



NAVY MEDICINE

FUTURE STATE: MHQ/MOC



MISSION

Navy Medicine provides well-trained **PEOPLE**, working as expeditionary medical experts on optimized **PLATFORMS** operating as cohesive teams demonstrating high reliability **PERFORMANCE** to project medical **POWER** in support of Naval Superiority.

REALIGNMENT

Bureau of Medicine and Surgery (BUMED), Medical Forces Atlantic (NMFL) and Medical Forces Pacific (NMFP), are standing up Maritime Headquarters (**MHQ**) and Maritime Operations Centers (**MOC**).

Maritime Headquarters (MHQ) - Manages key staff processes and procedures to effectively support BUMED and direct Echelon III Commands. The MHQ executes Chief BUMED guidance and intent. It ensures Force Generation for Navy Medicine including Personnel, Equipment, Supply, Logistics, and Training requirements.

Maritime Operations Center (MOC) - Navy Medicine's Point of Contact for providing Operational Medical support to the Fleet and Fleet Marine Forces. The MOC will direct Echelon III Commands and oversee individual medical readiness for deployment and support our special programs such as undersea medicine, radiation health, aerospace medicine, oversees screening.

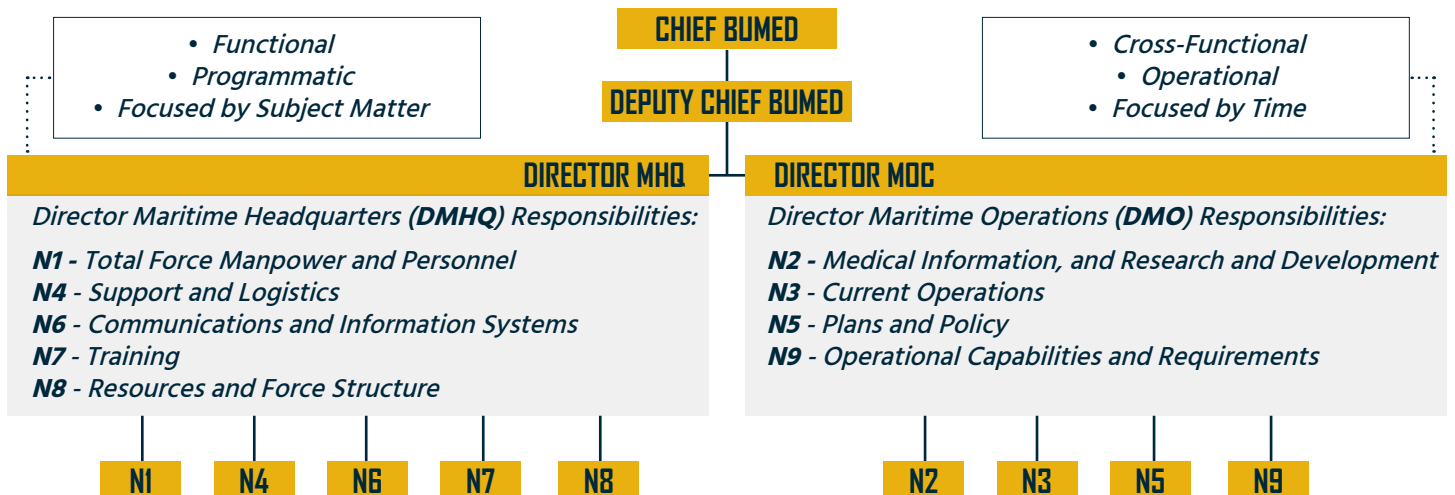
The MHQ and MOC will:

- Facilitate faster decision making and help Echelon 3 commands succeed
- Enhance, develop and sustain ready Medical Forces for current and future operational requirements
- Align Navy Medicine processes with the Fleet for more effective and efficient coordination



STRUCTURE

Two headquarter elements will work simultaneously to better support the Chief of BUMED and Navy Medicine mission. This construct will enhance Navy Medicine's ability to provide ready medical forces, while simultaneously monitoring requirements for effective employment by Naval and Joint Force Commanders.



BUMED and Echelon III Commands will establish Maritime Operation Centers (MOC) to support steady-state and crisis operations and ensure existing critical HQ functions are maintained while enhancing their ability to support the Commander's Decision Cycle (monitor, assess, plan, direct and communicate).

WAY FORWARD

Key aspects of the Maritime Headquarters (MHQ) / Maritime Operations Center (MOC) include **Battle Rhythm (BR)** and **Cross-Functional Teams (CFT)**.

- The **Battle Rhythm (BR)** is a set of linked events designed to support the Chief, BUMED's Decision Cycle. (Figure 1) The Battle Rhythm is focused on maintaining situational awareness, integrating staff actions, and making decisions.
- Most of the HQ functions are supported by staff work inside the N-Code structure.
- **Cross-Functional Teams (CFTs)** are established to overcome the "stove-piping" that can occur in the N-code structure.
- CFTs include **Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG)** all with differing characteristics and functions. (Figure 2).
- A common CFT is an **Operational Planning Team (OPT)**.
 - OPTs are established to solve a problem using an established planning process. In most cases, OPTs are not enduring; they dissolve upon completion of the assigned task.

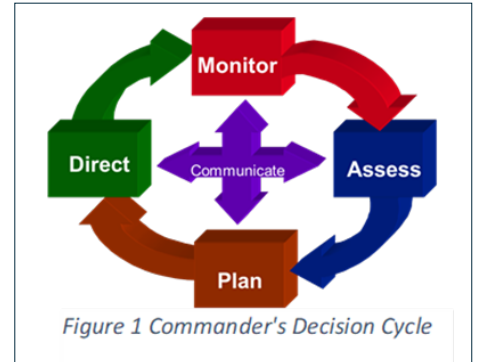


Figure 2 B2C2WG and N-Code Structure

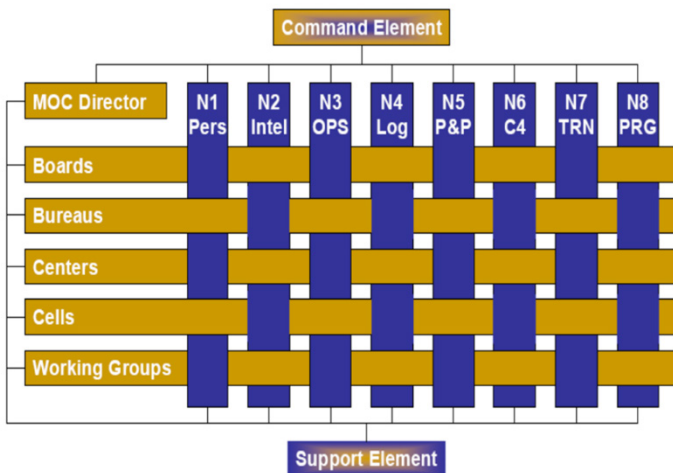
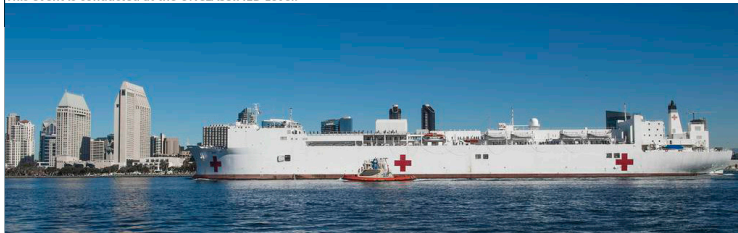


Figure 3 Example Seven-minute drill

| BR Event Title | OPS Update |
|---|--|
| Meeting Chair Deputy Chief, BUMED | Meeting POC CAPT Hawkins, and/ or Watch Officer |
| Purpose Provide an update to Deputy Chief and BUMED M-codes, special Assistants, and other key staff and stake holder to enhance situational awareness and improve staff support to current issues and BUMED priorities. Give information and guidance to help analyze and synchronize BUMED tasking and near-term product development. | |
| Input Significant Events, Chief, BUMED guidance since last Update, SITREPS, Review of orders and other tasking received (RFS, RFF, ETMS2 Tasks, RFI), update on operational support in execution, individual M-Code or CFT Flag level issues and related actions that require broader staff or leadership support | Output Guidance to the M-Codes and CFTs, shared situational awareness, Quad slide for Chief, BUMED (CUB or CDB) Current Operations. Consolidated Priorities for the day/week, |
| Predecessor Other operational inputs/ subject specific sync meetings. | Successor There is no specific successor for this event; information and decision should be carried forward in staff activities and BR events. Slides posted after each event. |
| Meeting Frequency Daily | Meeting Dates Monday-Friday Time 0830 |
| Meeting Venue Meeting is conducted in person in BUMED conference room and by teleconference (Teams, or Defense Collaboration Service). | |
| Pre-meeting Coordination: Slides to POC and Watch Officer by 1600 day prior. | |
| Participation: Deputy Chief, DMHQ, DMO, CoS, M1, M2, M3, M4, M5, M6, M7, M8, M9, Chief of Staff (COS), JOC Watch, DHA LNO, DSA, JAG, Secretariate and other special staff as required or directed. NMFL, NMFP and NMFS Reps. OPNAV reps and Fleet and USMC Surgeons are invited. | |
| This event is conducted at the UNCLASSIFIED Level. | |



Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG)

- B2C2WGs and OPTs bring together cross-functional expertise of the staff to support the commander and subordinates.
- B2C2WGs will have a hierarchy within their combatant command and operate at many different levels.
 - Working groups are responsible for making plans, doing studies, making estimates, and leading projects.
 - Centers and Cells are enduring cross-functional teams responsible for multiple elements of the commanders decision cycle.
 - Boards and Bureaus are responsible for making decisions about command and operational priorities and integrating and synchronizing them.
- **BR Management and Synchronization** - With limited manpower the MHQ/MOC cannot support an unlimited number of B2C2WGs. Prioritization and resourcing of planning efforts and activities is important to retain staff focus on BUMED priorities. Leadership manages the Battle Rythm to ensure proper cross functional participation and efficient use of staff time and resources.
- To support Battle Rhythms, command staffs often incorporate **"7-minute Drills"** to consolidated information on individual RB events. The term 7-minute drill, as stated in Joint Publication 3-33, refers to the fact that the staff officer briefing has seven minutes to explain to leadership why that particular cross-functional staff element is necessary and how it supports the overall commander's decision cycle. **See Figure 3 example.**

Maritime Headquarters and Maritime Operations Center should not be thought of as just another "org chart" - but rather as a fleet proven way of doing business for a headquarters staff. MHQ and MOC uses its organization along with proven tactics, techniques, and procedures designed to increase leadership speed to decision.

This is a historic time in Navy Medicine as we align ourselves closer to how the Fleet operates. In the end, this will strengthen our abilities to preserve the Force and save lives in a contested environment.

RADM Bruce L. Gillingham
US Navy Surgeon General