



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
7700 ARLINGTON BOULEVARD  
FALLS CHURCH VA 22042

BUMEDINST 5450.194A  
BUMED-N1  
4 Mar 2026

BUMED INSTRUCTION 5450.194A

From: Chief, Bureau of Medicine and Surgery

Subj: MISSION, FUNCTIONS, AND TASKS OF NAVY MEDICINE READINESS AND TRAINING COMMAND PORTSMOUTH, VIRGINIA

Ref: (a) BUMEDINST 5450.174B  
(b) OPNAVINST 6400.1D  
(c) OPNAVINST 1000.16L  
(d) OPNAVINST 3120.32D

Encl: (1) Functions and Tasks of Navy Medicine Readiness and Training Command Portsmouth, Virginia  
(2) Defense Health Agency and Military Treatment Facility Directorates and Organizational Codes

1. Purpose. To publish the mission, functions and tasks (MF&T) of Navy Medicine Readiness and Training Command (NAVMEDREADTRNCMD) Portsmouth, Virginia (VA) and subordinate units under the mission established by references (a) through (d) and enclosures (1) and (2). This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. BUMEDINST 5450.194.

3. Scope and Applicability. This instruction is applicable to NAVMEDREADTRNCMD PORTSMOUTH VA.

4. Mission. Maximize warfighter performance through optimized medical readiness tailored to operational requirements; enhance the readiness of the medical force to sustain expeditionary medical capability; train and develop the Navy medical force.

5. Command Hierarchy. NAVMEDREADTRNCMD PORTSMOUTH VA is a shore activity in an active operating status under a commander.

a. Command

Commander  
Navy Medicine Readiness and Training Command Portsmouth  
620 John Paul Jones Circle  
Portsmouth, VA 23708-5000

(SNDL: FH24 (Unit Identification Code (UIC): 00183))

(PLA: NAVMEDREADTRNCMD PORTSMOUTH VA)

b. Echelon

(1) Echelon 1: Chief of Naval Operations

(2) Echelon 2: Chief, Bureau of Medicine and Surgery (BUMED)

(3) Echelon 3: Commander, Naval Medical Forces Atlantic

(4) Echelon 4: Commander, NAVMEDREADTRNCMD PORTSMOUTH VA

c. Immediate Superior in Command: Expeditionary Medical Facility (EMF) Juliet (UIC: 40200)

d. Area Coordination

(1) Commander, Navy Region Mid-Atlantic

(2) Commanding Officer, Naval Support Activity Hampton Roads

e. Office of the Chief of Naval Operations (OPNAV) Resource Sponsor

(1) Director, Military Personnel Plans and Policy (OPNAV N13), Chief of Navy Reserve (OPNAV N095), and Expeditionary Health Branch (OPNAV N4L4)

(2) Activity-level aggregation of estimated manpower cost.

(a) Military Personnel Navy: \$389.35 million

(b) Reserve Personnel Navy: \$88.86 million

(c) Civilian Personnel: \$8.49 million

(d) Contractors: \$0

6. Supporting Relationships

a. Administrative Control:

- (1) Naval Hospital Portsmouth, VA Patients (UIC: 31654)
- (2) Casualty Receiving and Treatment Ship (CRTS) 4 Augmentation (AUG) Portsmouth, VA (UIC: 32502)
- (3) Navy Medicine Readiness and Training Unit (NAVMEADREADTRNUNIT) Naval Station Norfolk, VA (UIC: 32510)
- (4) NAVMEADREADTRNUNIT Oceana, VA (UIC: 32528)
- (5) NAVMEADREADTRNUNIT Little Creek, VA (UIC: 32529)
- (6) NAVMEADREADTRNCMD Portsmouth Detachment (DET) Naval Shipyard Norfolk, VA (UIC: 32532)
- (7) NAVMEADREADTRNCMD Portsmouth DET Yorktown, VA (UIC: 32533)
- (8) NAVMEADREADTRNCMD Portsmouth DET Chesapeake, VA (UIC: 32804)
- (9) Expeditionary Medical Ship 2 (UIC: 4104B)
- (10) Expeditionary Medical Unit (EMU) 5 (UIC: 4106B)
- (11) En-Route Care System (ERCS) Group 6-10 (UIC: 4116B)
- (12) Blood Donor Center Portsmouth VA (UIC: 4306A)
- (13) ERCS Group 36-40 (UIC: 4354B)
- (14) ERCS Group 16-20 (UIC: 4355B)
- (15) EMU 4 DET Portsmouth, VA (UIC: 4402B)
- (16) Special Psychiatric Rapid Intervention Team 2 (UIC: 4416B)
- (17) Special Psychiatric Rapid Intervention Team 4 (UIC: 4417B)
- (18) NAVMEADREADTRNCMD Portsmouth DET Dam Neck, VA (UIC: 46106)
- (19) CRTS 3 AUG Portsmouth, VA (UIC: 4690A)

(20) CRTS 5 AUG Portsmouth, VA (UIC: 4692A)

(21) NAVMED Training Element Portsmouth, VA (UIC: 48460)

(22) T-AH 20 Comfort MTF AUG Portsmouth, VA (UIC: 6702A)

b. Operational Control: None.

c. Additional Duty (To): Religious Specialist (1) to Naval Medical Forces Atlantic.

d. Additional Duty (From): Group Chaplain (1) from Naval Medical Forces Atlantic (UIC 68908).

#### 7. Obligations to External Entities

a. Memorandum of Agreement (MOA) 20NR050 with Naval Medical Forces Atlantic to provide support to medical inspector general (IG) inspectable items.

b. MOA 22NR004 with Naval Medical Forces Atlantic to establish additional duty pastoral care services senior enlisted leader.

c. Memorandum of Understanding (MOU) IP-337 between Clinical Pastoral Education International, Incorporated and NAVMEDREADTRNCMD PORTSMOUTH VA to describe the rights and obligations for each party in relating to training.

d. MOA 7600A for NAVMEDREADTRNCMD PORTSMOUTH VA and Naval Medical Forces Atlantic that covers support for NAVMEDREADTRNCMD PORTSMOUTH VA and all assigned platform readiness requirements outlined in the Defense Health Agency (DHA) memorandum, Interim Guidance for the Execution of Navy Readiness Mission and Required Support within Military Treatment Facilities, dated 3 November 2023.

e. MOU MT-034 between NAVMEDREADTRNCMD PORTSMOUTH VA and the Graduate School, U.S. Army Institute for Religious Leadership (Graduate School) for clinical training at NAVMEDREADTRNCMD PORTSMOUTH VA for Navy chaplains participating in the Navy's pastoral care residency under the supervision of an Army Association for Clinical Pastoral Education certified educator.

f. MOU 7600A for Naval Medical Center Portsmouth, NAVMEDREADTRNCMD PORTSMOUTH VA and Naval Medical Forces Atlantic that covers purchase requirements for Naval Medical Center Portsmouth and NAVMEDREADTRNCMD PORTSMOUTH VA via Material Management Department and Resource Management Department at Naval Medical Center Portsmouth with funding provided by Naval Medical Forces Atlantic Resource

Management. Naval Medical Center Portsmouth will provide financial line of accounting, Navy Enterprise Resource Planning system, for tracking and reports for execution status updates (quarterly sales order report and fund status report).

8. Action. The Commander, NAVMEDREADTRNCMD PORTSMOUTH VA will ensure performance of the functions and tasks in enclosure (1) and forward recommended changes via the chain of command to Commander, Naval Medical Forces Atlantic, per reference (a).

9. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).

10. Review and Effective Date. Per OPNAVINST 5215.17A, Manpower Plans and Business Policy (BUMED-N12) will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of War (DOW), Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

11. Information Management Control. Reports required in this instruction are exempt from reports control per Secretary of the Navy Manual 5214.1 of December 2005, part IV, subparagraph 7k.



R. FREEDMAN  
Acting

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the Navy Medicine Web site, <https://www.med.navy.mil/Directives/>

FUNCTIONS AND TASKS OF NAVY MEDICINE  
READINESS AND TRAINING COMMAND PORTSMOUTH, VIRGINIA

1. Key Functions. Subparagraphs 1a through 1n identify key functions of NAVMEDREADTRNCMD PORTSMOUTH VA within its area of responsibility (AOR).
  - a. Provides medical force assets to optimize health, performance, and resilience of operational forces (e.g., sports medicine and rehabilitation therapy clinics, connected corpsmen in the community, and other forward-leaning total force health optimization programs).
  - b. Analyzes and adjusts medical force structure and productivity to meet the tailored-medical readiness needs of the operational units.
  - c. Serves as communication platform between commander, line medical assets, and Navy Medicine leadership.
  - d. Utilizes information technology, research, and analytics to optimize decision making and readiness (e.g., virtual medical centers, etc.).
  - e. Provides support for established installation and tenant command medical readiness, care, and field support requirements. Acts as a critical link for communication and tracking of the health readiness of installation, tenant, and area command needs. Provides additional support to emerging requirements of installation, tenant, and area commands based on mutual agreement and higher-level authority or direction.
  - f. Ensures medical force clinical currency and competency.
  - g. Ensures expeditionary medicine (EXMED) system medical currency and competency.
  - h. Coordinates clinical currency and force sustainment support to the operational medical force, including non-clinical skills and specialties.
  - i. Tracks and reports on medical force readiness status to higher echelon authorities.
  - j. Manages “Requests for Forces” as directed by the Surgeon General of the Navy, who also performs the duties of Chief, BUMED via the chain of command.
  - k. Provides institutional, financial, and personnel support for the education of medical professionals and medical professional activities.
  - l. Negotiates MOU with partner institutions to facilitate mission needs and commander’s intent.

m. Provides and coordinates information and contingency taskings with associated DHA medical treatment facilities (MTF).

n. Coordinates disaster preparedness exercises for a variety of potential events, including natural disasters, medical emergencies, and responses to chemical, biological, radiological, nuclear, and high-explosive incidents, as well as hostile or terrorist actions. Also coordinates command participation in support of local area exercises.

## 2. Functions and Tasks

a. Command Suite (CSZZZZ). Comprised of a commander, executive officer, and command master chief. Responsible and accountable for all aspects of the command. Ensures the effective and efficient performance of the functions and operations per U.S. Navy Regulations, the Manual of the Medical Department, and other directives issued by competent authority. Serves as primary medical point of contact for all commands aligned to the installation. Ensures readiness of all medical personnel and provides oversight of medical readiness of the personnel within the AOR. When directed, the commander also serves as Director of Naval Medical Center Portsmouth under the administration and management of DHA.

b. EMF Juliet (EFZZZZ). NAVMEDREADTRNCMD PORTSMOUTH VA provides the necessary medical training, certifications, and readiness exercises to ensure the personnel assigned to EMF Juliet are qualified to perform their duties. NAVMEDREADTRNCMD PORTSMOUTH VA acts as a readiness and training command for EMF Juliet, ensuring its personnel are medically prepared and qualified for deployment.

c. Special Assistants (CSSMZZ). These functions and tasks are performed by individuals with direct access to and support the commander. The commander may elect to devote a full-time equivalent in performance of the tasks and responsibilities or may designate the roles listed in subparagraphs 2c(1) through 2c(15) to be performed as an additional or collateral duty by NAVMEDREADTRNCMD PORTSMOUTH VA personnel. In addition to the positions listed in subparagraphs 2c(1) through 2c(15), program managers appointed or hired by the commander to coordinate and manage programs required by either the Navy or the BUMED Medical IG, such as safety manager, command managed equal opportunity officer, etc., are presumed to be special assistants unless classified otherwise by instruction or higher authority.

(1) Command Legal Officer (CSSMZZ). Provides legal opinions and counsel at the request of the commander. Coordinates command legal actions to include line-of-duty investigations, Judge Advocate Manual investigations, and command reviews. Assists in special courts martial, summary courts martial, and administrative boards and provides legal assistance to staff and patients on matters to include wills, laws, statutes of Virginia, marriage, divorce, child support, and custody.

(2) Public Affairs Officer (CSSMZZ). Serves as the primary communications advisor to command leadership and administers the public affairs program aligned with commander's intent. Develops strategic communication strategies, manages media relations and crisis communications, supports community outreach, and engages audiences with internal and external communications. Coordinates with security and antiterrorism elements of the NAVMEDREADTRNCMD PORTSMOUTH VA and similar resources, especially regarding intentional and inadvertent information release concerns and operations security. Supervises content production and digital media, to include the preparation, editing, and final review of information for release and management of web and social media platforms. Coordinates photographic coverage of newsworthy and community-building events at NAVMEDREADTRNCMD PORTSMOUTH VA.

(3) Director of Strategy and Operations. Serves as the principal advisor and subject matter expert to the commander by providing consultation, advice, and executive expertise, ensuring continuity of healthcare operations, quality healthcare, consistency of purpose, and stable strategy between the executive team leadership transitions in a highly visible medical center and healthcare system. Responsible for organizational strategy and alignment efforts, and integrating various healthcare initiatives from multiple directorates and departments into cohesive, long-range elements of BUMED and DHA plans for healthcare delivery in the NAVMEDREADTRNCMD PORTSMOUTH VA AOR.

(4) Comptroller (CSRMZZ)

(a) Resource Management. Oversees financial and business operations of NAVMEDREADTRNCMD PORTSMOUTH VA. Advises the commander on issues pertaining to financial management, business operations, and financial data. Maintains accounting systems including appropriation, civilian payroll preparation, and travel processing. Maintains the official appropriation accounting records for the command ensuring general ledger accounting is performed within the guidelines of the DOW Financial Management Regulations. Formulates and executes the command's expense operating budget.

(b) Budget. Measures the execution of funds within operating targets on a daily basis, provides financial information to managers throughout the command relating to the status of funds executed, and funds documents for purchases made throughout the command.

(c) Accounting. Coordinates and supervises the use of all financial resources within the command. Obligation of funds for specified programs and allocations is tracked monthly to ensure execution of the annual financial plan is timely and valid. Accounting is responsible for allotment and expense operating budget accounting, civilian payroll, timekeeping, the Uniform Business Office, and maintains accounting records and reports for the command.

(d) Planning, Analysis, and Execution. Responsible for managing and coordinating the collection, input, and transmission of the command's Medical Expense and Performance Reporting System data. Provides guidance and reporting to the command to ensure consistent

recording, accurate accumulation, and timely submission of workload and man-hour reports. The data quality program is responsible for reporting the commander's data quality statement, which emphasizes timeliness, correctness, completeness, relevance, and accessibility of data.

(e) MOU and Support Agreements Office. Central coordinating function to review MOUs and support agreements (internal and external, reimbursable and non-reimbursable) between NAVMEDREADTRNCMD PORTSMOUTH VA, NAVMEDREADTRNUNITs, MTFs, and other agencies. Provides in-depth technical advice and recommends approval or disapproval of renewal agreements. Works with accounting and budget to ensure reimbursement methodology and accounting requirements are correctly articulated within the reimbursable agreements. Adheres to statutory requirements for non-reimbursable agreements requiring institutional review board, Navy assurance, and data sharing involving personally identifiable information and health information. Provides technical assistance and coordination of cross-agency and cross-organization sharing agreements.

(f) Readiness Workload Collection. Coordinates with human resources and other NAVMEDREADTRNCMD PORTSMOUTH VA elements to ensure usage of G-codes for capturing readiness related time resource allocation, capturing readiness-related workload, and cost pools. Transmits civilian time and attendance data per Defense Finance and Accounting System regulations.

(5) Occupational Safety Officer (CSSMZZ). Coordinates the accomplishment of the objectives of the Naval Occupational Safety and Health Program. Provides technical support including promotion of safety training and education in support of the operational and readiness mission. Maintains required data on accident investigation, analysis, reporting, hazard identification and control, proper use of personal protective equipment, safety instruction, and occupational safety and health surveys. Maintains familiarity with operational risk management.

(6) Pastoral Service (CSSMCS). Serves as the direct advisor to the commander on all matters pertaining to religious, moral, ethical, and personal concerns of command staff, while maintaining confidentiality. Manages and facilitates the command religious program across all NAVMEDREADTRNCMD PORTSMOUTH VA, NAVMEDREADTRNUNITs, and EXMED platforms in support of warfighter resiliency and spiritual readiness. Offers confidential spiritual care, religious and non-religious, to all command staff and their dependents, patients, and their families. Oversees the U.S. Navy Chaplain Corps Advanced Education Pastoral Care Residency program.

(7) Quality Management (CSQMZZ). Serves as principal advisor to the commander for all aspects of clinical quality and patient safety concerning readiness-related healthcare operations. Includes medical staff services, healthcare risk management, patient safety program, accreditation and compliance, performance improvement, command evaluation office.

(8) Command Career Counselor (CSSMZZ). Serves as principal advisor to the commander and command master chief on enlisted career development. Plans, develops, and implements career information programs and policies for Naval Medical Forces Atlantic, incorporating relevant guidance from Navy Personnel Command, BUMED, and Naval Medical Forces Atlantic. Provides on-site analysis and evaluation of subordinate command programs, ensuring rating and staffing requirements. Oversees retention and attrition management programs. Reviews and analyzes local application(s) of regional career development and transition assistance management programs.

(9) Sexual Assault Prevention and Response Point of Contact (CSSMZZ). Serves as principal advisor to the commander on sexual assault prevention and response initiatives. Provides statistical data on sexual assault cases to Naval Medical Forces Atlantic and other regional command elements, as appropriate.

(10) Command Managed Equal Opportunity (CMEO) Program Manager (CSSMZZ). Serves as the principal advisor to the commander as command climate specialist and CMEO officer on all matters pertaining to military equal opportunity.

(11) IG Compliance Coordinator (CSSMZZ). Tracks compliance with Navy and BUMED Medical IG's office inspection programs. Coordinates related external visits to NAVMEDREADTRNCMD PORTSMOUTH VA and handles hotline complaints and other command inquiries as directed.

(12) Urinalysis and Alcohol Detection Device Program (CSSMZZ). Maintains cognizance and oversight of the command's urinalysis and alcohol detection testing programs.

(13) Drug and Alcohol Program Advisor (CSSMZZ). Responsible to the commander for implementing the Navy Alcohol and Drug Program. Conducts onboard administrative screenings directed by the commander, coordinates or assists in conducting command awareness education, assists in monitoring aftercare, prepares required reports and correspondence, and serves as the command's self-referral agent.

(14) Senior Corps Representatives (CSSMZZ). Serve as Corps' subject matter expert and facilitate related issues. Actively engage in regular meetings with Naval Medical Forces Atlantic and BUMED to discuss Corps' direction and goals. Provides counsel to the commander and works with key stakeholders regarding practice, competency, education, training, and manpower issues, as needed. Provides advice and counsel regarding career development of Corps personnel assigned to the command to ensure readiness and skills sustainment in support of a ready medical force.

(15) Federal Coordinating Center (CSSMZZ). Ensure readiness to receive, stage, track, and coordinate onward movement of patients during national emergencies, mass casualty

incidents, or wartime contingencies in support of the National Disaster Medical System (NDMS). Maintain operational plans, personnel training, and interagency coordination to support Federal Coordinating Center (FCC) activation requirements.

(a) Establishes and manages patient reception areas at designated transportation hubs in coordination with Federal Emergency Management Agency, Department of Veterans Affairs, Health and Human Services, and local partners.

(b) Coordinates patient distribution to NDMS-participating hospitals within the FCC catchment area.

(c) Tracks, reports, and communicates patient status and movement to higher headquarters and interagency stakeholders.

(d) Conducts regular FCC drills and NDMS patient reception exercises with Federal, state, and local partners.

(e) Maintains updated patient reception and hospital bed availability databases.

(f) Provides trained patient reception teams capable of rapid deployment during FCC activation.

(g) Develops and sustains liaison with regional healthcare coalitions, emergency management agencies, and NDMS stakeholders.

d. Directorate for Administration (DFZZZZ). Led by the milestone-slotted director for administration, the directorate is responsible to the commander for administrative matters related to human capital and total force management in support of NAVMEDREADTRNCMD PORTSMOUTH VA, EXMEDs, and supported command stakeholders. Administers relevant Navy command programs included within command inspection areas of review by the Navy IG. Executes the commander's intent via oversight and technical assistance for the effective and efficient management of military and administrative operations of NAVMEDREADTRNCMD PORTSMOUTH VA. Coordinates and directs policies and procedures related to NAVMED-READTRNCMD PORTSMOUTH VA administration. Manages the preparation, tasking, and response process from higher authority to subordinate units. The directorate for administration consists of the listed elements:

(1) Human Resources (DFHRZZ). Analyzes work processes and identifies the right number and mix of staff to provide directorate operations and services. Provides manpower to authorized billets to support NAVMEDREADTRNCMD PORTSMOUTH VA, and its subordinate units. These functional areas are broken down further:

(a) Manpower. Assists in planning, analyzing, and monitoring of manpower assets for directorates within NAVMEDREADTRNCMD PORTSMOUTH VA, and its subordinate commands. Interprets and analyzes manpower directives to ensure compliance and consistency.

1. Provides consultation and professional guidance to subordinate commands on various manpower reports and systems, such as the activity manpower document and the Total Force Manpower Management System.

2. Coordinates with Naval Medical Forces Atlantic for execution of manpower requests and human resource system resolution.

3. Prioritizes manpower requirements based on readiness and mission requirements, and personnel executability. Translates authorizations into a demand signal for personnel, training, and education processes.

4. Under the direction of higher authority, manages organizational design efforts for the command. Serves as the single point for organizational reporting.

(b) Personnel. Provides administrative and program support essential to the direction and operational readiness of military and civilian personnel programs.

1. Fulfills duties of command pay and personnel administrator. Administers the command's special pays program for NAVMEDREADTRNCMD PORTSMOUTH VA staff and serves as unit pay and personnel administrator. Ensures all aspects of pay and personnel support are accomplished through coordination with staff and Transaction Service Center and familiarity with relevant directives and manuals.

2. Provides consultation and guidance on military and civilian personnel issues to include retention, advancement, retirement, staffing and assignments, compensation management (civilian), career management, and performance management.

3. Tracks and manages personnel data within information systems including the Defense Medical Human Resources System – internet (DMHRSi), Individual Augment Portal, Defense Civilian Personnel Data System, Personnel Security Program, and other human resource systems as required.

4. Coordinates with Naval Medical Forces Atlantic for execution of manpower requests and human resource system resolution and ensures "Fit-to-Fill" policies are executed and reports metrics to higher authority, as required.

5. Liaises with Naval Medical Forces Atlantic, DHA, and other higher authorities on civilian and military personnel requests and human resource system issue resolution, as directed.

6. Administers the Navy military and civilian command awards programs, in conjunction with the commander and necessary delegates, including the awards board, equal employment opportunity and CMEO representative(s), public affairs, etc., as directed.

7. Ensures oversight and execution of Decedent Affairs and Personnel Casualty Reporting responsibilities are carried out per applicable service instructions.

(2) Logistics (DFLGZZ). Provides logistical management support, coordination, oversight, and direction to NAVMEDREADTRNCMD PORTSMOUTH VA supported activities in collaboration with DHA. Provides functional guidance and assessment of military and other logistical materiel systems used. Provides oversight and direction to NAVMEDREAD-TRNCMD PORTSMOUTH VA-supported activities on medical logistics support systems, contractual agreements, information architecture, and technologies necessary to perform their mission. Reviews and validates user requirements to include training system availability to reflect changing fleet requirements. Ensures any major change requirements are reflected in the appropriate contracting vehicles and are included in budget models for out-year planning purposes. Coordinates operations and maintenance and other procurements equipment budget submissions.

(a) Procurement. Manages the procurement, storage, and shipping of collateral equipment required as part of facilities construction or renovation. Tracks budget of collateral equipment required as part of facilities construction or renovation in coordination with Navy Region Health Facility Planning Projects Officer and Resource Management. Manages and supervises the appropriate use of government purchase card accounts for assigned personnel.

(b) Equipment Management. Coordinates the collateral equipment requirements, budget estimates, and procurement strategies for all new construction and existing facility major modernization projects within the NAVMEDREADTRNCMD PORTSMOUTH VA AOR. Reviews and coordinates the BUMED triennial equipment inventory.

(c) Materiel Management. Plans, administers, directs, and controls all aspects of supply, contracting, and equipment management within NAVMEDREADTRNCMD PORTSMOUTH VA.

(3) Operations Management (DFOPZZ)

(a) Operations Management. Provides administrative management support services for effective, efficient command operations including mail distribution, transportation, and quarterdeck operations within NAVMEDREADTRNCMD PORTSMOUTH VA.

(b) Security. Implements NAVMEDREADTRNCMD PORTSMOUTH VA's Physical Security Program. Provides technical support and oversight of NAVMEDREAD-TRNCMD PORTSMOUTH VA and subordinate units' physical security, anti-terrorism and force protection, insider threat program, and other policies and guidance for the protection

of military personnel, facilities, and equipment within the NAVMEDREADTRNCMD PORTSMOUTH VA against terrorist and active attacker acts. Coordinates installation access and safety with related offices, to include command pass coordinator, command personnel security manager, command safety office, installation emergency response, and watch-standers, as applicable.

(4) Information Management (DFITZZ). Executes information management (IM) and information technology (IT) policies and programs for the NAVMEDREADTRNCMD PORTSMOUTH VA and its supported activities. Acts as a liaison between subordinate commands, operational medical forces within the AOR, Reserve forces, and IM and IT regional representatives. Oversees the identification, development, and governance submission of Navy medical readiness IM and IT requirements within the AOR. Ensures cyberspace information technology and cybersecurity workforce, core workforce training, certification, education, and management requirements are identified and tracked within the AOR per Department of the Navy direction. Ensures the NAVMEDREADTRNCMD PORTSMOUTH VA IT service requirements are identified and maintained according to the DOW information and technology standards and needs.

(5) Facility Management (DFFMZZ). Manages NAVMEDREADTRNCMD PORTSMOUTH VA and NAVMEDREADTRNUNIT facility lifecycle management and modernization, sustainment, and restoration program. Conducts, analyses, and produces documentation to support military construction planning, design, programming, and funding. Provides guidance and consultation for facilities management proposals and recommends funding for special projects, including flexible space requirements and installation in coordination with DHA.

(6) Patient Administration (DFPAZZ). Provides administrative oversight, coordination, and support for clinical operations within the facility. Functions include inpatient and outpatient administration, transcription service, medical records processing, tumor registry, admissions, dispositions, medical evaluation boards, medical cognizance oversight, the Secretariat Designee Program, decedent affairs, birth registration, eligibility determination, aero-medical evacuation administration, vital statistics reporting, and coding. The decedent affairs eligibility officer is responsible for the overall management of the Decedent Affairs Program including staff training, patient and family member counseling, military funeral management, and contracting representative for mortuary and funeral services. Acts as operational medical forces liaison and arranges for medical evacuation. Directs and manages the Medical Evaluation Board process, temporary disability retired list, and temporary limited duty administration for military members.

(7) Food and Nutrition Management (DFFMZZ). Manages efforts aimed at supporting recovery, maintaining health, and optimizing performance of service members and patients assigned to NAVMEDREADTRNCMD PORTSMOUTH VA. Functions include foodservice operations and clinical nutrition.

(a) Foodservice Operations. Operates the kitchen, ward patient distribution system, and the dining room. Prepares and serves meals, ensuring that proper safeguards are taken in the preparation and handling of all food items to prevent foodborne illness. Responsible for providing all administrative support, management, and efficient operation and utilization of the command's bachelor enlisted quarters.

(b) Clinical Nutrition. Consults with staff medical and dental officers in the planning of medical nutrition therapy for both inpatients and outpatients. Closely monitors the preparation and service of regular and modified diets to inpatients as prescribed by the clinical staff, and screens patients for nutrition risk. Records of dietary histories of patients are documented, such as those with food allergies and those unable to accept a regular diet program. Participates in clinical ward rounds and conferences, records observations and information pertinent to dietetic treatment in the medical record and approves the command menu for nutritional adequacy. Operates a nutrition clinic within the outpatient service to counsel patients concerning normal and modified nutrition care plans as well as encouraging patients to participate in planning their own normal or modified programs. Conducts training, monitors diet aids, and provides nutrition classes to external facilities, as requested.

e. EXMED Directorate (EMZZZZ). Led by the milestone-slated EXMED director. Maintains focus on monitoring and maximizing the readiness of the medical force, to include proactive management of EXMEDs and individual readiness, continual oversight and coordination by the plans, operations, and medical intelligence office, and proactive integration with force development, unit leadership, and MTF placements.

(1) Plans, Operations, and Medical Intelligence (EMPIZZ). Manages oversight of force knowledge, skills, and abilities (KSA) sustainment pertaining to level of clinical competency related to workload, NAVMEDREADTRNCMD PORTSMOUTH VA requirements and service-specific functions (e.g., medical boards), military-required and specified training (e.g., firefighting and rifle training), and EXMEDs training for clinical and non-clinical skills to meet the requirements of EXMEDs. Includes individual readiness, including medical and physical fitness, training, administrative, personal, and family readiness. Communicates requirements and deficiencies to the human resources department to address staffing assignments. Communicates the overall individual readiness of personnel to operational EXMED leadership, whether billeted (EMF) or locally nominative (e.g., EMU, casualty receiving and treatment ship, etc.). Oversees completion of operational readiness training requirements for assigned personnel consistent with current Naval Training Systems Plans (e.g., advance trauma life support, tactical combat casualty care, trauma nurse core course, en route care, weapons qualifications, chemical, biological, radiological, nuclear, explosives, etc.) in coordination with other NAVMEDREADTRNCMD PORTSMOUTH VA office elements (e.g., directorate for administration departments, NAVMEDREADTRNUNIT officer in charge, etc.). Manages operational readiness training libraries and portfolios. In coordination with the Surgeon General of the Navy or Chief, BUMED and the human resources office, facilitates the operational currency and competency requirements of EXMEDs aligned to NAVMEDREADTRNCMD PORTSMOUTH VA.

(a) Platform Management. Serves as the critical linkage between the NAVMEDREADTRNCMD PORTSMOUTH VA's deployable forces and BUMED, associated MTFs, U.S. Fleet Forces Command, and supported combatant commanders across the globe via the regional chain of command. This program function provides liaison function to support commands through the execution of the Navy Medicine Augmentation Program (NMAP) training, preparation, deployment, and support cycle. Coordinates training dates, MTF participation, message traffic, and logistical issues associated with NMAP. Conducts readiness reviews of sourcing commands to verify NMAP readiness and overall program conformity. Reviews, validates, and determines the sourcing and tasks as appropriate for all military temporary support requests within the NAVMEDREADTRNCMD PORTSMOUTH VA.

(b) Readiness Reporting. Executes readiness reporting for all operational units assigned to NAVMEDREADTRNCMD PORTSMOUTH VA. Ensures staff are adequately trained in Expeditionary Medicine Platform Augment, Readiness, and Training System (EMPARTS) and the Defense Readiness Reporting System. Ensures members are assigned to EXMED and receive notification of readiness and training requirements. Tracks the commander's assessments for each operational unit within NAVMEDREADTRNCMD PORTSMOUTH VA to ensure they are updated and approved by the unit's commander monthly. Continually monitors EMPARTS to ensure data accuracy and EXMED assignments. Reports discrepancies to the Surgeon General of the Navy or Chief, BUMED via Naval Medical Forces Atlantic, as needed. Performs operational readiness evaluations of EXMEDs in coordination with Naval Medical Forces Atlantic readiness and training elements.

(c) Partnership Integration. Liaison function, in coordination with the DHA, in the establishment of joint partnerships between NAVMEDREADTRNCMD PORTSMOUTH VA, DHA, and other organizations and facilities (e.g., other MTFs, Department of Veterans Affairs, civilian hospitals, community facilities) to maximize readiness of medical personnel and maintain experience required for clinical and non-clinical KSAs. NAVMEDREADTRNCMD PORTSMOUTH VA evaluates the training readiness needs of their assets and reviews cooperative agreements to provide sharing and understanding in support of readiness.

(2) Reserve Program Director (RPD) (EMRPZZ). The RPD oversees and manages Reserve resources to ensure their readiness and effectiveness as a vital component of BUMED. In coordination with external and internal stakeholders, the RPD develops and implements strategic plans, manages financial resources, and oversees training requirements to align with organizational goals. The RPD coordinates responses to crises and emergencies as a key liaison between Reserve units, and the command. Additionally, the RPD communicates the value and contributions of Reserve resources to stakeholders, which is critical to ensuring these assets are a capable and effective force that supports the command's mission and operations worldwide.

f. KSA Management. The Surgeon General of the Navy or Chief, BUMED approved a two-directorate structure for NAVMEDREADTRNCMDs and NAVMEDREADTRNUNITs to describe Navy Medicine readiness functions outside of healthcare delivery, consisting of a

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directorate of administration and an EXMED directorate. However, integration with DHA healthcare operations and validating the uniformed functional requirement to maintain a skilled and ready medical force is paramount. Therefore, the remaining directorates and healthcare functions are integrated with DHA MTF operations and found in enclosure (2) of this instruction. Standard organizational codes utilized will encompass the NAVMEDREADTRNCMD directors as well as MTF unique nomenclature.

DEFENSE HEALTH AGENCY AND MILITARY TREATMENT FACILITY  
DIRECTORATES AND ORGANIZATIONAL CODES

1. Directorate for Nursing Services (02ZZZZ). Led by the milestone-slated chief nursing officer. Oversees nursing practice in inpatient medical, surgical, and maternal-child areas. All areas are responsible for providing patient care, teaching and evaluating nursing staff, and ensuring care is provided per policies and procedures. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignments or their community's normal sea-shore rotation. The directorate includes:

a. Critical Care Nursing (0203ZZ)

(1) Intensive Care Unit

(2) Stepdown

(3) Progressive Care Unit

b. Maternal-Child Nursing (0206ZZ)

(1) Obstetrics and Gynecology (OBGYN) Inpatient (IP) Ward Labor and Delivery

(2) OBGYN IP Ward Postpartum

c. Pediatric Nursing (0209ZZ)

(1) Neonatal Intensive Care Unit

(2) Pediatric Intensive Care Unit

(3) Pediatric Inpatient Ward

d. Multi-Service Ward (02VZZZ)

e. Mental Health IP (02WRZZ): Medical IP Nursing

2. Directorate for Medical Services (03ZZZZ). Oversees the delivery of medical services, including primary and specialty care, to eligible beneficiaries. The directorate ensures care is provided per hospital policy and standards, and oversees medical education programs, including the Patient Centered Medical Home teams. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. Primary care teams ensure garrison access to care

for active duty Service members and their families to ensure Service medical readiness requirements are met. The directorate includes several departments and clinics, providing services such as:

- a. Cardiology (03CCZZ)
- b. Dermatology (03DEZZ)
- c. Emergency Medicine (03ERZZ)
- d. Fleet and Family Medicine (03FPZZ)
- e. Gastroenterology (03GEZZ)
- f. Internal Medicine (03INZZ)
  - (1) Allergy
  - (2) Endocrinology
  - (3) Infectious Disease
  - (4) Nephrology
  - (5) Rheumatology
- g. Neurology (03NUZZ)
- h. Pediatrics (03PEZZ)
  - (1) Cardiology
  - (2) Gastroenterology
  - (3) Endocrinology
  - (4) Neonatology
  - (5) Nephrology
  - (6) Hematology and Oncology
  - (7) Infectious Disease

(8) Genetics

i. Pulmonary (03PUZZ)

(1) Respiratory Therapy

(2) Sleep Medicine

j. Hematology and Oncology (03HEZZ)

k. Health Evaluation and Lifestyle Management (03HLZZ)

3. Directorate for Surgical Services (04ZZZZ). These departments provide safe and reliable medical and surgical care, perform surgeries, and train personnel. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. These departments also come together in a cross-functional team to support the Trauma Program Medical Director, responsible for the ongoing development, growth and oversight and authority of the trauma program. Oversees various surgical departments, including:

a. Anesthesiology (04ANZZ): Pain Management

b. Oral Maxillofacial (04D2ZZ)

c. General Surgery (04GSZZ)

(1) Vascular Surgery

(2) Pediatric Surgery

d. OBGYN (04GYZZ)

e. Otorhinolaryngology (04OCZZ)

f. Ophthalmology (04OPZZ)

g. Orthopedic Surgery (04ORZZ): Podiatry

h. Main Operating Room (04SUZZ)

(1) Post Anesthesia Care Unit

(2) Sterile Processing Division

- i. Urology (04URZZ)
- j. Physical Medicine (04PGZZ)
- k. Ambulatory Procedure Unit (04APZZ)
- l. Cardio and Thoracic (04CVZZ)
- m. Neurosurgery (04NSZZ)
- n. Plastic Surgery (04PLZZ)

4. Directorate for Clinical Support Services (05ZZZZ). Oversees various clinical support departments while ensuring accreditation. These departments work together to provide efficient and effective clinical support services to patients and staff providers. These departments provide diagnostic services, manage medications, offer therapy and rehabilitation, and operate imaging services to support patient care. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. Clinical support functions also ensure garrison access to care for active duty Service members and their dependents, when available, to ensure Service medical readiness requirements are met. The directorate includes:

- a. Laboratory and Clinical Pathology (05LCZZ)
- b. Pharmacy (05PHZZ)
- c. Physical Therapy (05PTZZ)
- d. Radiology (05XRZZ)
- e. DOW Military Blood Program (05BLZZ)
- f. Breast Care (05BCZZ)

5. Directorate for Public Health (06ZZZZ). Coordinates and directs prevention services and related functions to maintain operational readiness and prevent disease and injury. The directorate aims to prevent disease and injury, promote healthy lifestyles, and ensure a safe and healthy environment for active duty and Federal employees. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. The majority of service lines in this directorate are considered military essential and ensure Navy readiness and installation that support requirements are met. The directorate includes:

- a. Wellness (06CHZZ)

- b. Industrial Hygiene (06IHZZ)
- c. Occupational Medicine (06OHZZ)
- d. Occupational Audiology (06HCZZ)
- e. Environmental Health (06EHZZ)
- f. Preventive Medicine (06PMZZ)
- g. Military and Readiness Immunizations (06IMZZ)

6. Directorate for Dental Services (10ZZZZ). Led by the milestone-slated chief dental officer. Oversees and tracks readiness of general and specialty dental care, including routine and emergency examinations, dental prophylaxis, comprehensive dentistry, endodontics, periodontics, and prosthodontics associated with deployability, assignability or employability. The directorate offers a wide range of dental services to meet patient needs. Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. Provides a range of general and specialty dental care, including:

- a. General Dentistry (10D1ZZ)
- b. Dental Specialties (10DSZZ)

7. Directorate for Mental Health (12ZZZZ). Navy personnel are assigned to this directorate to ensure their clinical competency and KSA attainment in support of their EXMED assignment or their community's normal sea-shore rotation. Additionally, mental health is considered a military essential service line in support of operational readiness for Navy and United States Marine Corps personnel. Oversees the delivery of mental health services and substance abuse rehabilitation programs, including:

- a. Mental Health (12MHZZ)
- b. Substance Abuse Rehabilitation Program (12SAZZ)
- c. Traumatic Brain Injury (12BIZZ)

8. Directorate for Health Care Business (16ZZZZ). The directorate aims to optimize healthcare delivery and ensure efficient use of resources within the TRICARE and MTF networks. Navy personnel are assigned to the directorate for health care business to ensure garrison access to care for active-duty Service members and their dependents, when available, are meeting established timelines and requirements. Ensures quality healthcare operations, including:

- a. TRICARE Operations (16TAZZ)
- b. Utilization Management (16U1ZZ)
- c. Case Management (16DMZZ)
- d. Patient Relations (16P2ZZ)

9. Directorate for Professional Education (14ZZZZ). Responsible for tracking compliance with training programs, providing direction for ongoing growth and development, and managing education services. The directorate includes:

a. Graduate Medical and Dental Education (GME and GDE) and Undergraduate Medical Education (14ESZZ). Ensures continued accreditation and smooth operations of the GME and GDE program, including clinical training programs. Provides oversight for accreditation and liaison to DHA. Providing:

- (1) GME and GDE Support
- (2) Research Support
- (3) Clinical Investigations
- (4) Medical Student Support
- (5) Space, Funding, and MOU Management

b. Staff Education and Training (14TOZZ). Supports education and training programs and efforts for command staff, to include continuing health education, staff development, medical library, crew's library, visual information and graphics, and facilitation of resource sharing across commands (e.g., training, equipment, simulation, instructor support). Assists in the coordination of the full array of resuscitative medicine courses. May serve in a supporting relationship with MTF for such training requirements (e.g., basic life support, advance life support, pediatric advance life support, etc.). Where training opportunities exist but are controlled to outside entities (e.g., enroute care course, medical regulation course, etc.), serves as ongoing point-of-contact and disseminates information to NAVMEDREADTRNCMD PORTSMOUTH VA members on how to register for courses held at distributed training sites. The directorate provides high-quality education and training to assigned personnel and supported activities, ensuring they are competent and ready to deliver patient care in a variety of settings. The education of health professionals is considered a military essential requirement, and Navy personnel are assigned as core faculty and instructors, program directors, and technical teaching faculty and instructors to ensure force development pipelines of Navy medical department personnel are maintained to meet community inventory requirements.

(1) Coordinates scheduling, monitors completion, and reports status of required military training for medical personnel (e.g., general military training). NAVMEDREADTRNCMD PORTSMOUTH VA is responsible for service-specific training requirements, to include staff compliance with professional medical requirements and credentials specific to the Navy.

(2) Procures, maintains, and manages medical training supplies and equipment allocated to supporting NAVMEDREADTRNCMD PORTSMOUTH VA readiness, education, and training requirements.

(3) Maintains and sustains a training cadre to support NAVMEDREADTRNCMD PORTSMOUTH VA operational readiness requirements in conjunction with other elements of the NAVMEDREADTRNCMD PORTSMOUTH VA structure for tracking, coordination, etc.

(4) Coordinates with other elements of the NAVMEDREADTRNCMD PORTSMOUTH VA (e.g., EXMED, etc.) to support the command's training exercise and employment plan.

(5) Collects, processes, and maintains actionable library of lessons learned to support improved corporate knowledge, in partnership with other NAVMEDREADTRNCMD PORTSMOUTH VA elements.

(6) Professional Military Education. Provides and implements a centralized training plan for continuous professional military education, including:

- (a) Developing and maintaining an understanding of EXMED capability
  - (b) Promoting specific Service courses and tracking personnel development
- c. Clinical Investigations (14IVZZ)
- (1) Animal Research
  - (2) Human Subjects' Projects
  - (3) Research Publication Support
- d. Bio Skills and Simulation Training (14BTZZ)
- e. Research (14RSZZ)