

ENCLOSURE 1 TO
ACT/JDF/TSC TTX 0230/TT-XXXX/Ser:
DATED XX Jul 2020

Subject: MEDICAL SUPPORT DISCIPLINE ALIGNMENT PLAN 2020

DATE: 02 APRIL 2020

1. **Background.**

a. As stated in the Department Head (DH) Appointment Letter and the Bi-SCD 75-2, the DH leads and conducts the Annual Discipline Conference (ADC) in support of the DH function under the Joint Force for Development (JFD) purview. The ADC closes the loop of the Education and Training (E&T) development and aims for the participation of the community of interest to include JFD, the Requirements Authority (RA), NATO Force Structure (NFS) / NATO Command Structure (NCS) HQ's, national Subject Matter Experts (SME), Education & Training Facilities (ETF) and affiliated organizations. The ADC presents an opportunity for the community of interest to validate training requirements and identify potential solutions for the existing E&T gaps.

b. The NATO Medical Support Education and Training (E&T) Plan (Reference B) provides an adaptive and flexible tool focused on synchronizing and unifying the Medical Support efforts at the politico-military, strategic, operational and tactical levels. It applies to all relevant NATO entities including NATO HQ, NCS, NFS, NATO Training and Education Facilities (NETF), the NATO-accredited Centres of Excellence (COEs), the Partnership Training and Education Centres (PTECs) and others, and the sharing of training resources focused on the development and support of national capabilities.

c. The ADC on Medical Support E&T presents an opportunity for the NATO bodies, Nations and NETFs to revise and validate the training requirements and identify potential solutions for the existing Medical Support E&T gaps. DAP is the formal output of the ADC that outlines the way ahead for Medical Support E&T and coordinates all activities with other relevant disciplines.

d. The NATO Military Medicine Centre of Excellence (MILMED COE), as the DH, conducted the 2020 ADC for the Medical Support discipline from 17-19 February 2020 in Budapest, Hungary. This DAP as the final product of the ADC reflects the main achievements and the way ahead in the development and improvement of the Medical Support Discipline E&T Programme. The list of participants can be found in ANNEX B.

2. **Aim.** The aim of the NATO Medical Support E&T DAP is to review the Medical Support Training Requirement Analysis (TRA) (Reference C), analyse Medical Support Training Requirements as specified by Requirement Authority (RA), revise NATO E&T opportunities, recognize gaps and propose solutions. In addition, it served as the venue for the Medical Support COI to coordinate and synchronize training opportunities. Governing factors are NATO's training requirements described in the NATO Medical Support Education and Training (E&T) Plan and SACEUR'S Annual Guidance on Education, Training, Exercises and Evaluation (SAGE) as well as the training requirements defined by RA.

3. **Points of Contacts (POCs) until next ADC.**

Function	Organization	Rank - Name	Phone/E-mail
JFD Discipline POC	ACT JFD	LTC Georg Kuepper (OF4)	Phone: +1 757 747-4167 Email: Georg.Kuepper@act.nato.int
RA	HQ SACT JFD, SHAPE Joint Medical Division	LTC Tomas Halajcuk (OF- 4)	Phone: +42 060 554 6197 Email: Tomas.Halajcuk@shape.nato.int
DH	MILMED COE	CDR Katherine Noel (OF-4)	Phone: +36 30 777 5054 Email: Dir.Department@coemed.org

4. **Current Status of the Medical Support Discipline.**
- a. **Main Developments and Achievements.** Prior to the ADC, the DH worked extensively with ACO JMED (RA), ACT MEDAD, MILMED COE Training Branch, NATO School Oberammergau Medical Course Director, MMT WG and Chairs from applicable COMEDs WG's. The results of this review validated the updated TRA against updated Position Descriptions reflecting the ACO adaptation of the previous year. We recommend that as job descriptions within the NCS/NFS are refined, there is a continued need to update and include current duties and required training. In addition, as the NCS adaptation process continues to be implemented new job descriptions and associated training requirements will need to be updated.
 - b. **Strategic Training Plan (STP).** The STP presenting the scope and long-term objectives of the Medical Support discipline was approved by the North Atlantic Council on 25 June 2015 and remains valid. As real-world events allow, the STP will be reviewed by the NATO Medical Community over the next year to assess the need for updates or changes.
 - c. **Training Requirements Analyses (TRAs).** The Medical Support Training Requirements Analysis (TRA) Final Report was signed by HQ SACT Deputy Chief of Staff (DCOS) Joint Force Trainer on 5 July 2015. This is one of the cornerstone documents of the Medical Support discipline's Global Programming approach based upon the Bi-SC Directives on Education and Training. Changes and refinements were completed during the ADC and are reflected in the recommendations for approval in the 2020 DAP.
 - d. **Training Needs Analyses (TRAs).** The MILMED COE as the Medical Support DH conducted TNAs in support of HQ SACT for the identified training gaps and coordinated with NETFs.

(1) In order to address the gaps identified after the requirements review, the following TNA will be conducted by the Medical Support DH:

(a) E&IT solution for understanding medical operations. Available course only partially covers this topic, as this is considered national level training. NATO School Oberammergau, MILMED COE and ACT JMED, led by the DH, will coordinate to explore and develop enhanced training solutions for this need.

(b) Awareness training for CBRN Medical module. The existing module in the MED-MS-3682 NATO Joint Medical Planners Course (JMPC) will be updated with the support of the CBRN Med WG.

e. **Courses design, development and review.**

(1) In order to meet the identified requirements concerning the Medical Support discipline the DH maintained discussion with NETFs and PTECs on potential courses revision to meet the requirements as specified in TRA.

(2) Respective requests for courses certification were analysed in support of HQ SACT/JFD by reviewing courses documentation.

(3) In addition, the DH stands ready to assist the Nations in revising their own curricula, reviewing the existing courses and developing new ones in support of NATO Medical Support E&T requirements.

f. **Certification of courses.**

During the ADC existing courses identified as suitable solutions to the validated Medical Support E&T requirements were linked in training curricula. The DH's recommendation for update of courses certification status could be found in ANNEX D.

g. **Institutional accreditations.**

(1) The following institutions providing specialized and non-specialized courses in support of the NATO Medical Support E&T have completed the NATO institutional accreditation process and obtained the NATO Quality Assurance (QA) Certificate:

Institution	Country	Type of Accreditation	Accreditation Valid Through
NATO School Oberammergau	Germany	Unconditional	1 DEC 2020
NATO COE for Military Medicine	Hungary	Unconditional	22 SEP 2022

Fig 1 List of NATO Accredited ETF

h. **Contributing partners.** A network of implementing partners drawn from NATO and Partner countries, civil society and international organizations contribute to the overall NATO Medical Support programme, provide subject matter expertise, offer training opportunities and support Medical Support E&T.

5. **Review of the NATO E&T requirements.** As stated in Reference B, the Medical Support Discipline E&T requirements are stated as a function of the different levels of command and civil-military interaction and cooperation. Therefore, all aspects must be assessed in terms of delivery requirements.

1) **Requirements Authority overall guidance.**

The RA reviewed the ACO JMED Training Requirements, SACEURs Annual Guidance on Education, Training, Exercises and Evaluation (SAGE 20), and Collective Training that reiterate the current TRA. Additionally, he provided an overview of the Medical Vision and Strategic Goals of COMEDS, as outlined below:

NATO Medical Vision - NATO has Sufficient, Capable, Prepared and Interoperable Medical Forces of the appropriate quality to meet the NATO Level of Ambition and able to operate within a Comprehensive Approach.

COMEDS Strategic Goals - enhancing medical capability and interoperability within NATO and partner nations; improving availability of military medical force/assets; enhance deployability of NATO medical forces / assets; and enhance relationship and collaboration with non-NATO military and civilian organizations.

2) **E&T priorities.** In accordance with NATO medical objectives, SHAPE/ACO JMED identifies strategic medical training requirements, as follows:

- 1) Plan and synchronize medical support at all levels;
- 2) Test and evaluate the overall medical support system including Med C2;
- 3) Demonstrate coherent interaction (based on NATO doctrine, standards and procedures) between military, civilian, national, multinational and contracted medical entities;
- 4) Train and evaluate the Modular Approach in a field of multinational medical support;
- 5) Focus on training and evaluating of those medical assets which are designated to support the Readiness Action Plan (RAP) and are assigned to NRF and Very high readiness Joint Task Force (VJTF).

6. **Education and Individual Training (E&IT).** Education and Individual Training requirements were updated by the RA and validated at the ADC. After the assessment of the existing E&IT requirements and comparison with existing training opportunities as offered by NATO and Nations the following gaps have been identified:

- a. **Impact of changes for E&IT:** There is no current impact.
- b. **E&IT gaps.** The analysed requirements are linked to respective positions that are dealing with medical support functions. The following gaps have been identified:
 - 1) National level E&IT opportunities related to force health protection measures, joint medical operations, and medical support functions are inconsistent and not available in many nations.
- c. **Assessment of the proposed ways to close gaps.**
 - 1) MILMED COE, in cooperation with the DH and MMT WG, will promote strategies highlighting national level courses open to all NATO and Partner Nations.
 - 2) DH will continue to collaborate with the Multinational Medical Coordination Centre to support projects and workshops promoting the development, sharing, and synchronization of national level professional military medical training programmes.
- d. **Assessment of efforts to reduce redundancies.** All possible redundancies will be minimized during TNAs.
- e. **Assessment to expand options or alternatively address gaps found during TRA.**
 - 1) ACT Medical Staff Officer, Lt Col Lennard Sell proposed the addition of a new course to provide training focused on joint medical operations. The proposal suggests that a separate course focused on operations would close gaps related to national level training and improve the quality and outcomes of both the proposed course and the legacy joint medical planners' course. After group discussion covering the pro's, con's, and alternatives to the creation of a new course; it was decided to propose to the NATO School in Oberammergau (through the Course Director) the option of adding a new joint medical operations course to their course catalogue. The NATO School declined to host/design a new course due to concerns with appropriate student selection and ability to support this course with both space and subject matter expertise. Alternative courses of action, to review and/or to resolve the concerns raised by ACT, will be included in syndicate work at the next MMT WG.
- f. **Improvements and good practices.** New layout of recommended courses based on NATO Job Description will be produced by the DH.
- g. **Deficiencies.**
 - 1) The 2019 novel coronavirus outbreak will have significant impact on individual training and education opportunities across the alliance. The ongoing

cancellation or postponement of courses and collective training exercises and subsequent impact to the discipline plan, to include emerging training requirements, will be ongoing throughout the year.

7. **Collective Training and Exercises.** SAGE 22's paragraph was reviewed as it relates to the medical support discipline and is consistent with the current TRA. The paragraph specifically states the following:

- Medical Support in NATO focuses on planning, assessing and coordination of allied medical resources.
- Available and deployable military medical forces together with enhanced relationship and collaboration between all relevant military and civilian organizations are a key prerequisite.
- Civil-Military (CIV-MIL) cooperation is a key area of Alliance's related medical preparedness and resilience.
- NATO Medical Support will train related service support capabilities to enhance operational health and will be based on mission tailored requirements with the focus on the entire continuum of care improvement.
- Medical Support in NATO Exercises will content the full complexity of the Healthcare Cycle as an end to-end process, including a full spectrum of medical capabilities covering all domains.
- Medical parts of NATO exercises should content wide scope of medical dilemmas in order to prepare NATO forces up to MJO+ level comprising of the Theatre Wide Approach.
- The scope of medical support in an Article 5 MJO(+) operations require building complex medical structures capable of handling large numbers of casualties.
- To accomplish this, all NATO Major Joint Exercises should contain comprehensive medical scenarios and exercise play.

Upcoming NATO and Medical Exercises are:

- 2020-2021 – STEADFAST Series (postponed due to COVID-19)
- 2021 Vigorous Warrior (postponed due to COVID-19)

Upcoming medical support NATO evaluations include:

- DIR EXEVAL – Vigorous Warrior 21 (postponed due to COVID-19)
- Multiple MEDEVALs per STANAG 2560 via NATO MILMED COE are scheduled for national and multinational medical units in the coming year, completion and progress will be adjusted due to the travel limitations and real-world events.

- a. **Collective training and exercise gaps.** The RA provided an update on collective training and exercise requirements and stated that the medical support discipline should:

- 1) Ensure that the medical support discipline is an integral part of SACEUR's prioritized exercises;
- 2) Achieve a better visibility within NATO high visibility live exercises.

b. Improvements and good practices.

- a. Collective exercise and training objectives can be achieved through nations participating with independent medical assets and/or by using existing medical exercises, which could be incorporated into NATO exercises.

c. Impact of changes for Collective Training. No impacts.

8. Way ahead:

a. Recommendations.

- 1) **Strategic Training Plan.** The current Medical Support Strategic Training Plan remains valid and provides the necessary framework for addressing requirements for NATO-led operations as well as supporting NATO civilian and military efforts to promote good governance in the defence and security sector. Changes to the strategic training plan are not required.
- 2) **Training Requirements Analysis (TRA).** The results of the TRA (Reference C) have been reviewed and updated and the results are at ANNEX C. This TRA reflects new NATO NCS/NFS adaptation.
- 3) **Training Needs Analysis.** There are no identified gaps which require a training needs analysis.

b. Coordinating and Supporting Efforts.

- 1) DH is to coordinate all aspects related to Medical Support education and training with the Chiefs of Medical Services as the NATO body responsible for NATO Medical Support training standardization so that maximum level of interoperability and synchronization can be reached.
- 2) The next ADC will be coordinated with the Chiefs of Medical Services Military Medical Training Working Group. It will be hosted by the NATO Maritime Interdiction Operations Training Centre, Chania, Crete, Greece; 19-23 April 2021.

FOR THE MILITARY MEDICINE CENTRE OF EXCELLENCE (the discipline DH):

Katherine NOEL

Commander, US Navy

ATTACHEMENTS

- Annex A References
- Annex B Pre-ADC meeting List of Participants
- Annex C NATO Education and Training Programme for the Medical Support Discipline
- Annex D Department Head's Summary of Principal Measures to Close E&T Gaps and Recommendation on the Certification of Medical Support Courses

REFERENCES

- A. MC 04589/3 (Final) NATO ETEE Policy, dated 03 Sep 15
- B. Bi-SC 75-2 Education and Training Directive, dated 06 Sep 16
- C. Medical Support Training Requirements Analysis Final Report, dated 05 JUL 2015
- D. 20150414 NU MCM-0055-2015 NATO Medical Support Strategic Training Plan (STP), dated 14 Apr 15

Medical Support Annual Discipline Conference – List of Participants

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NATO Education and Training Programme for WMD/CBRND Discipline

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Summary

1. The DH and RA led an exhaustive review of the updated TRA which included line by line validation of performance objectives for each NCS/NFS position, updates completed for existing courses, discussion of each course recommended to be added or removed from the previous years' TRA and DAP, and discussion on existing gaps of national level training across the Alliance.
2. No training gaps were identified related to the NATO training requirements and associated performance objectives. However, after significant discussion amongst the SMEs in attendance, it was decided to leave many areas on the training programme 'yellow' or 'partially met.' The justification being that while the courses meet their stated training objectives, they can not make up for national level training gaps. The DH and RA will continue to work closely with the COMEDS MMT WG, the Multinational Military Coordination Centre, and National Training Institutions to increase and synchronize shared training programs across the Alliance.
3. The novel coronavirus outbreak will have significant impact on individual training and education opportunities across the alliance. The ongoing cancellation or postponement of courses and collective training exercises and subsequent impact to the discipline plan, to include emerging training requirements, will be ongoing throughout the year.
4. The Medical Course Director position at NATO School Oberammergau was filled in March 2019 and all courses have run as scheduled since his arrival.
5. The OPR for the Senior Staff Medical Officers Course was moved to ACT, Senior Medical Officer. Course updates were made by the new OPR and aligned with the updated TRA. Updated CCD's will be produced and uploaded to ETOC in 2020.
6. The OPR for the Medical Intelligence Course was moved from the COMEDS Medical Intelligence Panel to ACO.
7. Curriculum updates completed:
 - a. MED-MS-21498 NATO Senior Medical Staff Officer Course (SMSOC)
 - b. MED-MS-3682 NATO Joint Medical Planners Course (JMPC)
 - c. MED-MS-22111 NATO Medical Staff Introduction Course (NMSIC)
 - d. MED-MS-3723 NATO Patient Evacuation Coordination Cell (PECC) Course
 - e. MED-MS-1712 Medical Standardization ADL Course

Department Head and Requirement Authority Training Program Recommendations

1. Training solutions to be added:

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- a. MED-MS-XXXX Joint Senior Medical Leaders Course, Defense Medical Readiness Training Institute
 - b. ETE-EX-3055 NATO Exercise Planning Course
 - c. ETE-IT-2627 NATO NCO Orientation Course
 - d. ETE-IT-3555 NATO Staff Officer Orientation Course
 - e. ETE-IT-3567 NATO NCO Intermediate Leadership in a Multinational Environment
 - f. WMC-MD-1817 NATO CBRN Defense Orientation Course
 - g. WMD-MD-31388 NATO CBRN Defense and Exercise Planning Course
 - h. FIN-FI-2708 Resource Management Education Programme (RMEP) Course
 - i. JIA-IP-3052 NATO Crisis Management Course
 - j. JPL-OP-2683 Comprehensive Operations Planning Course (COPC)
 - k. JPL-OP-31378 Strategic Operations Planning Course (SOPC)
 - l. LOP-LO-2554 Combined Joint Operations Centre Course
 - m. LOG-LG-14422 NATO Logistics Introductory Course
2. Training solutions removed:
- a. ETE-EV-3635 NATO Lessons Learned Staff Officer Course (LLSOC)
 - b. ETE-EV-3863 ACO Logistics Tactical Evaluation (TACEVAL) Evaluator Course
 - c. JPL-OP-21176 NATO Staff Officer Defense Planning Course
 - d. LGL-LE-2688 NATO Legal Advisor Course (LEGAD)
 - e. LOG-LG-24405 JLSG HQ Orientation Course (JLSG)
 - f. MED-MS-1718 Emergency Management of Battlefield Injuries (EMBI) Course
 - g. MED-MS-2721 NATO Emergency Multinational Medical Team (EMMT) Training
 - h. WMD-CD-21384 NATO Biological Warfare Defense
 - i. WMD-CD-25502 International Radiological Assistance Program Training for Emergency Response Basic Course (I-RAPTER Basic) Awareness Course
 - j. WMD-CD-31883 Live Agent Training Course
 - k. WMD-CD-41764 Consequence Management after a CBRN Incident Course
 - l. WMD-MD-21245 CBRN Warning and Reporting Specialists Course

Department Head's Recommendation on the Certification of Medical Support Courses

This attachment provides the results of the DH and RA's review of the annual course certification status as stated in Reference B: "To keep their certification status, certified courses must remain responsive to NATO E&IT requirements and the current information must also remain accessible in the NATO ETOC. These courses are reviewed during the ADC to confirm their continued relevance for NATO E&IT".

Review of status of the NAO Medical Support discipline courses. Changes/recommendations highlighted in red.

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Course Title	Training Institution	Current Status	Recommendation/Justification
NATO Partner Joint Medical Planners Course (JMPC)	NATO - HQ ACT JFT ADL	Listed	No change. Currently 'Inactive' - DH to contact ETF POC to update in ETOC.
NATO Medical Standardization Orientation Course	Military Medicine COE (MILMED COE)	NATO Approved	No change
Emergency Management of Battlefield Injuries (EMBI) Course	Military Medicine COE (MILMED COE)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline.
Senior Medical Staff Officer Course	NATO - School Oberammergau (NSO)	NATO Approved	No change
NATO Senior Medical Staff Officer Course (SMSOC)	NATO - School Oberammergau (NSO)	NATO Approved	No change
Management of Infectious Diseases during Mission	Military Medicine COE (MILMED COE)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline; shall be moved out from the MEDSUP discipline.
NATO Medical Staff Introduction Course	Military Medicine COE (MILMED COE)	Listed	No change. This course does address NATO requirements for the discipline. Upon receiving CCDs from the ETF, the course will be submitted to ACT for certification.
Emergency Preparedness Response Course - Clinicians	Defense Medical Readiness Training Institute	Listed	No change
COMBAT LIFESAVER COURSE	Combined Arms Training Center	Listed	No change

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	(7th Army Training Command)		
FIELD SANITATION TEAM CERTIFICATION	Combined Arms Training Center (7th Army Training Command)	Listed	No change
NATO Medical Evaluation (MEDEVAL) Course	Military Medicine COE (MILMED COE)	NATO Approved	No change
NATO Emergency Multinational Medical Team (EMMT) Training	Military Medicine COE (MILMED COE)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline.
NATO Maritime Medical Staff Course (MARMEDS)	NATO - School Oberammergau (NSO)	NATO Approved	No change
NATO Health Surveillance and Multinational Management of Epidemic Crisis for Operational and Strategic Medical Leaders	Military Medicine COE (MILMED COE)	NATO Approved	No change
Military Medical Support in Humanitarian Arena	Military Medicine COE (MILMED COE)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline; shall be moved out from the MEDSUP discipline.
COMBAT LIFE SAVER COURSE	Combined Arms Training Center (7th Army Training Command)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline.

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Combat Casualty Care Examination	Military Medicine COE (MILMED COE)	Listed	No change
Military Psychosocial Incident Management Course	Military Medicine COE (MILMED COE)	NATO Approved	Listed - the course does not address NATO Requirements for the MEDSUP discipline; shall be moved out from the MEDSUP discipline.
Joint Medical Operations Course - Basic (U.S.)	Defense Medical Readiness Training Institute	NATO Selected	No change
Public Health Emergency Management Course	Defense Medical Readiness Training Institute	NATO Selected	No change
NATO Health Surveillance Reporting	Military Medicine COE (MILMED COE)	NATO Approved	No change
21000 Medical Combat Care in Maritime Operations	NATO - Maritime Interdiction Operational Training Centre (NMIOTC)	Listed	No change
Basic Medical Planning	Defense Institute for Medical Operations (DIMO)	NATO Selected	No change
Basic Medical Planning for United Nations Peacekeeping Operations	Defense Institute for Medical Operations (DIMO)	Listed	No change
26000 Tactical Emergency Care for Maritime First Responders	NATO - Maritime Interdiction Operational Training Centre (NMIOTC)	Listed	No change

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26000 Tactical Emergency Care for First Responders in Maritime Operations	NATO - Maritime Interdiction Operational Training Centre (NMIOTC)	Listed	No change
NATO Joint Medical Planner Course (JMPC)	NATO - School Oberammergau (NSO)	NATO Approved	No change
First Responder Trainer Symposium	Military Medicine COE (MILMED COE)	Listed	No change
NATO Medical Intelligence Course (MEDINTEL)	NATO - School Oberammergau (NSO)	NATO Approved	No change
Major Incident Medical Management and Support (MIMMS) Course	Military Medicine COE (MILMED COE)	NATO Approved	No change
NATO Patient Evacuation Coordination Cell (PECC) Course	Military Medicine COE (MILMED COE)	NATO Approved	No change
NATO Force Health Protection Management	Military Medicine COE (MILMED COE)	Listed	Remove. This course was developed but never delivered.
NATO Health Epidemic Investigation and Management in Deployments (HEIMDAL)	Military Medicine COE (MILMED COE)	Listed	No change. This course does address NATO requirements for the discipline. Upon receiving CCDs from the ETF, the course will be submitted to ACT for certification.
FIELD SANITATION TRAINING COURSE	Combined Arms Training Center (7th Army Training Command)	Listed	No change

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