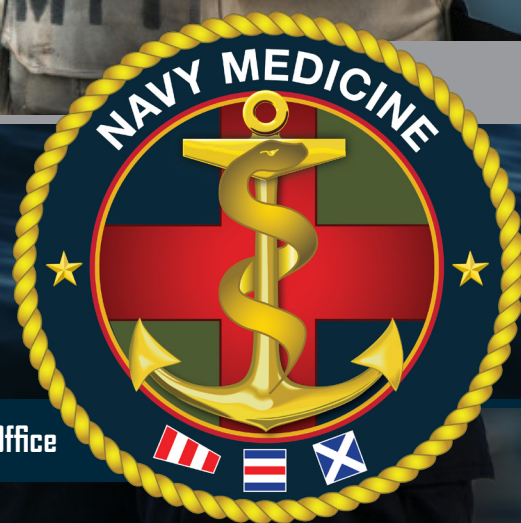




# NAVY SURGEON GENERAL

## EXECUTIVE RUDDER - OCTOBER 2023

Prepared and Presented by: Bureau of Medicine and Surgery Public Affairs Office





# 248 YEARS OF HEROISM

On October 13, 1775, the U.S. Navy and Navy Medicine was born.

The unique nature of treating wounds, injuries and diseases at sea necessitated special providers who could adapt to the rigors of naval service and provide life-saving care for Sailors and Marines.

The shipboard surgeons and loblolly boys who served on the sickbays, orlop decks, and cockpits of legendary ships like Alfred, Bon Homme Richard, and Providence were the standard bearers for today's Navy Medicine team.

From their formative experiences came a requirement for highly trained and dedicated naval medical officers and enlisted, hospital and clinical care, a medical supply system, medical specialization, and operational research.

Our past is storied and is marked by countless acts of valor. This same spirit that unites Navy Medicine's Sailors who saved lives in the Revolutionary War, helped defeat the Axis powers in the Atlantic and Pacific in World War II, and traversed the desert sands in Iraq and Afghanistan - is alive with us today.

Navy medical personnel remain focused on the mission of warrior readiness. Navy medical personnel lead advances in frontline medical platforms, technologies, and procedures that enable readiness, sustain morale, and ultimately win wars.

The 28 Medals of Honor and more than 280 Navy Crosses earned by Navy medical personnel are a courageous testament to the selfless service and 248-year history and future of Navy Medicine.



## OUR NORTH STAR:

By 2027, Navy Medicine will deliver agile, scalable, trained, and certified medical units to provide enduring support to the Fleet, Fleet Marine Force, and Joint Forces in high-end competition, crisis, and combat. Navy Medicine will be organized to facilitate all phases of *Force Development*, *Force Generation*, *Force Preservation*, and full restoration of the warfighter.

## MISSION:

As a Maritime Medical Force, we develop and deliver *manned*, *trained*, *equipped*, *maintained*, and *certified* medical forces that force develop, generate, and preserve the Naval human weapon system.





- We are actively **“Rendering Assistance”** to our warfighters. We keep them in the Fight and ensure they are operationally ready for the mission.
- The work we do across the entire Naval Medicine Enterprise is vital to our national defense. We directly support readiness by optimizing the most important weapon system in our arsenal - the human weapon system - that fights and wins our nation’s wars.
  - From conducting operational medical research and caring for Sailors and their families in Military Medical Treatment Facilities (MTFs), to sailing aboard ships and subs and caring for expeditionary Sailors and Marines who serve on, above, and below the world’s oceans - our job is to make sure warfighters are medically ready to fight and win when called upon.
- We create and maintain a work environment where **ALL** members are treated with dignity and respect. We support a Culture of Excellence that instills high ethical standards and demonstrates our core values.
  - Our aim is to actively exhibit signature behaviors that optimize individual performance and strengthen our Shipmates.
- Inculcating a culture of **Get Real, Get Better**, we constantly self-assess, self-correct, and embrace the red to improve performance and outcomes. We develop leaders of leaders who are critical thinkers - empowered to find and fix problems within their authorities; and receive appropriate and timely support from higher echelons to remove barriers outside their control.
  - This ensures a competitive advantage in preparing for and executing future conflicts with near-peer competitors as we adapt, learn, and improve faster than our adversaries.

To accomplish this, Navy Medicine **WILL** focus on 4 main Lines of Effort:

**LOE 1.** *Deliver Expeditionary Medicine Systems (EXMEDS)*

**LOE 2.** *Increase Sailor and Marine Deployability*

**LOE 3.** *Provide Quality Healthcare and Patient Safety Programs Across the Naval Force*

**LOE 4.** *Recruit and Retain Navy Medicine Shipmates*

# LOE 1. EXMEDS

- **Our Expeditionary Medicine Systems (EXMEDS) are the Platforms we use to accomplish our mission.**
- New platforms of record like the Expeditionary Resuscitative Surgical System (ERSS) and Expeditionary Medical Units (EMU) will help Navy Medicine provide the modular, adaptive, and scalable capabilities required to fight and win in a distributed maritime environment.
- In addition to the EXMEDS, Navy Medicine also critically impacts Fleet, Fleet Marine Force, and the Defense Health Agency's Military Treatment Facilities force preservation efforts by serving on their platforms daily.

# LOE 2. Deployability

- **Increasing deployability ensures we have Sailors and Marines ready and available to execute their mission.**
- We must better manage the medical and medical administrative elements of the Temporary Limited Duty (LIMDU) process to ensure the focus is on rapid recovery and return to duty.
- We want to quickly get warfighters the care they need and back to full duty without administrative delay.
- We will improve the medical overseas screening and sea duty processes to get Sailors and Marines deployed as seamlessly as possible.

# LOE 3. Quality Healthcare

- **Providing Best Practice Quality Healthcare and Patient Safety across the Naval Force is paramount to everything we do.**
- When it comes to Performance, High Reliability, and Medicine – it does not matter if we are aboard a ship, ashore in the field, or in an Military Treatment Facility – we owe our very best to our warfighters.

# LOE 4. Recruiting & Retention

- **We must do all we can to recruit and retain our Navy Medicine Shipmates. Our People – officers and enlisted Sailors, active and reserve, and civilians – are truly our most vital assets. Without you – the mission doesn't happen.**
- We must look after our fellow Shipmates and encourage positive growth and professional development. We need to reach out and connect with people about our experiences in the Navy.
- We must recruit and retain skilled medical warfighters who can provide unparalleled care to Sailors and Marines in garrison, pierside, and on, above, and below the sea throughout all levels of competition, contest, or conflict.

# FORCE

DEVELOPMENT  
GENERATION  
PRESERVATION



## PER OUR NORTH STAR,

Navy Medicine will be organized with these 3 concepts:

### FORCE DEVELOPMENT

- Involves strategic planning, training, education, and acquisition of equipment and technology
- Includes programming, policy, assessment, and metrics

### FORCE GENERATION

- Is the process used to organize, man, train, equip, maintain, sustain, and provide basic certification of forces for operational deployment
- Enables forces to support national security objectives through rapid response to various contingencies by utilizing the Optimized Fleet Response Plan cycle

### FORCE PRESERVATION

- Encompasses measures taken to sustain the operational and combat effectiveness of forces over time
- Ensures the readiness of the servicemember and their families while in garrison - predicting, identifying and treating disease, injury and illness to optimize the human weapon system



# CHARLIE MIKE



## Rendering Assistance

- In an era long before the advent of satellites, cell phones, and radios, seafarers used a communication system based on flags and pennants. Transmitting messages over long distances is called Semaphore, and these visual signals enabled ships to communicate with other ships at sea.
- For more than 30 years, Navy Medicine has used Semaphore Flags part of the International Code of Signals to convey our posture and activity within the Fleet.
- In 1987, we adopted the motto “Charlie Golf One” to signify Navy Medicine was “Standing By, Ready to Assist.”
- Following the attacks on September 11th, Navy Medicine shifted to “Charlie Papa” meaning that we were “Steaming to Assist” in times of crisis.
- In November 2021, we shifted our colors to reflect our active mission of *“Rendering Assistance”* to our warfighters. We are keeping them in the Fight and ensuring they are operationally ready for that next mission.
- In Semaphore, Rendering Assistance is communicated by an Answer Pennant and two Flags -- “Charlie” and “Mike.”
- These signal flags will help guide us forward as we continue to deliver operational medical capabilities to our Sailors and Marines.





# PUBLIC AFFAIRS GUIDANCE

Data makes us credible; Stories make us memorable

## DO:

- Leverage your Public Affairs team to support Surgeon General's 4 LOEs
- Be *proactive* in communication efforts
- Plan and participate in community outreach
- Prep for the engagement and understand the context and motivation of the interviewers
- Understand the political implications of the Q&A
- Keep the answers honest, simple, and direct
- Be solution rather than problem-centered
- Punt to staff for facts, figures, and details if needed

## DON'T:

- Speculate. It's ok to say "I don't know" or "I will get back to you"
- Go off-script if there are political implications
- Get drawn into arguments
- Evade responsibility if things are controversial
- Repeat the negative – respond with prepared messaging

## REMEMBER:

- You are *always on-the-record*
- Not every question deserves an answer
- We are all Navy recruiters

In any public opportunity,  
engage, educate, inform, and  
showcase Navy Medicine





*“Navy Medicine’s imperative is to achieve our North Star. To keep us on track, our 2024 Campaign Order – which supports Year Two of our Five-year Campaign Plan – strengthens our People, the Platforms we operate from, and the high-reliable Performance required to deliver the necessary Health Services to prepare and fight now.*

*The future of Navy Medicine remains bright. Thank you for all you do across our enterprise every day to ensure Sailors and Marines will be medically ready for mission success. I look forward to seeing you out in the Fleet.”*

***RDML DARIN K. VIA***  
***ACTING NAVY SURGEON GENERAL***