

US Army Medical Research and Materiel Command Operational Approach 2021

Lead the Advancement of Military Medicine





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Foreword

The US Army Medical Research and Materiel Command (USAMRMC) is integral to accomplishing the Army's number one priority: Readiness. The USAMRMC Operational Approach 2021 conveys the Command's comprehensive operational strategy in support of the Army Medicine Vision. It outlines key objectives necessary to achieve our mission through the strategic alignment of Ends, Ways, and Means. Developing this approach involved a deliberate and comprehensive examination of the USAMRMC, the needs of those it serves, stakeholders, and the environment in which it executes its unique mission.

The USAMRMC Operational Approach 2021 serves three primary purposes:

- Communicate the operational strategy
- Foster a common operating picture
- Guide the measurement of organizational performance

This operational approach emphasizes the culture of performance. A high-quality workforce is our greatest enduring strength that we must never take for granted. Focused resources, streamlined processes, open communication, and flow of knowledge will empower a talented workforce.

To advance Army medicine we must be resilient. We must meet rapidly evolving threats, expand strategic partnerships, employ swiftly changing technologies, cope with diminishing resources, and benefit from accelerating globalization. We cannot achieve Force Modernization using yesterday's information and technology.

This document outlines operational objectives over the next 24-36 months. It is important to recognize that any strategy must be adaptive in execution. Regular, organized performance reviews and assessments will inform periodic updates to this Operational Approach, and guide planning and activities to keep pace with the changing environment. The USAMRMC G-357 is the proponent for this plan.

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I. Operational Environment

The landscape of Military Medicine continues to evolve in an environment that is complex, ambiguous, uncertain, and volatile. The multi-domain battlefield, emerging diseases, disruptive technologies, and an ever-changing regulatory environment present a myriad of opportunities and challenges. In addition, the 2017 National Defense Authorization Act directs a significant reorganization of functions throughout the Joint Health Services Enterprise. The Army Medical Strategic Plan also directs USAMRMC as the lead for Force Modernization.

Numerous biomedical and technological advancements are rapidly changing medicine and, ultimately, society. The current medical countermeasure development approach, a 10-15 year research and development (R&D) pipeline at a price of \$2B-\$5B, is being challenged. Today there is a greater demand to deliver performance outcomes at the speed of relevance under increasing fiscal constraints.

Ensuring a domestic, robust pipeline of qualified Science, Technology, Engineering, and Mathematics (STEM) talent remains problematic. The National Science and Technology Council projects that STEM talent in the rest of the world is increasing at a faster pace than in the United States. Additionally, approximately half of the DOD STEM talent will become eligible to retire in the coming decade. The DOD is no longer assured hegemony in the area of STEM.

II. Overview

USAMRMC's enduring mission is to responsively and responsibly create, develop, deliver, and sustain medical capabilities for the Warfighter. We focus efforts on materiel and knowledge-based solutions to:

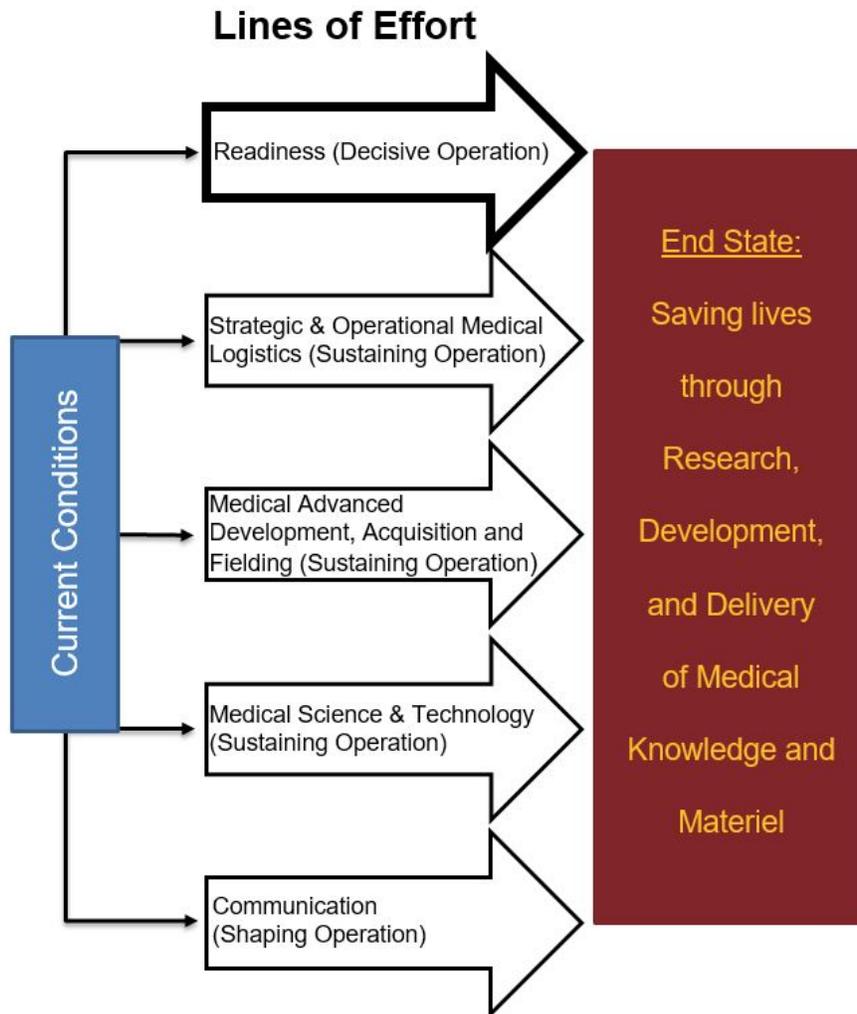
- Increase and sustain Warfighter readiness
- Improve fitness, health, protection, and resilience
- Improve downrange health delivery
- Enhance recovery, rehabilitation, and reintegration

We are a life cycle management command, working to ensure we develop, deliver, and sustain tailored medical materiel capabilities to our Armed Forces. We do this by successfully conducting medical R&D, acquisition, and medical logistics management while partnering with industry, academia, and other organizations whose capabilities complement and enhance our own. These efforts are vital to saving lives and advancing the wellness of our soldiers and beneficiaries.



Line of Effort

A Line of Effort (LOE) is an action that links multiple tasks using the logic of purpose to focus efforts toward establishing strategic and operational conditions. The USAMRMC will operate on five LOEs. Readiness is a Decisive Operation that directly accomplishes our mission and is our number one priority. The three functional LOEs: S&T, advanced development, and logistics, are Sustaining Operations that establish conditions for executing the Decisive Operation. Communication is a Shaping Operation that enables both the Decisive Operation and Sustaining Operations. This Operational Approach outlines the broad actions that the USAMRMC must take to transform Current Conditions into the desired End State.



Readiness LOE

The number one priority of the Chief of Staff of the Army is Readiness. In turn, the USAMRMC advances military medicine in support of Warfighter readiness. Commanders must ensure that our soldiers are ready to deploy when called upon. We must ensure that we are positioned to provide the best medical knowledge, materiel, and logistics solutions. Our ability to provide leading military medical capabilities and technologies in support of the Joint Force must prevail without question.

Strategic & Operational Medical Logistics LOE

The USAMRMC is the Army's global medical logistics command. We are responsible for equipping the Army's medical force, managing strategic programs for medical materiel, and providing theater-level medical logistics support to Army and Joint Forces around the world. We must remain fully engaged through all phases of planning, pre-deployment, deployment and post-deployment. Centrally managed programs and rigorous stewardship of resources will continue to optimize global medical sustainment capabilities.

Medical Advanced Development, Acquisitions, & Fielding LOE

As the Army's medical materiel Command, the USAMRMC guides the advanced development of military medical products. We will continue to mature, test, (including FDA regulatory review or licensing) and field technologies needed to sustain, enhance, and save lives on the battlefield. We remain committed to partner collaborations to support promising military-relevant technologies, tailored procurement, and rapid prototyping. We will deliver capabilities to meet the needs of the Armed Forces, no matter what the mission is or where it takes them.

Medical Science & Technology LOE

USAMRMC laboratories conduct both basic and applied scientific research to address future military needs. This research enables rapid, successful maturation into products that enhance health and readiness. We will continue to maximize our capabilities: unique infrastructure; dedicated qualified personnel; worldwide network; and scientific and technical expertise to keep the United States on the cutting edge of science and technology. We must remain steadfast in the application of research that is innovative and impactful to support soldier health and military readiness.

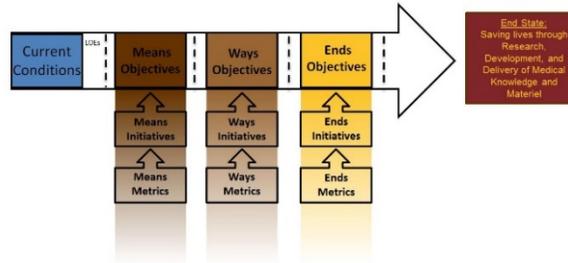
Communication LOE

Open communication is the foundation for everything we do at the USAMRMC, from R&D and acquisition, to fielding and logistics. If something good happens, or a plan succeeds, it means that people communicated appropriately, listened to each other and had a common understanding of the goals. We remain committed to communication that clearly conveys intent, and to listening, paying attention to details, and closing the loop in our interactions. Effective communication connects people to ideas, fosters teamwork, and builds essential partnerships that expand our capacity to support the Warfighter.

Ends-Ways-Means Framework

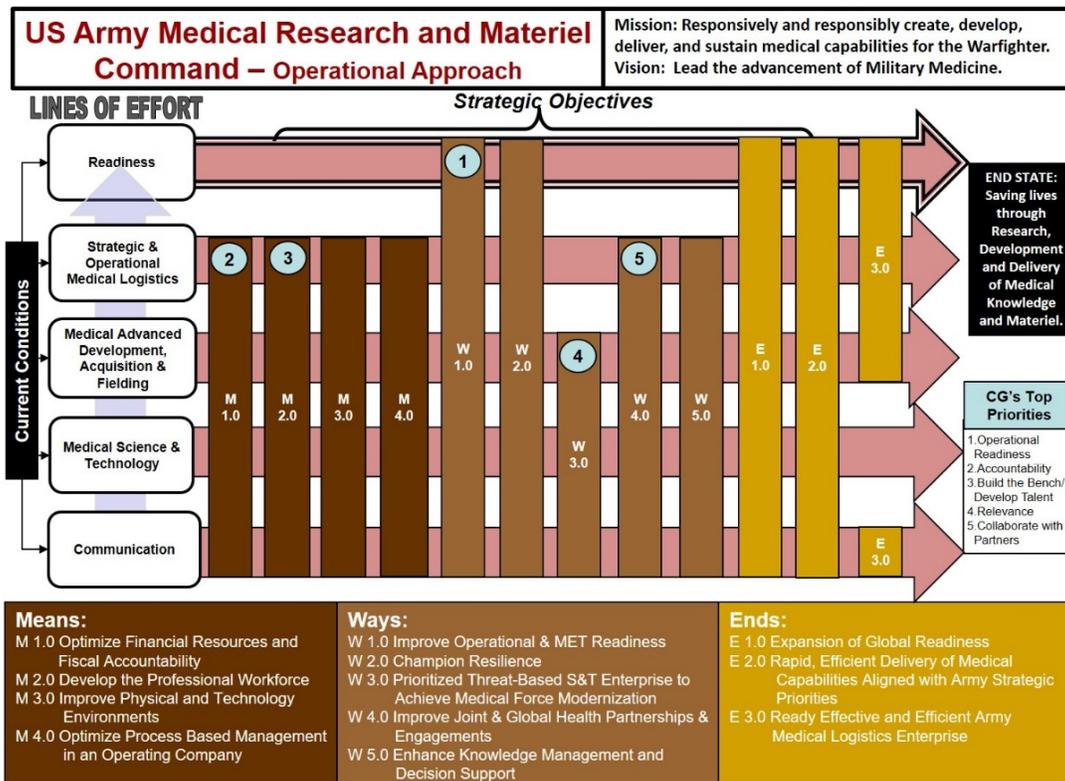
The Ends-Ways-Means Framework describes how (Ways) the USAMRMC will employ its capabilities (Means) to achieve the military End State (Ends). This document explains the Ends first to describe where the USAMRMC must go to achieve success. Next, it explains the Ways to describe the essential internal processes that must be optimized to achieve the Ends. Finally, it explains the Means to describe how the USAMRMC will steward available resources and cultivate our workforce. We will measure our ability to meet the Ends-Ways-Means by utilizing established objectives and actionable performance metrics. The success of the Ends-Ways-Means Framework will be assessed periodically.

ENDS-WAYS-MEANS FRAMEWORK



Operational Approach Map

The Operational Approach Map represents the crossroads of the USAMRMC LOEs and our Means, Ways, and Ends Objectives. The map is designed to assess Current Conditions and then deftly respond through each LOE, highlighting any Objectives that may intersect, while guiding the USAMRMC towards our End State. United are the Commanding General's Top Priorities, which coincide with strategic objectives and emphasize support to the Chief of Staff of the Army and The Surgeon General. Through our LOEs, we strive to achieve the End State. The Army Strategic Management System (SMS) is the system of record for maintaining and tracking Objectives and supporting initiatives and metrics.



III. ENDS

The End State describes the set of conditions that define the USAMRMC's ultimate success: saving lives through R&D and delivery of medical knowledge and materiel. Speed of Relevance is essential to success. To achieve the End State, the USAMRMC must accomplish three objectives:

E 1.0 Expansion of Global Readiness

The United States must retain a ready force that is capable of protecting the homeland while defending national interests. We endeavor to provide Subject Matter Experts (SMEs) focused on medical materiel, knowledge and logistics solutions. These SMEs contribute the unique knowledge for logistics and CBRNE reach back necessary to educate and shape a medically ready force. A trained and knowledgeable military and first responder force will best execute their responsibilities to fulfill national security needs.

E 2.0 Rapid, Efficient Delivery of Medical Capabilities Aligned with Army Strategic Priorities

We endeavor to harness innovative technologies and rapidly advance research to enhance Warfighter health and resilience; continuously improve downrange health delivery; and promote faster recovery and rehabilitation after traumatic injury. Decision Gate (DG) is our internal process by which we responsively and responsibly deliver medical solutions to save lives and advance wellness.

E 3.0 Ready Effective and Efficient Army Medical Logistics Enterprise

The USAMRMC medical logistics enterprise spans a global foot print. We direct resources, acquire and manage assets, provide capabilities, distribute materiel, and support the national military strategy of power projection. We must continue to explore and employ new and focused methods to bring best business practices and relevant information technologies to the medical logistics system. This will result in more efficient, accurate, and precise delivery and management of medical materiel to theater operations.

IV. WAYS

The USAMRMC must integrate processes that generate speed of action and drive relevance. The USAMRMC has identified five objectives required to achieve the Ends:

W 1.0 Improve Operational & Mission Essential Task (MET) Readiness

Readiness is the number one priority of the Army and the USAMRMC. Commanders must ensure that policies, programs, and processes are in place to achieve Army priorities. Our Soldiers must be ready to deploy when needed to meet the needs of the Nation. Readiness ensures that our Nation can rapidly and reliably project ground combat power that will physically dominate in missions across the range of military operations.

W 2.0 Champion Resilience

The USAMRMC operates in an environment of uncertainty and constant change. Individually and organizationally, we must anticipate, prepare, respond, and adapt to change in order to prosper. We must quickly recover from setbacks, welcome change, and overcome challenges. A ready and resilient force will ensure we are in the best position to achieve our mission.

W 3.0 Prioritized Threat-Based S&T Enterprise to Achieve Medical Force Modernization

The USAMRMC must be responsive to operational needs. We must prioritize and rapidly advance enterprise efforts from concept into materiel development and capabilities to achieve Force Modernization. We must synchronize research, advanced development, and logistics efforts across the command and leverage the Nation's S&T medical capabilities.

W 4.0 Improve Joint & Global Health Partnerships & Engagements

The USAMRMC must seek partnerships that complement and enhance our own capabilities in the advancement of military medicine. These mutually beneficial collaborations capitalize on unique strengths and efficient resource allocation. To realize a return on our investment, we must ensure that we have a "seat at the stakeholder table" to influence a ready flow of innovative medical products and ideas.

W 5.0 Enhance Knowledge Management and Decision Support

The USAMRMC must actively manage knowledge through the open flow of information. We will establish processes to openly share and store knowledge throughout the command. Integration of knowledge flow into our routine battle rhythm will best inform decision making and advance the delivery and sustainment of knowledge products and technologies.

V. MEANS

The USAMRMC establishes Means objectives to judiciously manage resources, empowering our workforce to accomplish the Ways objectives and achieve the desired Ends. The USAMRMC has identified four key Objectives:

M 1.0 Optimize Financial Resources and Fiscal Accountability

The USAMRMC operates in a rapidly fluctuating and resource constrained environment. We will hold ourselves accountable to ensure the continued proper and effective application of resources to accomplish our assigned missions. We strive to provide USAMRMC stakeholders with the highest quality products and services at the most economical cost.

M 2.0 Develop the Professional Workforce

A highly qualified and competent workforce is the cornerstone of the Command's continued success in delivering military medical solutions at the speed of relevance. Recruiting, developing and retaining a high quality workforce is essential for our success. We must remain dedicated to providing a rewarding work experience, inclusive of training and mentorship opportunities, where all team members become vested in our mission.

M 3.0 Improve Physical and Technology Environments

The USAMRMC must support and maintain an environment that is functional, safe, and secure. We strive to build a community workplace that fosters accelerated learning and the development of promising military-relevant technologies.

M 4.0 Optimize Process Based Management in an Operating Company

The USAMRMC is committed to process improvement that cultivates expertise and supports organizational efforts. Streamlined processes increase speed of action in developing and delivering military medical solutions to the Warfighter. We must continually seek ways to standardize operating procedures and activities to eliminate duplication and waste and maximize return on investment.

VI. Summary

The USAMRMC Operational Approach 2021 provides direction for the Command. It is based on mission analysis and guidance from OTSG/USA MEDCOM and HQDA, and informed by the National Science and Technology Council and the National Security Strategy. This plan informs the development of other plans and strategies within the Command.

Fully implementing this Operational Approach requires additional efforts. Realizing the Objectives outlined in this document requires both individual and organizational commitment. We must continue to emphasize a culture of performance to achieve our End State: saving lives through R&D and delivery of medical knowledge and materiel.