



**NATO CENTRE OF EXCELLENCE  
FOR MILITARY MEDICINE  
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**SUBJECT: NATO MILMED COE VISION AND STRATEGIC GUIDANCE 2023-2027**

**REF: A. MC 0326/4 NATO PRINCIPLES AND POLICIES OF MEDICAL SUPPORT, 24 August 2018**  
**B. NATO STRATEGIC FORESIGHT ANALYSIS, 2023**  
**C. NATO Medical Support Capstone Concept (NMSCC), 8 December 2022**  
**D. AJMedP-8 ALLIED JOINT MEDICAL DOCTRINE FOR MILITARY HEALTH CARE (MHC), 8 February 2018**

**Introduction:**

The NATO Centre of Excellence for Military Medicine (NATO MILMED COE) is a multinational centre, part of the NATO COMMAND Arrangements, dealing with military medicine at the international level, on a full-time basis.

The NATO MILMED COE is designated by the Committee of Chiefs of Military Medical Services in NATO (COMEDS) to be the information knowledge management centre in the field of military medicine, coordinating the flow of information between key stakeholders within and outside the Alliance.

In this critical role, the NATO MILMED COE provides the Alliance with a coordinating body able to have an oversight of the key priority areas in NATO's medical transformation. Additionally, the work of the NATO MILMED COE is in line with Chair COMEDS Guidance for COMEDS Working Groups, Panels and Expert Teams which are represented in the strategic and overarching goals of the NATO MILMED COE.

The NATO MILMED COE is accredited by TÜV ISO 9001:2015 (Cert No: 12 100 52039 TMS, Eff: 2022-11-18, Exp: 2025-11-17) and received Unconditional Accreditation by ACT as a NATO-accredited Education and Training Facility (Cert No: ACT/JFD/HCEIT/TT-6003/SER.NU:1242; Eff:19-08-2022; Exp:19-08-2028), which documents the outstanding level of excellence that NATO MILMED COE brings to the work it performs.

This document, which is to be reviewed regularly and synchronized to the rotation of the management, presents the strategic vision and goals of the NATO MILMED COE, as noted by the Steering Nations and is consistent with the Memorandum of Understanding signed by the Steering Nations.

**Mission Statement of NATO MILMED COE**

The NATO MILMED COE is committed to enhancing the readiness and response capability of the Alliance through the transformation of Education, Training, Exercise and



Evaluation; Analysis and Lessons Learned; Doctrine Development and Standardization; Force Health Protection, Concept Development and Experimentation (CD&E). The NATO MILMED COE improves medical support by providing, facilitating, and coordinating subject matter expertise for the planning, execution, training and transformation of the multinational military medical support functions.

### **Vision of NATO MILMED COE**

To be the hub of military medical knowledge and multinational military medical expertise for NATO; ensuring effective, efficient, ethical, and flexible response for the planning, execution and transformation of the medical requirements of the Alliance.

### **Strategic and Overarching goals of the NATO MILMED COE:**

- 1. Establish a framework for communication between the transformational and operational medical elements of the Alliance, thereby ensuring continuous improvement and readiness of medical support to Alliance Operations.*
- 2. Modernize the NATO MILMED COE's Information Sharing and Communication platforms to ensure uninterrupted support to the Alliance.*
- 3. Develop a network of medical and technical subject matter experts (SMEs) to augment the NATO MILMED COE staff's support to the NATO medical community.*
- 4. Widen the scope of the NATO MILMED COE's products in support of the NATO medical community and improve strategic communication of the NATO MILMED COE.*

To achieve the goals, alongside the already existing tasks, the NATO MILMED COE focuses its efforts on the following activities:

- Develop, conduct, and manage Advanced Distributed Learning, residential and blended training solutions aligned with NATO Education, Training, Evaluation and Exercise requirements.*
- Develop, conduct, and manage webinars.*
- Develop, maintain a system for supporting NATO military medical innovation.*
- Develop, maintain a process for active collection of observations across the full spectrum of NATO medical activities.*
- Develop and maintain the "Near Real-time Surveillance" (NRTS) tool. Piloting the tool in exercises and in NATO and national missions. Connect to and utilize "Global Health Surveillance" databases to support surveillance systems.*
- Rewrite the current used Health Surveillance System EpiNATO-2 and connect it to the NRTS for piloting.*
- Establish a coordination function for a NATO Rapid Deployable Outbreak Investigation Team (RDOIT) component in case of an infectious disease outbreak in NATO or EU Missions.*
- Intensify the network of external SMEs and the sharing of information and knowledge.*
- Improve engagement in the development of transformational concepts, doctrines and patient-centered frameworks for healthcare quality and safety.*
- Maintain a network of military psychological SMEs and develop a concept supporting deployability and resilience.*





- *Develop and maintain tools for better awareness and more effective usage of NATO medical standards.*
- *Develop and maintain a medical CD&E system in NATO and improve the quality and visibility of medical support experimentation.*
- *Improve and maintain NATO MILMED COE access to NATO classified communication network.*
- *Continuously improve NATO MILMED COE's online and offline communication.*
- *Deliver high quality education and tailored exercises, including simulation of multi-domain operations, to the NATO and partner nations medical community.*
- *Conduct and assist Medical Evaluation of NATO and national medical units upon their request to facilitate them in improving operational readiness and interoperability.*
- *Assess and implement, when appropriate, novel technology methods to improve medical military trainings, to enhance situational awareness, job performance and decision-making process.*
- *Build strong and lasting partnership with the civilian community of interest, including industry, and academia.*

### **Core Values:**

#### **Excellence:**

Building collaborative relationships with military and civilian stakeholders to deliver high-quality, timely and evidence-based medical advice and to be the reference organization for other military and civilian medical entities.

#### **Efficient:**

Provide an efficient framework for collecting and sharing information amongst key stakeholders in the military medical field and foster projects that have a tangible impact upon NATO's medical operations and transformation. NATO MILMED COE processes will be regularly reviewed within a Quality Management System to ensure that projects remain relevant to our current mission and the NATO military medicine doctrine.

#### **Ethical Code:**

NATO MILMED COE is committed to the spirit and rules laid down by humanitarian international law. While each nation follows their own national and military ethical core values, NATO MILMED COE, as a multinational military organization, has built a culture that promotes mutual respect for national characteristics, values and experiences and promotes a cross-cultural and cross-national working environment.

#### **Strategic Plan:**

The NATO MILMED COE Strategic Plan is based on a SWOT (strengths, weaknesses, opportunities, threats) analysis and all activities are linked to the Program of Work of NATO MILMED COE.



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