ten years, and establishes a general course direction for the future of Navy medicine education and training.



Mission

We provide and support continuums of medical education, training and qualifications that enable health services and force health protection.

Vision

Be the premier medical educators, trainers, and qualifiers for the world's finest Navy.

Guiding Principles

- Apply innovative, cost-effective learning solutions fully leveraging technology, partnerships and joint initiatives.
- Adapt and respond quickly to validated and resourced training requirements.
- Cultivate superior performance through a culture of excellence.
- Communicate clearly, accurately, and openly.
- Employ program management principles and discipline to ensure value.



Focus Area 1:

Workforce Development

Definition:

Develop and sustain an adept, agile, and talented medical education and training workforce to deliver the vision of Navy Medicine.

Objectives:

1. Navy Medicine has a viable, sustainable career path for personnel specializing in education and training.

Desired Effects:

- Formal Career Map is established for Active Duty and the Reserve Component
 - Promotion and Retention Rates among E&T professionals are in line with all specialties
 - Billet structure across Navy Medicine supports and sustains career growth for E&T professionals
 - Education and Training career pathways are supported by a DUINS pipeline
 - Education and Training maintains a mentoring program for E&T Personnel
2. NMETC maintains a culture of sustained and superior professional development, fostering a community of competent, collaborative and motivated personnel.

Desired Effects:

- Valued as a strategic enabler for the organization in meeting its mission
- Fully mission capable in supporting the organization requirements across all spectrums of the learning process
- A collaborative organization, sharing ideas, best practices, and personal expertise in expanding intellectual capital and capabilities of the community
- Maintains ongoing professional education and training for E&T workforce
- Specialty Leaders are in place for the E&T Workforce



Focus Area 2:

Quality & Effectiveness

Definition:

Provide high quality education and training products and services that meet or exceed expectations and requirements of our stakeholders and students.

Objectives:

1. Provide valid and quantitative measures of quality to drive decision making.

Desired Effects:

- Develop or leverage standardized and valid tools to measure quality
- Build a global dashboard to track quality improvements over time.
- First time certification pass rates will meet or exceed national standards.
- Operational first tour success rates (measured by medical readiness inspection processes, etc.) exceed historical averages.

2. Implement standardized student management policies, processes and programs across the NMETC enterprise.

Desired Effects:

- Full accountability for all students throughout the training pipeline
- Cost effective program management that meets or exceeds stakeholder expectations



Focus Area 3:

Maintain Culture of Excellence

Definition:

We are the relevant, responsive and requested (R3) leaders in joint education, training and qualifications within DoD.

Objectives:

1. Provide **relevant** support to SECNAV and DoD.

Desired Effects:

- Have and maintain service lead for unique and highly valued education and training
- CNO needs and assessments are consistently monitored to ensure relevant training is maintained and resourced for quality, efficiency, and effectiveness (DoD value Leader in this arena)
- Provide interoperable training programs in a joint environment
- All courses/classes are rated for value and readiness priorities
- Courses and course completion results in recognition, certification, and/or accreditation when applicable and/or appropriate as viewed by other government and/or civilian agencies

2. **Responsive** to customer readiness requirements.

Desired Effects:

- Established, effective communication with customers (e.g., easily identified and established process for accepting input for new and/or improved training and qualifications from all customers)
- Education, training, and qualifications support global engagement/humanitarian efforts
- Timely response to requests/requirements

3. Customers **request** NMETC as the source of excellence and value.

Desired Effects:

- Customers recognize NMETC through multiple marketing and communication objectives
- Regularly seek and enable additional opportunities for benchmark excellence
- Recognized as DoD "go to" agency for subject matter expertise



Enabler 1:

Process Standardization

Definition:

Standardize education and training business practices throughout the Navy Medicine enterprise.

Enabling Objective:

1. Navy Medicine courses of action that are based on validated requirements and properly resourced.

Desired Effects:

- Existing course reviews are conducted per established guidelines and required revisions (curriculum and manning) are made in a timely manner.
- New course requests are reviewed and validated by the BUMED Medical Education and Training Board of Directors (METBOD) prior to initiation of a Human Performance review.
- New courses adequately address the requirements and are properly resourced.



Enabler 2:

Leverage Technology

Definition:

Disciplined employment of technology as a critical mission enabler which facilitates execution of processes across the total force in support of Education and Training functions.

We will use technology to enhance effectiveness and efficiency of our E&T efforts. Through our disciplined approach, and employing joint partnerships, we will be able to rapidly adapt to evolving demands to design, develop, manage, assign, monitor and deliver best E&T products and services to our customers and stakeholders. We will support the Navy goal of providing education and training to our learners anytime and anywhere.

Enabling Objective:

Employment of technology compounds the efficiencies and effectiveness of E&T management.

Desired Effects:

- All levels of the enterprise have access to E&T assignments and status for the total force
- Critical command information is available to customers and stakeholders
- Curriculum life cycle management is faster, more cost effective, and universally accessible across the continuum of E&T settings (school houses and Staff Education and Training (SEAT) Departments, other Catalogue of Navy Training Courses (CANTRAC)
- Reusable training objects are available for all E&T settings (more sharable objects are available to more audiences, and there is increased reuse)

Strategic Objective:

Technology facilitates effective and efficient delivery of E&T anytime anywhere.

Desired Effects:

- Optimized ease of access to learning
- Measurably greater positive impact on mission outcome through technologies in learning delivery and assessment
- Enterprise wide E&T guidance and implementation tools readily available to the training community



Implementation

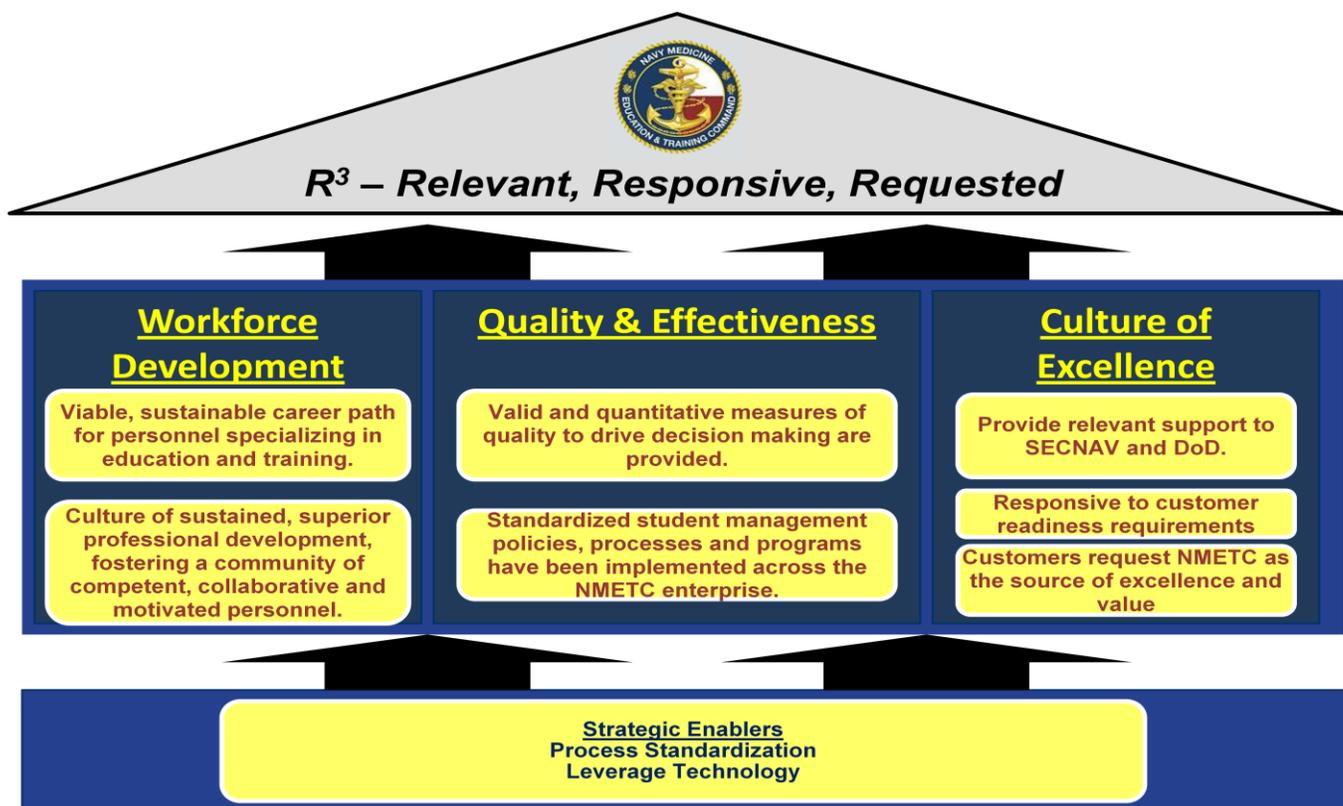
Although the Focus Area Groups themselves are temporary, the work they initiate will continue. Each focus area, to include the strategic enabling groups, will establish cascading initiatives and measures in the form of action plans for all levels of the NMETC enterprise which will drive the annual business planning process. By March of 2013, the action plans will be formalized and published as an appendix to the NMETC strategic plan.

Reviewed annually, the strategic plan and its embedded milestones and action plan, will outline the way ahead for the command, forming the roadmap for subsequent chartered action groups and, where needed, Strategic Performance Metric development. This implementation model will form the basis for cogent strategic planning, annual business planning and continuous performance improvement.

Ultimately, the NMETC strategic plan will not only align with Navy Medicine’s strategic map, but as shown in figure 4, will also demonstrate a sustainable path towards achieving the R³ reputation: relevant, responsive and requested.

FIGURE 4

NMETC R³ Strategy Map



R³

Relevant, Responsive, Requested