



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON DC 20350-2000

November 1, 2019

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Surgeon General's Day One Guidance

Esteemed Sailors and Civilian Teammates:

I am honored and privileged to represent you as the 39th Surgeon General of the Navy. You are a member of the most professional and capable military medical force in the world. As my first official action, I would like to thank you and your families for your unwavering dedication to our mission. Your ongoing sacrifices, frequently in harm's way, are a testament to your courage, sacrifice, and dedication to delivering lifesaving care to our warfighters and those whom we are privileged to serve.

We are a maritime nation engaged in a global power competition. Our country depends upon our unique expeditionary medical expertise to prepare and support our Naval forces. This renewed global power competition requires Navy Medicine to become more agile and capable of operating in a distributed maritime environment at the speed of our warfighters. The Navy-Marine Corps team's ability to prevail across the range of military operations is dependent upon their medical readiness and our ability to enhance their survival in the high-end fight. Survivability is Navy Medicine's contribution to lethality. Every action we take, every decision we make, every dollar we spend, should enhance the production of Naval superiority.

**Mission.** Navy Medicine provides well-trained medical experts, operating as high performance teams, to project medical power in support of Naval Superiority.

**Vision.** We are integrated into the Naval force across the range of military operations, providing maritime dominance for the Nation. We are a high reliability team trusted by our warfighters to build and sustain medical readiness as a critical component of Integrated American Naval Power.

**Priorities.** Optimization of our People, Platforms, Performance, and Power will enhance lethality through the increased survivability of our fighting force.

***People – Our military and civilian workforce is our greatest strength.***

- We enhance performance by improving training and skills sustainment.
- We capitalize on talent and shape our force accordingly.
- We ensure our force maintains the highest standards of performance and behavior. Mutual respect is our baseline and excellence is our habit.

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***Platforms – Our equipment and capability sets required by our warfighters.***

- We focus on modernizing and maintaining our equipment sets, increasing speed, flexibility, and interoperability, while reducing fielding time and increasing survivability.
- We train to our new and emerging platforms, ever increasing our operational acumen, providing the capabilities necessary to support the warfighter.
- We deploy cohesive teams, on optimized platforms, supporting all phases of operations and operating across the range of military operations at the speed of our warfighters.


***Performance – Our performance is measured by our support to our warfighters.***

- We ensure our personnel meet and exceed military medical knowledge, skill, and ability standards.
- We leverage high reliability principles, appreciative inquiry, artificial intelligence, and partnerships at all levels across our organization.
- We use data driven decisions to optimize a medically ready force and prepare a ready medical force.

***Power – Medical power projection will increase survivability.***

- We integrate elements of the Navy Medicine enterprise to increase power. Every action and investment we take will contribute to our core mission of producing force medical readiness and medical force readiness.
- We leverage our world-class research enterprise to stay on the cutting edge of medical knowledge, rapidly developing solutions for the warfighter.

The success of Navy Medicine is inextricably linked to you-our dedicated, well-trained, and mission-ready team of professionals. We are never content. We will adopt an attitude of “constructive dissatisfaction” of the status quo, using rapid cycle feedback to improve quality and safety of care in all environments. We will continue to support the Defense Health Agency throughout transition, but remain focused on the priorities outlined above in support of our warfighters. These priorities will drive us to mission success – increasing lethality, through warfighter preparation and survivability. Additional detailed guidance will follow.



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