



**NATO CENTRE OF EXCELLENCE  
FOR MILITARY MEDICINE  
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SUBJECT: **MILMED COE VISION AND STRATEGIC GUIDANCE 2017 – 2021**

REF: **MC 326-3,  
COMEDS VISION AND STRATEGIC GOALS 2015 – 2020  
NATO MILITARY MEDICAL VISION AND OBJECTIVES 2015-2024**

**Introduction:**

NATO Centre of Excellence for Military Medicine (MILMED COE) is the only multinational centre, outside of the NATO command structure, dealing with military medicine at the international level, on a full time basis.

MILMED COE is designated by the Chiefs of Military Medical Services in NATO (COMEDS) to be the information knowledge management centre in the field of military medicine, coordinating the flow of information between key stakeholders within, and outside, the Alliance.

In this critical role, MILMED COE provides the Alliance with a coordinating body able to have an oversight of the key priority areas in NATO's medical transformation. Additionally, the work of the COE is in line with COMEDS Strategic Goals 2015-2020 which are represented in the strategic and overarching goals of the MILMED COE.

MILMED COE is accredited by TÜV ISO 9001:2015 (Cert No: 12 100 52039 TMS, Eff: 2016-12-15, Exp: 2019-11-17) and get Unconditional Accreditation by ACT as a NATO Education and Training Facility (Cert No:5000/TSC TPX 0180/TT-161134/Ser: NU; Eff:22-09-2016; Exp:21-09-2022) which documents the outstanding level of excellence that MILMED COE brings to the work it performs

This document, to be reviewed annually, presents the strategic vision and goals of MILMED COE, as noted by the Steering Nations which are consistent with the Memoranda of Understanding signed by the Steering Nations.



**NATO Unconditional Accredited E&T Facility**  
Cert No:5000/TSC TPX 0180/TT-161134/Ser:NU;  
Eff:22-09-2016; Exp:21-09-2022



TÜV ISO 9001:2015:CertRegNo: 12 100 52039 TMS

## Vision of MILMED COE

*Committed to the health of our forces*

## Mission Statement of MILMED COE

*MILMED COE develops and implements projects to empower superior and effective medical support services across NATO, during missions abroad and in their home countries.*

## Strategic and Overarching goals of MILMED COE:

- *Excellence as an Information Knowledge Management Hub in the field of military medicine, including military medical Lessons Learned*
- *Excellence in Force Health Protection Coordination with an emphasis on health surveillance*
- *Excellence as the Military Medical Evaluation Centre*
- *Excellence in the Department Head Function for the Medical Support Discipline*
- *Excellence in Doctrine and Policy development*
- *Excellence in Military Medical Training (Individual and Collective)*
- *Excellence in supporting the NATO Command Structure at all levels*

## Core Values:

### Excellence:

Building collaborative relationships with military and civilian stakeholders to deliver high-quality, timely and evidence proven medical advice and to be the reference organization for other military and civilian medical entities.

### Efficient:

Provide an efficient framework for collecting and sharing amongst key stakeholders in the military medical field and foster projects that have a tangible impact upon NATO's medical operations and transformation. MILMED COE processes will be regularly reviewed with a Quality Management System to ensure that the projects remain relevant to our current mission and doctrine.

### Ethical Code:

MILMED COE is committed to the spirit and rules laid down by humanitarian international law. While each nation follows their own national and military ethical core values MILMED COE, as a multinational military organization, has built a culture that promotes mutual respect for national characteristics, values and experiences and promotes a cross-cultural and cross-national working environment.

## Strategic Plan:



The NATO MILMED COE Strategic Plan 2017-2021 (ANNEX A) establishes the mid-term goals for Management and Branch and presents action steps and tasks necessary to meet the Strategic Goals. This plan is based on a SWOT analysis and all activities are linked to the Program of Work of MILMED COE.

**Dr. Laszlo Fazekas**  
**Colonel, MC, MD**

## **ANNEX A: NATO MILMED COE Strategic Plan 2017-2021**

