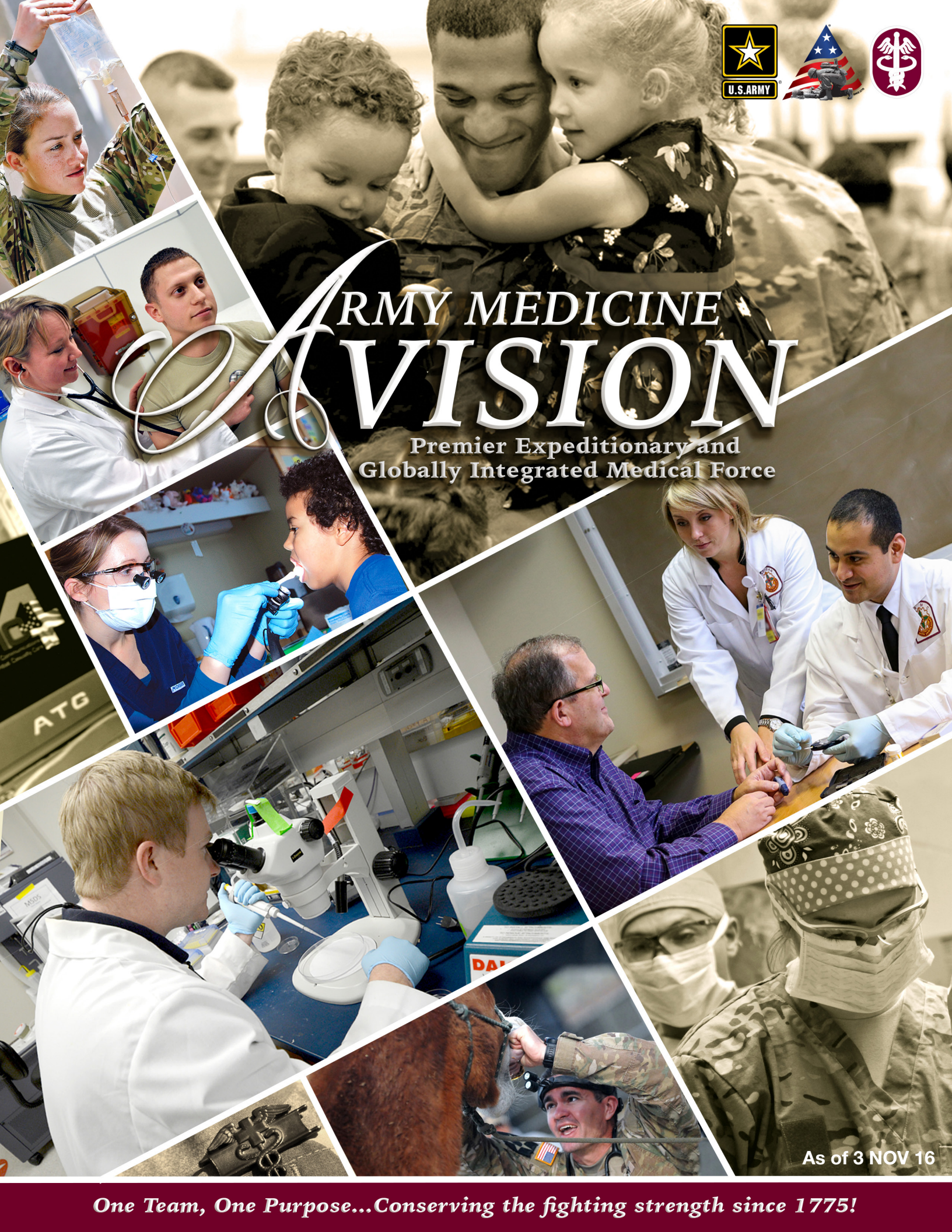
ARMY MEDICINE
VISION
Premier Expeditionary and
Globally Integrated Medical Force
As of 3 NOV 16
One Team, One Purpose...Conserving the fighting strength since 1775!

VISION

Army Medicine is the Nation's **premier expeditionary** and **globally integrated** medical force ready to meet the ever-changing challenges of today and tomorrow.

US
ARMY

Nadja Y. West
Lieutenant General, U.S. Army
The Surgeon General and
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Foreword

The Army Medicine Vision conveys the vision of Army Medicine over the next ten years. This vision communicates Army Medicine's ethos, roles and environment to Army Medicine's stakeholders. It is our intent to use this vision as a framework for strategic planning, resource prioritization and programing, and developing a methodical approach to achieving the objectives and goals required for Army Medicine to remain ready, relevant, and reliable for the unknown future operating environment.

The Army Medicine Vision is the foundational document of the Army Medicine's directional strategy, collectively known at the Army Medicine Plan. As the environment changes, this vision will evolve in kind to meet those challenges and opportunities. The Deputy Chief of Staff for Operations, G-3/5/7 is my proponent for publication of the Army Medicine Vision.

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I. Army Medicine Past to Present

Since 1775, Army Medicine has conserved the fighting strength of the Army by optimizing Soldier performance as well as treating the wounded, ill, and injured of those entrusted to our care. Throughout the Army's campaigns, from the biting cold at Valley Forge to the scorching heat of Iraq, Army Medicine served alongside Soldiers providing comfort and care to those in need.

Army Medicine's experience pervades an ethos of innovation in expeditionary health readiness and the selfless service associated with disciplined soldiering. We embody this ethos as we look towards the future to remain first among our peers in expeditionary medicine. Today's Army Health System ensures that the Total Army will be physically and mentally prepared to promote our national interests at home and abroad, while maintaining a continuum of care that provides over-watch to those in harm's way. We are a system for health where military and civilian teammates working throughout that continuum take pride in their role ensuring robust physical and behavioral health of their fellow Warfighters in challenging mission environments.

II. Army Medicine's Unique Roles

As the Army is foundational to the Joint Force, Army Medicine is foundational to the Joint Health Services Enterprise. We maintain the diversity and depth to respond to our nation's most demanding expeditionary missions. Army Medicine must ensure the health readiness of the force and maintain responsive medical capabilities to support the Army's three strategic roles:

The Army's Roles (ADP 1)

- **Prevent Conflicts**
- **Shape the Strategic Security Environment**
- **Winning in Ground Combat**

1. **Preventing conflict** by assuring our Nation's Army is prepared to promptly generate and sustain healthy ground combat power that deters potential adversaries.
2. **Shaping the strategic security environment** through global health engagements which strengthen our alliances, developing trained and disciplined Soldiers who are tactically competent and technically expert, and by leveraging innovative medical research and development.
3. **Winning in ground combat** by ensuring the physical and cognitive overmatch against opponents through optimized Soldier performance.

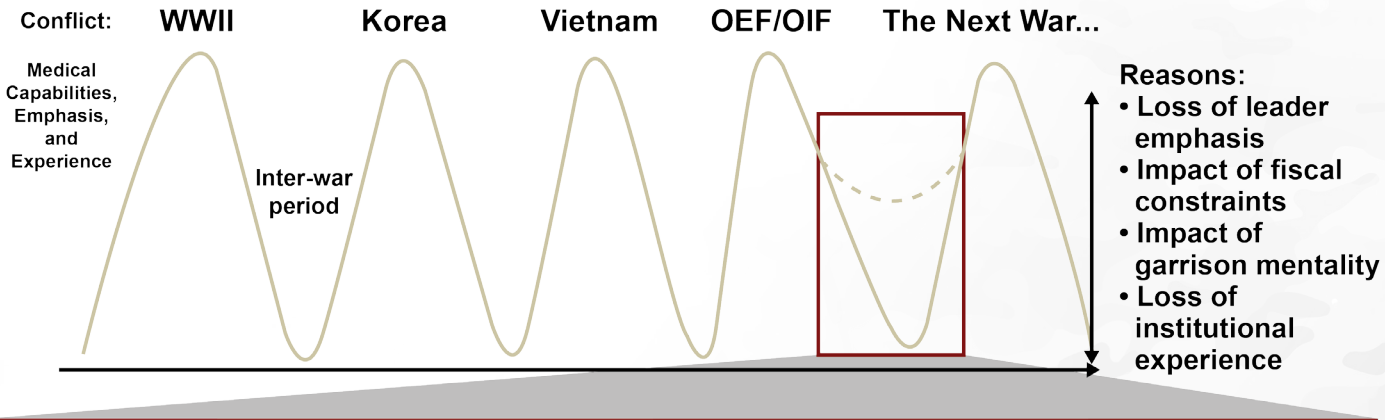
III. The Future Operating Environment

Army Medicine perpetually operates in both expeditionary and domestic environments. We anticipate unique challenges in the foreseeable future within each of these environments and must continue to prepare to address future challenges as they arise.

Corollary to the world's complexity, the United States is entering a cyclic inter-war period that has affected Army Medicine since the American Civil War. Resource constraints and loss of institutional and leader experience are historical characteristics of interwar periods. We must mitigate these tendencies and constraints by inculcating lessons learned into realistic training and responsibly choosing where to innovate. The graphic, Past as Precedent: The Walker Dip describes this cyclic inter-war period from a medical perspective.

As we plan and prepare for the Future Operating Environment, we will continue to develop agile leaders who are able to effectively operate in complex environments. We will continue to invest heavily in our most valued asset, our people, to ensure the Army Medicine TEAM continues to demonstrate individual and collective excellence.

Past as Precedent: The Walker Dip



Our (Joint) Challenge: Mitigate the Dip

- **Maintain lessons learned to preserve gains made in survivability rates**
- **Maintain leadership emphasis on medical capabilities**
- **Ensure individual and collective training includes health services support under realistic conditions**

* The basis for this graphic was taken from Surgeon Commodore Alasdair Walker, the United Kingdom's Military Health Services' Medical Director remarks to the Military Health System Research Symposium in 2013.

IV. The Army Medicine Vision

Army Medicine is the Nation's premier expeditionary and globally integrated medical force ready to meet the ever-changing challenges of today and tomorrow.

Army Medicine Soldiers and Civilians are guided by the Army Values. In addition to these values, Army Medicine follows these guiding principles:

Premier - Army Medicine is the Nation's gold standard for providing synchronized garrison and sustainable expeditionary health services.

- Serves as a foundation for the Joint Health Services Enterprise by being the Nation's foremost, agile, versatile, and innovative medical force.
- Enables readiness by providing responsive medical capabilities that enable Joint Force success.
- Provides quality and compassionate care for all those we serve.

Army Medicine's Guiding Principles

- **Premier**
- **Expeditionary**
- **Globally Integrated**

Expeditionary - Army Medicine is always prepared to rapidly deploy and support whenever and wherever needed under all operating conditions.

- Develops organizations and leaders to consistently achieve success across the full range of military operations.
- Hones our competencies and evolves our capabilities across the continuum of integrated health services, research, training, and education to deliver critical services in complex environments.

Globally Integrated - Army Medicine is regionally aligned and persistently engaged within the Globally Integrated Health Services (GIHS) network.

- Provides interoperable medical capabilities to support distributed Joint Force operations.

- Integrates Generating (TDA) and Operating (MTOE) force medical capabilities as a Total Medical Force.

V. The Army Medicine Enterprise: Individual and Collective Excellence

The Army Medicine Enterprise is a TEAM of military and civilian professionals with a reputation for individual and collective excellence focused on the mission at hand — supporting the Warfighter and all those entrusted to our care. Army Medicine provides unparalleled, responsive health services, research, and training and education whenever and wherever needed; from our garrisons to our furthest deployed locations. The years of accumulated experience, expertise, and know-how of our teammates combine to create a Total Medical Force without peer. **Our people are our strength.**

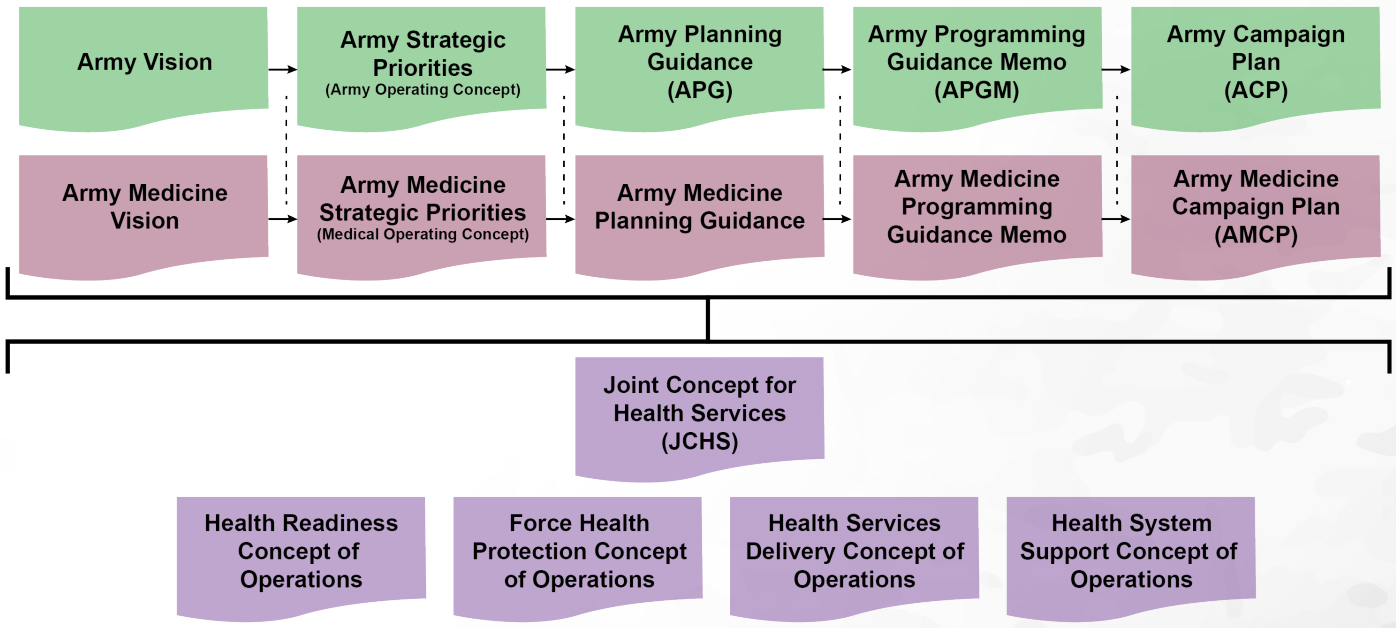
VI. The Army Medicine Ethos: Dignity and Respect

The phrase “dignity and respect” best describes our Army Medicine ethos and culture — the principles we live by and the behaviors and beliefs we exhibit every day. We embody the attributes and ethos of those we support and are a values based organization. We are always mindful that our actions and conduct reflect not only on ourselves but on our Nation and our Army. We are focused on being a well-integrated part of one team with one purpose — **conserving the fighting strength**.

VII. Strategy Framework

The following provides a framework for Army Medicine organizational strategy development. This is to provide broad insight as to how the Army Medicine Vision will be operationalized. The Army Medicine Plan will be developed around this framework to reach our desired end state.

The Army Medicine Plan (AMP) supports The Army Plan (TAP)

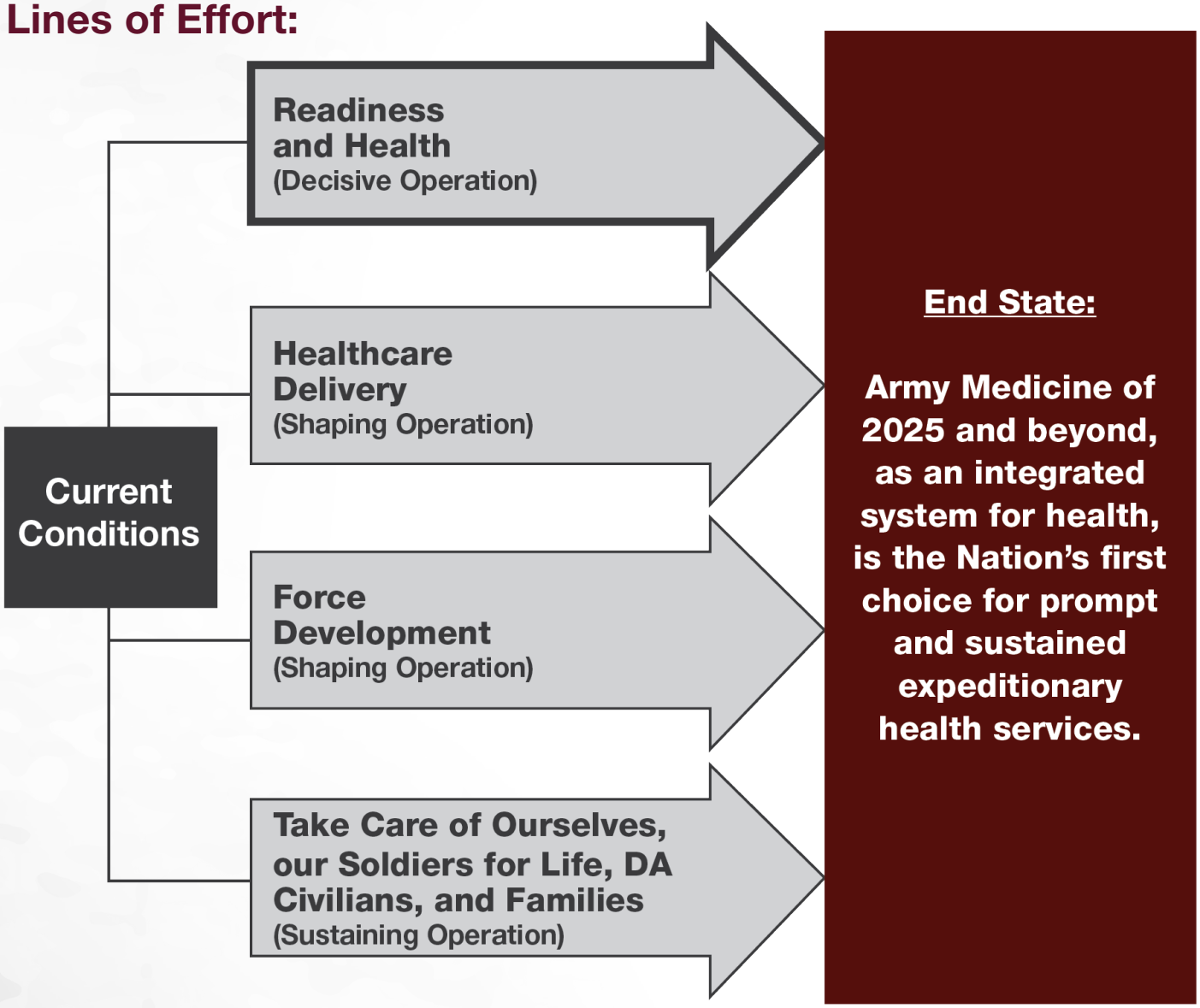


AMP is informed by Joint Staff, OSD, & MHS Concepts

Mission

Army Medicine provides sustained health services and research in support of the Total Force to enable readiness and conserve the fighting strength while caring for our Soldiers for Life and their Families.

Lines of Effort:



- **Readiness and Health (Decisive Operation):** Our primary mission is supporting the Warfighter. In supporting the Warfighter, we uphold the solemn commitment our Nation's Army has made to our Soldiers when sending them in harm's way. We must be agile, adaptive, flexible, and responsive to Warfighter requirements. We must remain ready, relevant, and reliable. Our readiness to deploy healthy individuals and organizations in support of the world's premier combat force must be without question. Readiness is #1.

- **Healthcare Delivery (Shaping Operation):** Our fundamental tasks are promoting, improving, conserving, or restoring the behavioral and physical well-being of those entrusted to our care. From the battlefield to the garrison environment, we will support the Operational requirements of Combatant Commanders while also ensuring the delivery of the healthcare benefit to our beneficiaries. The quality healthcare we deliver to our beneficiaries, and especially our Families, allows the Warfighter to remain focused on the task at hand. As a vital component of healthcare delivery, ensuring our Medical Treatment Facilities as Health Readiness Platforms (HRPs) are properly staffed will remain a focus.
- **Force Development (Shaping Operation):** The future of Army Medicine at the individual, organizational, and enterprise levels is being determined today. We must rapidly develop medical capabilities that are responsive to Operational needs and are able to effectively operate in a Joint/Combined environment characterized by highly distributed operations and minimal, if any, pre-established health service infrastructure. We need to continue to incorporate

The Operational Framework (ADRP 3-0)

Decisive Operation:
A decisive operation is the operation that directly accomplishes the mission.

Shaping Operation:
A shaping operation is an operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain.

Sustaining Operation:
A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.

lessons learned from recent combat experiences. We must develop agile and adaptive leaders who are able to effectively operate and achieve success in an environment of a constant state of flux while navigating to and through an unknowing and unknowable future.

- **Take Care of ourselves, our Soldiers for Life, DA Civilians, and Families (Sustaining Operation):** Our Forces, Soldiers, Service Colleagues, DA Civilians, Soldiers for Life, and their Families are our strength and we will continue to take care of them. We must treat each other with dignity and respect.

VIII. Summary

This vision document is the foundational document for the Army Medicine Plan (AMP). It is intended to provide a broad depiction of the desired end state for Army Medicine over the next ten years. The articulation of Army Medicine's ethos, roles, and environment is critical to achieving shared understanding in the continued pursuit of excellence at the individual and collective levels. The Army Medicine Vision will be complemented by all documents within the Army Medicine Plan to reach our desired end state. Army Medicine provides unparalleled, responsive health services, research, and training and education whenever and wherever needed; from our garrisons to our furthest deployed locations. This is what we do. We are one team with one purpose- supporting the Warfighter and those entrusted to our care.

EXPERIENTIA
ET
PROGRESSUS

ARMY MEDICINE A VISION

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