



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

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High Reliability Organization (HRO) Updates

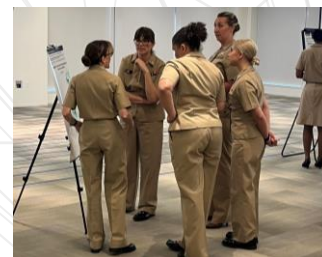
2024 NAVY MEDICINE FEMALE FORCE READINESS SUMMIT

The Navy Medicine Office of Women's Health (OWH) hosted the biannual Female Force Readiness Summit at the Defense Health Headquarters (DHHQ) on 9-10 May 2024. Attendees from across the Navy and Marine Corps gathered and discussed approaches to challenges impeding female force readiness, retention, and deployability. Unique perspectives, insights, and collaboration from attendees resulted in 18 tactical solutions to address barriers to female force readiness, including creative ideas on providing readily accessible care for service members at



CDR Katie Schulz addresses the summit.

the waterfront, circumventing staff shortage through new credentialing policies, and addressing gaps in health policy across the Navy and Marine Corps. Over the coming weeks, the outputs from the Summit will be leveraged to refresh the existing Female Force Readiness Strategy. By understanding barriers and identifying solutions, Navy Medicine has demonstrated a **sensitivity to operations** for the female force.



Navy Medicine leaders participate in a group brainstorming session.

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

2ND NAVY MEDICINE MENTAL HEALTH STRATEGY SUMMIT

On 14-16 May 2024, BUMED hosted the 2nd Navy Medicine Mental Health Strategy Summit where Navy Medicine and Fleet mental health leaders worked to identify key mental health priorities and outcomes, codify embedded mental health (EMH) capabilities and activities, and create a strategy to modernize Navy mental health capabilities. Current Navy Medicine mental health strategic initiatives focus on EMH, leadership coordination, and fostering partnerships with an emphasis on resilience and suicide prevention, ultimately aiming to enhance the psychological readiness of Naval warfighters across the range of military operations.



EMH provides valuable capabilities including timely clinical assessments and treatment, effective communication with commands on psychological readiness issues, coordination of care, consultation services, stigma reduction efforts, resilience-building initiatives, and psychological surveillance. By prioritizing the recruitment, retention, and training of mental health specialists, Navy Medicine demonstrates a **commitment to resilience** and aims to meet the evolving psychological readiness needs of the Fleet operational forces, ensuring the continued delivery of high-quality mental health services.

For more information on Navy Mental Health resources, please view the link [here](#).

Quality Assurance Tip of the Month: Utilizing Quality Medical Assist Visits (QMAV)

Evaluations are general examinations of a unit, issue, or practice's adherence to standards and subsequent recommendations for improvement/corrective action. QMAVs are evaluations to systematically and objectively assess operational medical care systems using tracer methodology. These QMAVs can be conducted for many processes, from the labeling of immunizations to the implementation of policy. Utilizing QMAVs to assess readiness and the practice of continuous process improvement is critical to the successful delivery of healthcare in the DON.



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HRO Implementation

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NAVY MEDICINE QUALITY AND SAFETY LEADERSHIP ACADEMY (NMQSLA) UPDATES

Cohort 11 Capstone Project Presentations

On 13 June 2024, Cohort 11 Scholars presented ideas for HRO initiatives aimed at **translating HRO principles into actionable strategies to enhance quality and safety** within their respective commands. These initiatives encompassed improving qualification and training for Role III care teams, addressing internal blood bank requirements on Role II amphibious platforms, and optimizing the performance of Fleet Surgical Teams during pre-deployment phases. The HRO initiatives crafted by Cohort 11 Scholars extend beyond the NMQSLA classroom, offering opportunities for continuous process improvement in daily operations throughout Navy Medicine.

Cohort 12 Kick-Off

NMQSLA successfully hosted its Cohort 12 Kick-Off on 25-27 June 2024 in Falls Church, Virginia. Navy Medicine leaders engaged in discussions, interactive panels, and exercises on HRO and Get Real, Get Better principles and strategies for enhancing safety, quality, and readiness throughout the enterprise. NMQSLA Cohort 12 will continue throughout the summer and conclude on 15 August 2024 with the presentation of the Scholars' Capstone Projects.



Cohort 12 Scholars pose for a photo with the Surgeon General of the Navy, RADM Darin Via

For questions or more information on NMQSLA, please reach out to the NMQSLA Support Team at usn.ncr.bumedfchva.mbx.qualityand-safetyleadershipacademy@health.mil.

The National Defense Authorization Act (NDAA) 23 Independent Quality and Patient Safety Review Process Report provides a comprehensive explanation of the Department of Navy's (DON) establishment, oversight, and management of a clinical quality management program to minimize variability, eliminate preventable patient harm, and provide quality patient care to warfighters and other beneficiaries. The objective of this internal review was to evaluate the completeness, effectiveness, and performance of the quality assurance processes that aim to promote clinical quality in health care delivery in operational settings. For more information on the state of the DON's clinical quality management, please view the report [here](#).

IMPLEMENTING THE CULTURE OF EXCELLENCE (COE) 2.0 INITIATIVE

Naval Administrative Message (NAVADMIN) 051/24 introduces COE 2.0, aiming to foster "Great People, Great Leaders, and Great Teams" within the Navy. This initiative simplifies and aligns various people and culture programs into a single framework to enhance Navy culture. COE 2.0 emphasizes leadership, accountability, and **continuous process improvement**, building on the principles of "Get Real, Get Better" (GRGB). COE 2.0 is not a new requirement, but an enhancement of existing practices, focusing on principles proven to work. The initiative includes updates to the Navy Leader Development Framework, guidance for Command Climate Assessments, and community-specific implementation plans. It will also be regularly evaluated and updated based on Fleet feedback and best practices. Overall, COE 2.0 represents a comprehensive approach to fostering strong leadership, cohesive teamwork, and a commitment to resilience within the Navy, ensuring readiness for present challenges and future success.



For more information on COE 2.0, please view the link [here](#) or email the Navy COE team at n17coe@us.navy.mil.



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Operational Clinical Community Highlights

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

NMOCC	Highlights
Female Force Readiness BUMED Manager: CDR Katie Schulz Community Chair: LCDR Allison Eubanks	The Female Force Readiness (FFR) NMOCC Neuromusculoskeletal (NMSK) SC developed a Vitamin D/Strong Bones Resource for providers and service members . The resource for providers includes information on how stress fractures impact female force readiness and overviews modifiable risk factors to bone stress. Additionally, the resource provides exercise guidance to strengthen bone health and Vitamin D supplement recommendations. The resource for service members details methods to maximize bone strength.
Neuromusculoskeletal BUMED Manager: LCDR Lauren Brown Community Chair: CAPT James Hammond	The Human Performance SC (HPSC) hosted an educational training for providers on 18 JUN that provided them with CME credits. Members participated in a "Train the Trainer" Dietary Supplement Training which educated providers on the regulation of dietary supplements, the key issues and risks surrounding them, as well as the helpful tools and resources from Operation Supplement Safety to assist Sailors and Marines when evaluating supplements. The Neuromusculoskeletal (NMSK) NMOCC encourages those interested to look out for upcoming events in this training series, which will be advertised in a future edition of the High Reliability Huddle.
Operational Medicine BUMED Manager: CAPT Cormac O'Connor Community Chairs: CDR Eamon Keleher	The Operational Medicine Advisory Board (AB) reviewed the Warrior Wellness Network Playbook at the 27 JUN AB meeting. This Playbook will give Marine healthcare providers and patients access to resources across four (4) functional care chains (Musculoskeletal Care, Sexual and Reproductive Health, Mental Wellness, and Primary Care). By directing patients who do not require treatment by a doctor to other treatment pathways, this product will decrease provider burden and enhance the accessibility of alternate care pathways.
Oral Health BUMED Managers: CDR Kate Cheng & LCDR Jessica Norris Community Chairs: CDR Jared Beck & CDR Doris Lam	The Oral Health Operational Clinical Community (OHOCC) has established three new SCs: the Readiness SC, Training SC, and Quality & Standardization SC. The Readiness SC is working to update the Navy Dental Classification Calibration Quiz, which serves as a diagnostic calibration training tool for standardizing dental classification across Navy Medicine. The Training SC is developing an IDC Dental Training Playbook to increase knowledge on the most common dental related concerns and issues IDCs are faced with and overall increase the quality of dental care provided in an operational environment. The Quality & Standardization SC is working to create an Operational Dental Readiness Playbook and Central Sterilization Room Best Practices Playbook to minimize risks such as infection control, equipment maintenance, and procedural safety, associated with dental care in the operational environment.
Psychological Health BUMED Manager: CDR Larkin Magel Community Chairs: CDR Jason Duff & CDR Francine Segovia	The Secondary Gain WG presented the Secondary Gain Guidebook and Reference Guide at the 13 MAY Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell. The Secondary Gain Guidebook addresses diagnostic considerations, prevalence within the Navy and general population, evaluation considerations, policy guidance, legal outcomes, and best practices for clinicians. The Secondary Gain Reference Guide is a brief resource for clinicians to review the definition and Diagnostic and Statistical Manual of Mental Disorders (DSM-5) criteria for malingering, tips for providers, and example scripts for clinicians to address red flags for secondary gain.
Trauma BUMED Manager: LCDR Michael Kaiser Community Chairs: CAPT Jamie Fitch & CDR Jay Yelon	The Austere Resuscitative and Surgical Care (ARSC) SC developed the Expeditionary Resuscitative and Surgical System (ERSS) Support Recommendations, which provides recommendations on the utilization of ERSS Teams, field sterilization, and medical privileging. The ARSC Co-Chairs met with Fleet Forces Command (FFC) and Regional N10 representatives to discuss how privileging is structured within the Fleet to incorporate that knowledge into the ERSS Support Recommendations. Following formal leadership approval, the ARSC intends to brief these recommendations at REVIVE.

NMOCC work products that have been approved by the NMWRQ Cell can be found [here](#).
An up-to-date list of NMOCC Leadership and active SCs/WGs can be found [here](#).
Want to get involved in the NMOCCs? Reach out to the [NMOCC Support Team](#)!



HIGH RELIABILITY HUDDLE

Links and HRO Resources

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LOOKING AHEAD | 2024 HIGH RELIABILITY UPDATES

NMQSLA Fiscal Year (FY) 25 Schedule

**2024 Navy Medicine HRO
Maturity Assessment Results**

HRO Resources

Navy Medicine High Reliability Network SharePoint

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

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>

Ready Reliable Care (RRC) Communications Toolkit

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

Navy Surgeon General Executive Rudder

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

Get Real. Get Better Home Page

<https://grgb.navy.mil/>

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2024 Navy Medicine Female Force Readiness Summit

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

2nd Navy Medicine Mental Health Strategy Summit

<https://www.med.navy.mil/Navy-and-Marine-Corps-Force-Health-Protection-Command/Population-Health/Warfighter-Wellness/Mental-Health/>

NDAA23 Independent Quality and Patient Safety Review Process Report

https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/CMO_CDO_CQA_Materials/NMWRQ_Cell/2024.07.01_NMWRQ_Cell/RAND_Report

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BUMED INST 1410.1

<https://www.med.navy.mil/Portals/62/Documents/BUMED/Directives/Instructions/1410.1.pdf?ver=21808OM3VVk3xNLdASo3vQ%3d%3d>

BUMED INST 1412.1D

<https://www.med.navy.mil/Portals/62/Documents/BUMED/Directives/Instructions/1412.1Drev.pdf?ver=CMLZOTh-0YrQTMDiZczlyA%3d%3d>

Implementing the COE 2.0 Initiative

- COE 2.0 Website: <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Culture-of-Excellence/>
- COE 2.0 Playbook: https://www.mynavyhr.navy.mil/Portals/55/Support/Culture%20Resilience/COE/Culture_of_Excellence2_playbook.pdf?ver=s0EpL66RlpXUjjS20flM1w%3d%3d
- Virtual Commanding Officer's Suggestion Box: https://usnavy.gov1.qualtrics.com/jfe/form/SV_cx3MPZ0dS6OX0V0
- Commander's Risk Mitigation Dashboard: <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/LeadersToolkit/CRMD/#::~:~:text=CRMD%20provides%20Commanders%20with%20improved,and%20suicide%20in%20the%20command>

OCMO & NMWRQ Cell Updates (Page 3)

Vitamin D/Strong Bones Provider Resource

https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health_Promotion_and_Wellness/Women's_Health/Documents/Musculoskeletal/NMSK_Strong_Bones_Provider_Resource_051524_v2.pdf

Vitamin D/Strong Bones Service Member Resource

https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health_Promotion_and_Wellness/Women's_Health/Documents/Musculoskeletal/NMSK_Strong_Bones_Patient_Resource_051524_vF.pdf

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