1. **Purpose.** To publish the functions and tasks of Naval Medical Forces Support Command (NAVMEDFORSUPCMD), Fort (FT) Sam Houston, Texas (TX) under the mission established by references (a) through (f).

2. **Mission.** NAVMEDFORSUPCMD provides ready medical capabilities to protect, prepare, and equip shore-based and operating forces for the full range of global military activities.

3. **Status and Command Relationships.** NAVMEDFORSUPCMD FT Sam Houston, TX is an echelon 3 shore-based activity in an active (fully operational) status under a commander.

   a. **Command**

   Commander
   Naval Medical Forces Support Command
   4075 Dickman Rd
   Ft. Sam Houston, TX 78234

   (SNDL: FH10) (UIC: 68907)
   (PLA: NAVMEDFORSUPCMD FT SAM HOUSTON TX)
   (Activity Code: 4178-100)
Echelon

1. Chief of Naval Operations
2. Chief, Bureau of Medicine and Surgery (BUMED)
3. Commander, NAVMEDFORSUPCMD FT Sam Houston, TX

b. Area Coordination

(1) Commander, Joint Base San Antonio (JBSA)/502d Airbase Wing, JBSA Fort Sam Houston, TX

(2) Commander, Navy Region Southeast, Jacksonville, FL

4. Commanded Activities

<table>
<thead>
<tr>
<th>Echelon</th>
<th>Chain of Command</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td>Commanding Officer, Navy Medicine Training Support Center Fort Sam Houston, TX</td>
</tr>
<tr>
<td>4</td>
<td>Commanding Officer, Navy Medicine Professional Development Center Bethesda, MD</td>
</tr>
<tr>
<td>4</td>
<td>Commanding Officer, Naval Medicine Operational Training Center Pensacola, FL</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Naval Medicine Operational Training Center Detachment, Naval Survival Training Institute, Pensacola, FL</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Naval Medicine Operational Training Center Detachment, Naval Aerospace Medical Institute, Pensacola, FL</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Naval Medicine Operational Training Center Detachment, Naval Undersea Medical Institute, Groton, CT</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Naval Medicine Operational Training Center Detachment, Surface Warfare Medical Institute, San Diego, CA</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Naval Medicine Operational Training Center Detachment, Naval Expeditionary Medical Training Institute, Camp Pendleton, CA</td>
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<tr>
<td>5</td>
<td>Officer in Charge, Navy Medicine Operational Training Center Detachment, Naval Special Operations Medical Institute, Fort Bragg, NC</td>
</tr>
</tbody>
</table>

5. Action. In accomplishing the assigned mission, Commander, NAVMEDFORSUPCMD must ensure performance of the functions in enclosure (1). Send recommended changes via the chain of command to Chief, BUMED per reference (g).

6. 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

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 DON Directorate for Administration, Logistics, and Operations, Directives and Records Management Division program office.

7. **Review and Effective Date.** Per OPNAVINST 5215.17A, Assistant Deputy Chief, Manpower and Personnel (BUMED-M1B) will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense (DoD), Secretary of the Navy (SECNAV), 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.

8. **Information Management Control**

   a. The reports required in enclosure (1), paragraph 1 of this instruction are exempt from reports control per SECNAV Manual 5214.1 of December 2005, part IV, subparagraph 7j.

   b. The reports required in enclosure (1), subparagraphs 2b(3) and 2c(4) of this instruction are exempt from reports control per SECNAV Manual 5214.1 of December 2005, part IV, subparagraph 7p.

   c. The reports required in enclosure (1), subparagraphs 2c and 2d of this instruction are exempt from reports control per SECNAV Manual 5214.1 of December 2005, part IV, subparagraph 7j.

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/Pages/BUMEDInstructions.aspx
FUNCTIONS AND TASKS OF NAVAL MEDICAL FORCES
SUPPORT COMMAND FORT SAM HOUSTON, TEXAS

1. Key Functions
   a. Ensures the effective and efficient execution of subordinate command functions and tasks.
   b. Monitors and reports key metrics to enable assessment of Navy Medicine mission performance and inform strategic planning and assessment processes.
   c. Supports Commander, United States Fleet Forces Command (COMUSFLTFORCOM), Commander, United States Pacific Fleet (COMPACFLT), United States Marine Corps Forces Command (MARFORCOM), and United States Marine Corps Forces Pacific (MARFORPAC) training policies, requirements, processes, programs, and alignments per BUMED guidance as it pertains to fleet medical readiness.
   d. Supports process improvement initiatives through the assessment and evaluation of operations and programs.
   e. Exercises administrative control of Navy personnel assigned to a position on the NAVMEDFORSUPCMD manpower document, ensuring the proper assignment of uniformed personnel, per Bureau of Naval Personnel (BUPERS).
   f. Assesses and ensures the readiness, capability effectiveness, and mission performance of subordinate commands.
   g. Coordinates clinical currency and force sustainment support to the operational medical force, including non-clinical skills and specialties.
   h. Tracks and reports medical force readiness status to higher echelon authorities.
   i. Executes funds for assigned mission, functions, and tasks of all subordinate commands.
   j. Provides oversight and management of education and training in support of accession programs, operational medicine and readiness.

2. Functions and Tasks
   a. Command Suite
      (1) Commander. Solely 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. Ensures readiness of all medical personnel and provides oversight of medical readiness of the personnel within the area of responsibility (AOR).

(2) **Deputy Commander.** Responsible to the commander and assumes command in the absence of the commander. In the performance of these duties, the deputy commander will conform to and implement the policies and orders of the commander and will keep the commander informed of all significant matters pertaining to the command and region. Primarily responsible for the day-to-day operation, good order and discipline, performance of duty, and readiness for the entire region.

(3) **Chief of Staff (COS).** Responsible to the deputy commander and serves as such in the incumbent’s absence. Serves as the commander in the absence of both the deputy commander and as the commander. The COS is responsible for the day-to-day operation, good order and discipline, performance of duty, readiness and direct administration and operations of the headquarters staff.

(4) **Command Master Chief (CMC).** Enlisted advisor to the command on the formulation and implementation of policies pertinent to the mission, morale, welfare, job satisfaction, discipline, utilization, and training of all enlisted personnel. CMC reports directly to the CO and works closely with the Deputy Commander to ensure Sailors are effectively led and developed. Specific duties and authorities are identified in reference (e).

b. **Special Assistants.** These functions and tasks are performed with direct access to and provide support to the commander. The commander may elect to devote a full-time equivalent in performance of the tasks and responsibilities, or may designate the roles be performed as an additional or collateral duty.

(1) **Safety.** Senior technical authority and advisor for naval safety programs, mishap reporting, policy interpretation, integration, and oversight. Manages approved high risk training programs in support of operational medicine and or aviation survival training. Principal advisor for the establishment and implementation of AOR safety programs. Applies operational, occupational, and recreational and off duty program management and policies in order to reduce personnel injuries and material damages and losses.

(2) **Director for Administration.** Implements and maintains directives and publications. Processes and maintains all administrative files and inspects AOR records ensuring they are in compliance with DON and BUMED policy. Manages the commander’s Information and Personnel Security Programs. Tracks, maintains, and processes command correspondence, instructions, and notices for update or cancellation. Maintains command forms, establishes forms board for newly requested forms and uploads into navy forms online, when approved. Tracks, prepares and processes military awards for the region and Military evaluations for
the headquarters staff. Receives, reviews and tracks official taskers. Identifies action necessary and forwards to the responsible subject matter expert to ensure on-time completion. Manages headquarters and Navy Medicine Training Support Center logistics functions.

3) Inspector General (IG). Conducts and supports inspections of subordinate activities. Maintains a program that investigates, inspects, assesses, and inquiries into all matters concerning the command and subordinate activities with particular emphasis on preventing and detecting fraud, waste and mismanagement; violation of rules, regulations or laws; and promoting efficiency and effectiveness in programs as related to operations, discipline, morale, economy, ethics, and integrity. Provides oversight of Hotline Program and command internal controls program.

4) Staff Judge Advocate and Legal. Serves as the principal legal advisor to the commander on fiscal law, administrative law, military justice, and discipline for NAVMEDFORSUPCMD and subordinate commands. Promotes and maintains ethical standards and conduct for the command in compliance with standards of Joint Ethics Regulation, Code of Federal Regulations, agency-specific directives, and other required accreditation and proper administration of legal matters. Serves as the legal liaison with DON, DoD, other Federal Government agencies, and also interacts with Office of Government Counsel and assistant U.S. attorneys in relation to a broad spectrum of legal issues or matters affecting NAVMEDFORSUPCMD.


6) Command Career Counselor. Guides the efforts of the command’s career development team, which includes the commander and deputy commander, the senior enlisted leaders for subordinate commands, department heads, division officers, and individual career counselors for each department.

7) Public Affairs. Advises the commander on public affairs and visual information capabilities available to support the organizational and operational requirements. Manages internal and external (public) communication regarding all matters related to public affairs. Issues public affairs and visual information policy guidance. Conducts media engagement, social media presence, and community outreach.

8) Healthcare Inter-Service Training Review Organization (ITRO). A Service neutral office charged with improving effectiveness of individual healthcare training, consistent with Service requirements by standardizing instruction, eliminating duplication and reducing costs. Serves as a facilitation and coordination support office and as the point of contact on health care Inter-service training for all military Services. Principal advisor to commander (as ITRO advisor for health care) on all consolidated medical training. Advises, analyzes, and facilitates studies for tri-service medical training program.
(9) Comptroller. Reporting directly to the commander, the comptroller serves as the chief financial officer directing the formulation and oversight of the budget and administering fiscal policies.

c. Total Force and Manpower. Manages and monitors total force policies and programs.

   (1) Exercises administrative control of naval medical (NAVMED) personnel assigned to a position on an Activity Manpower Document, ensuring the proper assignment of uniformed personnel, in coordination with BUPERS. Supports long-range forecasting for manpower and personnel. Manages and coordinates NAVMEDFORSUPCMD manpower, training, and education requirements and coordinates their allocation. Supports Navy’s budget submitting office (BSO) 18 specific policy and guidance to administer and manage the civilian workforce.

   (2) Supports planning, programming, and budget actions, via BUMED, relating to Total Force allocations in the current program of record. Provides manpower funding recommendations to Office of the Chief of Naval Operations (OPNAV) resource sponsors via BUMED.

   (3) Prioritizes and manages NAVMEDFORSUPCMD personnel to provide individuals and units ready for tasking. Manages military and civilian manpower (billets) and manning (personnel) to include validation of billet requirements and authorizations for all assigned activities. Conducts assessments and, or assist visits on subordinate units as required for procedural compliance, accountability, and optimization.

   (4) Ensures civilian resources are utilized in the most effective and efficient manner and adheres to standard Office of Personnel Management position classification standards. Ensures civilian performance appraisals are processed per governing directives.

   (5) Assists the commander in Reserve matters and provides administrative support to Reserve Component personnel assigned to NAVMEDFORSUPCMD.

      (a) Coordinates and forwards all requests for contributory support to BUMED for validation and advertisement to the Reserve medical community. Facilitates supported command and Reserve interaction for planning mission support and assists with the command plans.

      (b) Coordinates and consolidates command submissions of the annual Reserve Operational Support Plan via the Navy Reserve Order Writing System Planning Module.

d. Operations, Plans & Readiness. Directs and administers NAVMEDFORSUPCMD operations, planning, policy programs, and force security functions. Administers programs designed to maintain and improve the readiness of assigned units. Prepares and guides
operational planning and policy directives, program schedules, operational orders and instructions. Provides organizational analysis, policy development and assessments in support of operational medicine missions and tasks. Develops and coordinates strategic level leadership training and symposiums.

(1) Monitors technical readiness of assigned medical force personnel, to include professional certifications and credentials. Assesses and ensures the readiness, capability effectiveness, and mission performance of subordinate commands.

(2) Assists in the development of all NAVMED platform, system, personnel, training, and capability requirements in support of operational forces during the planning, programming, budgeting, and execution (PPBE) process. Employs models and management metrics for the execution of efficiency, process improvement, and cost reduction objectives.

(3) Monitors and enables medical training and clinical practice opportunities to ensure currency and proficiency levels required for operational force medical requirements of combatant commands are met. Collects and assesses information regarding medical force operational effectiveness through continued analysis of unit-level proficiency, doctrine, and training.

(4) Evaluates Navy Medicine units and personnel for operational employment. Provides innovative force health protection to support medically ready forces.

(5) Supports development of concept of operations, doctrine, and transformation concepts for employment of NAVMED forces and mission essential task based capabilities. Assists in the development of and input to the Training Events and Exercise Plan, a long range deployment, and training schedule.

(6) Monitors and reports key metrics to enable assessments of Navy Medicine mission performance and informs strategic planning and assessment processes.

(7) Coordinates with COMUSFLTFORCOM, COMPACFLT, MARFORCOM, and MARFORPAC to develop and direct medical training requirements, plans, and policy recommendations to generate ready medical forces at the team, unit and group level in alignment with the Fleet Training Continuum. Monitors Fleet medical requirements to COMUSFLTFORCOM, COMPACFLT, MARFORCOM, MARFORPAC, medical collaborative bodies, and applicable Warfighting Development Centers.

(8) Reviews DoD, Joint, and Navy strategic documents and planning guidance. Provides strategic planning, doctrine, and policy guidance to assigned and subordinate commands.
(9) Leads the development, collection, integration, analysis, and dissemination of Medical Lessons Learned. Coordinates with Navy Warfare Development Command, as required.

(10) Advises the commander on the state of medical force readiness to execute operational plans and recommends improvements. Identifies gaps in capability and capacity utilizing modeling and simulation and analysis by the directorate’s operational research cell and through the detailed design of operational readiness exercise elements.

(11) Develops a wide range of partnerships and collaborates on advanced and future technology initiatives to enhance Navy Medicine’s readiness training.

(12) Provides subject matter experts to conduct trainings and assessments for the Navy Expeditionary Health Service Support platforms.

e. Logistics and Facilities. Advises the commander, and develops and directs effective programs for facility sustainment, logistical support, safety, high risk training, occupational health, industrial hygiene, physical security, and anti-terrorism force protection for the NAVMEDFORSUPCMD AOR in support of Navy Medicine readiness.

(1) Manages and maintains oversight of Navy Medicine Facility Life Cycle Management Program using comprehensive facility assessments through sustainment management systems per policies and associated acquisition authority.

(2) Develops and manages regional sustainment, restoration, and modernization and military construction requirements and provides support, oversight and direction to echelon 4 commands in programming and management of facilities. Develops and validates the maintenance action plan and ensures regional facilities are optimized to meet Navy Medicine training requirements in an efficient and fiscally responsible manner.

(3) Supports the coordinating agent and liaisons with Commander, Navy Installations Command (CNIC), Naval Facility Command (NAVFAC), OPNAV, Marine Corps Installation Command, and Army Corps of Engineers for technical support in facility management acquisitions, special projects, leasing, military construction development, service contracts, engineering studies, real property disposition, environmental readiness, demolition, and public works management programs pertaining to Navy Medicine.

(4) Manages NAVMEDFORSUPCMD’s Energy Resilience Conservation Investment Program (ERCIP); coordinates with CNIC and any execution agents, and develops and delivers ERCIP training sessions, as needed.

(5) Manages region Energy Audit Program and coordinates with BUMED, NAVFAC and the energy auditor, as required. Responds to ERCIP data calls; collects and evaluates submissions from subordinate commands for completeness and prioritize submissions.
(6) Manages logistics programs to include procurement, inventory, equipment and maintenance management, and manages and administers the Defense Medical Logistics Standard Support program.

(7) Support region equipment inventory reconciliation to include master inventory listing, monthly and annual physical inventory on all accountable equipment, and preparation of all necessary reports.

(8) Manages NAVMEDFORSUPCMD transportation (civil engineering support equipment (CESE)), and non-CESE materials handling equipment assets utilizing the Federal Fleet Management System and the Federal Automotive Statistical Tool. Validates the AOR inventory objectives, shore allowance, and allowance change requests. Provides policy guidance governing the acquisition, management, assignment, operation, maintenance, repair, and use of transportation assets.

(9) Manages and oversees the execution of regional safety, occupational health, industrial hygiene, and the environmental health and environmental compliance programs, and high risk training at subordinate activities to remain compliant with DoD and DON policies.

(10) Implements Navy Anti-Terrorism and Force Protection standards and policies. Establishes additional Anti-Terrorism and Force Protection measures and commensurates with an echelon 3 command required to safeguard personnel and property.

(11) Develops, maintains, and updates NAVMEDFORSUPCMD emergency management (EM) policies and procedures for the AOR and the JBSA continuity of operations plan. Ensures the region has a current EM and continuity of operations plan (that meet the requirements of BUMED and OPNAV) and participate in respective local base EM exercises.

f. Information Management (IM) and Information Technology (IT). Provides guidance, oversight, and coordination to NAVMEDFORSUPCMD units in the areas of IM and IT governance, architecture, cyber security, privacy, training, life-cycle maintenance, and integration throughout the AOR. Performs medical force IT governance for workforce development training, systems, equipment, and applications that support Navy medical training.

(1) Implements and maintains healthcare, directives, and publications in operational and installation-specific NAVMED activities separate from medical treatment facilities clinical or healthcare services and business operations.

(2) Provides and coordinates consultation of cybersecurity and risk management framework as it pertains to IM and IT systems supporting operational medical forces.

(3) Provides and manages a system for knowledge management to supporting the execution of the AOR missions.
(4) Performs duties as cyber IT and cybersecurity workforce program manager for the NAVMEDFORSUPCMD domain.

(5) Acts as liaison between NAVMEDFORSUPCMD units and the Defense Health Agency (DHA) regarding negotiated services (support for network, hardware, software, etc.) and major configuration changes and upgrades.

(6) Acts as primary technology advisor to NAVMEDFORSUPCMD Operations, Plans & Readiness and Training and Education regarding Navy Medicine’s Center of Innovation, e-learning, or any unique training initiatives.

g. Training and Education. Serves as the Surgeon General of the Navy’s designated Training Agent for Navy Medicine’s education and training enterprise; provides support to Navy Medicine’s formalized training organizations. Executes NAVMEDFORSUPCMD training requirements, policies, and programs in support of force development and operational readiness requirements.

(1) Develops current and projected annual training requirements. Advises on adequacy of training programs and facilities. Plans and conducts inspections on training programs and campus administration via the Training Activity Assessment Program and ensures the continued institutional and programmatic accreditation for Navy Medicine managed training programs.

(2) Manages initial medical force accession training, specialty training, and Service-specific individual training. Assists with the development, generation, monitoring, and updates the accession plan integrating production activities and business processes across the medical enlisted accession production lines to support the Navy enlisted supply chain strategy to meet fleet demands.

(3) Implements the requirements for advanced graduate education consistent with current professional standards of practice. Maintains programmatic and institutional accreditation standards, as well as ethical standards and conduct, required for healthcare and academic research.

(4) Directs the activities of Navy Medicine’s formalized training organization in providing quality education and training programs. Exercises curriculum control authority and instructional systems design oversight, providing direction to individuals and organizations engaged in the delivery of training. Implements BUMED, COMUSFLTFORCOM, COMPACFLT, MARFORCOM, and MARFORPAC training policies, requirements, processes, programs, and alignments as they pertain to fleet medical readiness.

(5) Identifies and provides solutions to or for Navy Medicine issues related to training deficiencies, constraints, and critical resource requirements associated with Navy Medicine education and training programs.
(6) Manages inter-Service student and course training data.

(7) Manages the development and maintenance of a long-term strategic plan that identifies training objectives in alignment with the Navy Medicine Readiness Performance Plan.

(8) Monitors and implements common model and management metrics to track current training readiness and project future training readiness. Monitors training reports and assesses the overall capability of medical units to accomplish their respective mission areas.

(9) Together with NAVMEDFORSUPCMD Operations, Plans, & Readiness coordinates exercises, training events, and participation across the medical force.

(10) Oversees the execution and management of the course development and revision process, often referred to as the end to end or curriculum development process, to provide a repeatable, defendable, and traceable process to content development and revisions.

(11) Serves as Navy Medicine’s voting representative to the Inter-Service Training Advisory Board and the Medical Education and Training Campus.

(12) Performs Registrar duties associated with institutional and programmatic accreditation; student quota management and Corporate Enterprise Training Activity Resource System administration; metric development and tracking; schoolhouse and academic management assessment; professional medical education verification; clinical training support; Level III survey support; and obtains and ensures college credit for Navy Medicine training courses.

h. Resource Management. Provides support in all matters related to Navy Medicine capability, force structure, and infrastructure requirements. Aligns resources to requirements through the PPBE process. Ensures resources are utilized in compliance with applicable laws and regulations. Executes funds for functions of all subordinate commands.

(1) Assists in the development of NAVMED personnel, training, and capability requirements in support of COMUSFLTFORCOM, COMPSCFLT, MARFORCOM, and MARFORPAC during the PPBE process.

(2) Supports BSO-18 planning and allocation of funds to accomplish education and training, and capabilities development functions of Navy medical forces.

(3) Advises the commander on issues pertaining to financial management, business operations, and financial data.

(4) Maintains accounting systems including appropriation, civilian payroll preparation, travel processing.
(5) Maintains the official appropriation accounting records for the region ensuring general ledger accounting is performed within the guidelines of the DoD financial management regulations.

(6) Manages the headquarters budget, subordinate command budgets and spend plans while tracking funding execution by Budget Activity Group and Program.

(7) Performs official BSO-18 financial reporting to the DON and DHA. Identifies and communicates operational and financial programs with risk vulnerability.

(8) Serves as the NAVMEDFORSUPCMBD lead for financial improvement and audit readiness compliance and maintains overall responsibility for travel program policy. Coordinates financial matters with BUMED.