

## Command Philosophy

As members of this Command, you are part of an expert team (Sailors, Marines and Civilian Marines) that is on the vanguard of medical and Religious Program Specialist (RP) support to the Fleet Marine Force (FMF) and the joint warfighter. This Command has an illustrious heritage and you are a continuation of all those who have gone before. We stand on the shoulders of giants. As such, you are challenged to take your rightful place in history, while furthering the pillars of Health Service Support (HSS) and Religious Ministry Team (RMT) capability to even better support our operational forces.

To accomplish this, you are expected, within your area of expertise, to do everything possible to ensure we provide a credible (tactically proficient and most importantly, combat capable) medical and RP force to support the FMF and joint warfighter at any time and in any situation along the full range of military operations (ROMO).

I want everyone to know that I am extremely honored to serve as your Commanding Officer. I understand the great responsibility that I have been afforded in this leadership position and I am excited about our journey. I have the Con. I have your 12 and your six. As we make this journey, my covenant to you is that I will provide the purpose, direction and motivation to accomplish all of our taskings, specified and implied.

**Purpose:** A clear vision and sharply focused roadmap, strategically aligned.

**Direction:** The appropriate level of guidance necessary to accomplish the mission.

**Motivation:** Ensure you have the resources and fertile environment required for you to accomplish your job effectively and efficiently. As well as ensure you and your family members have access to the resources for complete family readiness.

In return, I expect everyone to know, understand and apply the elements of Operation VACUUM/C.

**Vision:** Understanding the desired end state and keeping it at the forefront of everything you do.

**Alignment:** Ensure everything we do is aligned with the concepts and guidance from higher authority.  
Vision without alignment is like capabilities without requirements, irrelevant.

**Competence:** Strive to constantly improve your learning through history, continuing education, and personal and professional experience. After all, education without experience is potential.  
Our success will depend on how competent our customers, internal and external, perceive us.

**Unity of Effort:** Working together in order to achieve the desired end state is essential to conserve valuable resources and ensure our means and ways are effective and efficient.

**User Friendly:** Our deliverables must be easy to operate and maintain, reliable, and interoperable.

**Mission:** We will accomplish our mission through our vision, being properly aligned, demonstrating competence and unity of effort, and ensuring our deliverables are user friendly.

**Communication:** Clear and consistent communication throughout VACUUM. Communication is the rebar, without it VACUUM is meaningless.

I have some basic tenets for all members of our Command. First, everyone is an adult and I expect everyone to act that way and be treated that way. Second, I consider you to be the very best qualified person to do your job, at this place in time; I will not tolerate acts of omission and we will learn from acts of commission. Third, I know you want to make a positive difference. Lastly, I expect that you will continue to apply Honor, Courage, and Commitment to everything you do 24/7.

Finally, as you are very well aware, we are still at war. As force enablers, multipliers and restorers, you play a paramount role in Navy Medicine's and RMT's role as a weapon system to improve our fighting power and sustainability of our most cherished asset, the joint warfighter. Accept the challenge and never forget it; your country, the joint warfighter and your fellow Sailors and Marines require this.

Non sibi sed patriae and Semper Fidelis

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