



NAVY MEDICINE HIGH RELIABILITY HUDDLE Presented by the Office of the Chief Medical Officer (OCMO)

DECEMBER 2023 EDITION, PAGE 1 | [HRO SHAREPOINT](#)

High Reliability Organization (HRO) Updates

GET REAL GET BETTER (GRGB): THE IMPORTANCE OF SPECIFYING OWNERSHIP

GRGB provides leadership with the appropriate steps to assist command staff in operationalizing HRO principles through owning their responsibilities and feeling empowered in their decision-making. GRGB focuses on three primary actions: acting transparently, building learning teams, and acting on the most pressing problems with proven problem-solving methods.

Behaviors of Building a Learning Team

Be aware of leadership and ensure leaders are given **full support**.

Encourage leaders to **share their thoughts, speak up** when there are challenges, and **express gratitude** toward team members.

Learning teams are strengthened when **ownership and responsibility is understood and assigned** across teams.

When a leader is in the process of building a learning team, trust and respect are critical to ensuring the effective delegation of responsibility across the team. For learning teams to function properly, leaders should **defer to the expertise** of team members to ensure strengths are appropriately leveraged in support of executing upon the team's core objectives.

When specifying ownership, leadership should ask the following questions:

- Who is the owner of the problem and are they aware of their ownership?
- Who should be assigning ownership?
- Has ownership been specified to all levels?
- How many times should routine visits occur to discuss ownership roles?
- When there is a barrier ahead, who oversees the team to mitigate these challenges?

BUILDING RESILIENCE IN THE INDO-PACIFIC: PACIFIC PARTNERSHIP 2023 AND 2024

Pacific Partnership 2023, which represents the largest multinational humanitarian relief and disaster preparedness effort within the Indo-Pacific region, concluded in Tonga on 20 NOV. Over the course of 2023, participants from Australia, Canada, Chile, Japan, New Zealand, South Korea, the United Kingdom, and the United States provided tailored humanitarian relief in the sectors of engineering, disaster preparedness, public health, and community outreach.

The USNS Mercy launched Pacific Partnership 2024 in the Republic of the Marshall Islands (RMI) and has completed additional visits to the Solomon Islands and the Federated States of Micronesia. Over the course of the three visits, host nation medical personnel received medical support for surgeries, clinical care, and first responder training. Navy Medicine providers have worked to promote regional stability and cooperation with a focus on medical care, community health initiatives, and collaborative efforts aimed at building resilience and fostering lasting partnerships in the Pacific region. As a result of the Pacific Partnership, USNS Mercy medical staff are gaining essential clinical experience by supporting the delivery of quality medical care in resource-constrained environments.



LT Khanh Nguyen (left) and HM2 Angileena Rodriguez (right) assist CDR Patrick Morrell (center) at Laura Community Health Center

To learn more about the Pacific Partnership, please view the link [here](#).



HIGH RELIABILITY HUDDLE

Operational Clinical Community Highlights

DECEMBER 2023 EDITION, PAGE 2 | [HRO SHAREPOINT](#)

Each **Navy Medicine Operational Clinical Community (NMOCC)** consists of Sub-Communities (SCs) and Working Groups (WGs). This section highlights recent updates from each NMOCC.

NMOCC	Highlights
Female Force Readiness BUMED Manager: <i>CDR Schulz</i> Community Chair: <i>LCDR Eubanks</i>	The Female Force Readiness (FFR) NMOCC developed and recently socialized provider and patient resources for vaginal segesterone acetate/ethinyl estradiol (Annovera®), a flexible vaginal ring contraceptive that can be used to control pregnancy and fertility. The resources outline how to properly store, clean, and use the ring during deployment. Recent data demonstrates low systemic uptake of the ring's hormonal contraceptives. The FFR NMOCC developed these resources to raise awareness of this option to ensure service members are counseled on the full range of contraceptive methods available.
Neuromusculoskeletal BUMED Manager: <i>LCDR Brown</i> Community Chair: <i>CAPT Hammond</i>	The Foot and Ankle Sub-Community (FASC) is finalizing an ankle sprain infographic that highlights data on ankle sprains, with a focus towards assisting and informing service members on their own care when recovering from an ankle sprain. The infographic includes statistics on the occurrence of ankle sprains in female tactical athletes, chronic ankle instability, the rate of lateral ligament injuries, and more.
Operational Medicine BUMED Manager: <i>CAPT Moore</i> Community Chairs: <i>CDR Keleher & CDR Buckland-Coffey</i>	The Operational Medicine NMOCC has provided feedback on the enclosures for the Office of the Chief of Naval Operations Instruction (OPNAVINST) 6400.1 and are coordinating with leadership to chart the path forward for other work products. The Operational Forces Medical Liaison Services (OFMLS) SC is finalizing the OFMLS BUMED instruction, which will update the role of the Fleet Liaison and providing guidance about the Patient Movement process.
Oral Health BUMED Managers: <i>CDR Cheng & LCDR Norris</i> Community Chairs: <i>CDR Beck & CDR Lam</i>	The Sterile Processing Department (SPD) Personnel Qualification Standard (PQS) Training Module WG has resolved edits received from Fleet Dental Leadership and are conducting a final review prior to bringing the Training Module to other key stakeholders, including Oral Health NMOCC Leadership.
Psychological Health BUMED Manager: <i>CDR Magel</i> Community Chairs: <i>CDR Duff & CDR Segovia</i>	The Mental Health Secondary Gain WG is developing a Guidebook to outline best practices for the management and disposition of personnel seeking medical care with the purpose of secondary gain. The Guidebook is currently under review by Psychological Health Advisory Board (PHAB) leadership.
Trauma BUMED Manager: <i>LCDR Kaiser</i> Community Chairs: <i>CAPT Fitch & CDR Yelon</i>	The Trauma Advisory Partnership Council (TAPC) is working on a TAPC White Paper from compiled data on the advantages, disadvantages, and barriers of various military-civilian partnership models. This data will identify accomplishments of military-civilian partnerships (MCPs) and provide recommendations on how MCPs could be improved. Another White Paper, authored by the Expeditionary Medical Facility (EMF), Expeditionary Medical Unit (EMU), USNS Mercy (T-AH-19) and USNS Comfort (T-AH-20) hospital ships, is currently undergoing revisions to align with the Fiscal Year (FY) 24 Campaign Order and the Surgeon General's Executive Rudder. Once revisions are made, the White Paper will be presented to Navy Medicine Wellness, Readiness, Quality Cell leadership.

NMOCC work products that have been approved by the Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell can be found [here](#). Want to get involved in the NMOCCs? Reach out to the [NMOCC Support Team](#)!



REPRODUCTIVE HEALTH RESOURCES FOR SERVICEWOMEN

The Female Force Readiness Navy Medicine Operational Clinical Community (FFR NMOCC) developed a **set of three resources for proactive contraception planning for a variety of providers**. The “Helping Your Female Sailors and Marines Manage their Reproductive Health” [resource](#) provides guidance for deployed resiliency counselors and outlines mental health risks associated with pregnancy and contraception planning. An unintended pregnancy is a risk factor for maternal mental health outcomes, encouraging female Sailors and Marines to consider contraceptive options can protect women from the stress of pregnancy. This resource provides emergency contraception options and highlights the “Decide + Be Ready” mobile app to help active-duty service women make decisions regarding contraception needs.

The “Concurrent Mental Health Treatment and Reproductive Planning” [resource](#) provides guidance to psychiatrists on prescribing contraception by outlining potential referral options. The “Helping Your Patients Manage their Reproductive Health” [resource](#) lists important considerations for psychologists on potential risks for patients with anxiety or depression during pregnancy and the importance of recognizing early warning signs. This resource outlines actions mental health providers can use to assist service members, including referring them to primary care providers to learn contraception options and asking about contraception as a part of their assessment of all female patients. By providing resources directly to servicewomen and women’s health providers, the FFR NMOCC is deepening Navy Medicine’s **commitment to resilience** by ensuring all stakeholders are aware of the resources they can use to address and improve women’s health.

For more information on the FFR NMOCC resources, please view the link [here](#).

HRO IN ACTION: SPECIAL OPERATIONS AND THE FIVE TRUTHS

The Navy’s Special Operation Forces (SOF) utilize HRO principles through their “Five Truths.” CAPT Lanny Littlejohn, XO, NMRTC Beaufort, and LCDR Adam Biggs, Research Psychologist, NB Point Loma, **emphasized HRO importance** in their article, “How the Five Principles of High Reliability Organizations Align with the Five Truths of Special Operations.” CAPT Littlejohn and LCDR Biggs summarized the SOF Truths connection to HRO below:

“There are different ways to present similar ideas, and other conceptual models such as the **Five SOF Truths** share substantial overlap with HRO principles. Created around the same time as the HRO principles, these 5 truths overlap without restating and **provide a method to help practitioners understand HRO principles by approaching similar ideas from different sides of the same problem**. To concretize the practical significance of integrating these two seemingly unrelated sets of principles, we highlight the case of a Resuscitative Thoracotomy at night on a helicopter in flight by a single surgeon team – which stands as one of the best examples of the art of the possible in combat medicine.”

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> J Spec Oper Med. 2023 Jun 23;23(2):94-98. doi: 10.55460/HOBU-RZGM.

How the Five Principles of High Reliability Organizations Align with the Five Truths of Special Operations

Adam T Biggs, Jenna Jewell, Lanny F Littlejohn

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Abstract

Special Operations medicine must provide highly reliable healthcare under intense and sometimes dangerous circumstances. In turn, it is important to understand the principles inherent to building a High Reliability Organization (HRO). These principles include (1) sensitivity to operations; (2) preoccupation with failure; (3) reluctance to simplify; (4) resilience; and (5) deference to expertise. Understanding them is crucial to turning good ideas into sound practical benefit in operational medicine. A prime teaching opportunity involves an interesting coincidence that occurred during the emergence of HROs. Specifically, United States Special Operations Command (USSOCOM) adopted five Special Operations Forces (SOF) Truths that contribute to success in Special Operations, including (1) humans are more important than hardware; (2) quality is better than quantity; (3) SOF cannot be mass produced; (4) competent SOF cannot be created after emergencies occur; and (5) most Special Operations require non-SOF support. These five Truths have more in common with the five HRO principles than merely quantity. They describe the same underlying ideas with a key focus on human performance in high-risk activities. As such, when presented alongside the five HRO principles, there is an opportunity to improve the overall health and performance of SOF personnel by integrating these principles across the range of Special Operations medicine from point of injury care to garrison human performance initiatives. The following discussion describes in greater detail the five HRO

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To learn more about SOF Five Truths, please view the link [here](#).



HIGH RELIABILITY HUDDLE

Links and HRO Resources

DECEMBER 2023 EDITION, PAGE 4 | HRO SHAREPOINT

HRO Resources

Navy Medicine High Reliability Network SharePoint

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/default.aspx>

OCMO HRO COVID-19 Reference Library

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/HRO-COVID-19-Reference-Library.aspx>

Navy Medicine HRO Competency Model

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/Competency-Model.aspx>

Navy Medicine Patient Safety Alerts

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Guidance%20Documents/Patient%20Safety%20Alerts>

Navy Medicine Scientific Panel

<https://esportal.med.navy.mil/bumed/rh/m2/NavyMedicineScientificPanel/SiteAssets/Scientific%20Panel%20Home%20Page.aspx>

Navy Medicine Lessons Learned Portal

<https://esportal.med.navy.mil/sites/navmedkm/LL/SitePages/Lessons%20Learned.aspx>

MHS High Reliability Network

<https://info.health.mil/sites/hro/Pages/Home.aspx>

Ready Reliable Care (RRC) Communications Toolkit

<https://info.health.mil/sites/hro/PublicationsLibrary/Ready%20Reliable%20Care%20Communications%20Toolkit.pdf>

Ready Reliable Care (RRC) Q&A Mailbox

dha.ncr.hit-staff.mbx.ready-reliable-care@mail.mil

Navy Acting Surgeon General Executive Rudder

<https://esportal.med.navy.mil/bumed/documents/rudder.pdf>

Navy Medicine Women's Health and Readiness

<https://www.med.navy.mil/Navy-and-Marine-Corps-Force-Health-Protection-Command/Womens-Health/default/>

HRO Spotlight (Page 1)

Pacific Partnership

<https://www.dvidshub.net/feature/PacificPartnership>

Image of Dental Extraction at the RMI Laura Community Health Center

<https://www.dvidshub.net/image/8108518/pacific-partnership-2024-1-dental-clinic>

OCMO & NMWRQ Cell Updates (Page 2)

FFR NMOCC Anovera® Provider Resource

<https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Provider Resources/Anovera Overview for Providers v4.pdf?ver=9oIRksP-ont1IciorbhHRw%3d%3d>

FFR NMOCC Anovera® Patient Resource

<https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Contraception/Anovera Patient Facing Overview v4.pdf>

HRO Spotlight and Updates (Page 3)

Reproductive Health Resources for Servicewomen

<https://www.med.navy.mil/Navy-and-Marine-Corps-Force-Health-Protection-Command/Womens-Health/>

Special Operations Forces Five Truths

<https://pubmed.ncbi.nlm.nih.gov/37126777/>