



## DEPARTMENT OF THE NAVY

U.S. NAVAL HOSPITAL  
OKINAWA, JAPAN  
PSC 482, BOX 1  
FPO AP 96362-1600

IN REPLY REFER TO

21 Jun 2019

From: Commanding Officer, U.S. Naval Hospital Okinawa  
To: All Hands, U.S. Naval Hospital Okinawa

Subj: COMMANDING OFFICER'S PLANNING GUIDANCE

1. First, let me thank you for the warm welcome to USNH Okinawa (USNHO). Your reputation as a command precedes you, and I am impressed with what I have seen during the turnover period. I look forward to working with you and I predict that you will accomplish many more great things in the days ahead. This document offers guidance on my expectations for all individuals in the command, and also defines the hospital's strategic priorities going forward.

2. I anticipate that we will strive to be nothing short of outstanding in the following areas:

a. Mission. I expect us to accomplish whatever mission is placed before us, and work as a team to leave USNHO better than we found it. If you are ever in doubt as to how to do this, advance the strategic priorities found in paragraph 3, and I will back your decision 100%. If still in doubt, please come see me and we will figure it out together.

b. People. I expect us to care about and for our people. We must treat each other with fairness, dignity, consistency, compassion and respect. I believe everyone in the command is a leader in one way or another, and we must lead well: challenging our people to achieve, developing our subordinates, taking responsibility, recognizing good work, and supporting one another.

c. Professionalism. I expect us to demonstrate the Navy Core Values in everything we do. We must exhibit the highest integrity, do the right thing even when it is hard or unpopular, and put service above self. Irreproachable in conduct, we must be ambassadors for our country to our host.

3. The following are the three strategic priorities of USNHO:

a. Get our people ready to respond. Develop medical professionals who are mentally, physically and ethically prepared to react to critical situations with toughness and resilience, while we cultivate dynamic partnerships with the host nation in preparation for operations with our allies.

b. Get the warfighters ready to respond. Provide superior health and healthcare for the island's warfighters and their families through inventive and efficient means, as well as timely disposition and tracking for the sick or injured.

c. Get the hospital ready to respond. Be ready to take casualties at any time - as a fully accredited, IG compliant, agile institution driven toward innovation, reliability and continual improvement.

4. I am confident that you already advance those priorities by what you do every single day. Continue to be brilliant on these basics, and we will have the bandwidth to take it to the next level. I am excited to serve with you – see you on the deck plates!

A handwritten signature in black ink, appearing to read "D. C. Krulak", is positioned above the printed name.

D. C. KRULAK