



## Functional Bureau Strategy

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# BUREAU OF MEDICAL SERVICES (MED)

**FOR PUBLIC RELEASE**

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## 1. Executive Statement and Mission Statement

The mission of the Bureau of Medical Services (MED) is to promote and safeguard the health and well-being of America's diplomatic community and to facilitate the diplomatic efforts of the Department of State (Department or DOS).

MED's vision is to expand upon a robust primary medicine capability for America's diplomatic community by directing multifaceted efforts through active case management of personal medical needs, identification of public health hazards, and engagement with the international community, strengthening social and medical countermeasures. MED will enable medical, logistics, aviation, and information technology solutions to address emergent health threats and mitigate potentially harmful effects.

To execute its mission, MED supports the most globally distributed primary and occupational health care system for civilian employees and eligible dependents in the Federal Government, providing medical care and services to beneficiaries from over 50 different government agencies. MED is responsible for administering the Department's health care program mandated by the Foreign Service Act of 1980 by providing preventive, primary, and emergency medical care to Chief of Mission (COM) personnel. MED is comprised of a global network spread across over 200 Health Units and posts, supporting a direct hire workforce of over 75,000 employees and an embassy community with well over 150,000 persons. Additionally, MED develops and implements medical policies for the Department and advises the Secretary on global health issues.

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MED's Functional Bureau Strategy (FBS) for Fiscal Years (FY) 2022-2026 is designed as a responsible and achievable roadmap that bolsters the Department's ability to strengthen global health security as outlined in Strategic Objective 1.1 of the draft FY 2022-2026 DOS and USAID Joint Strategic Plan (JSP). It reflects MED's priorities for future years, which include improving:

- Workforce flexibility, retention, and technical development;
- Enhanced case management with accessible clinical support and specialty care;
- Health threat surveillance, mitigation, and response capabilities; and
- Communication and collaboration with intra-agency and interagency partners.

This FBS should be seen as a living document – one that guides MED's efforts but is broad enough to enable the Bureau to address new opportunities and challenges as they arise. MED will apply the Department's Managing for Results (MfR) framework, specifically implementing program design and performance management activities to assess strategic progress.

Moreover, MED will continue to implement International Organization for Standardization (ISO) 9001:2015 quality management processes. Specifically, MED will utilize trained internal auditors to conduct internal audits for each of the Bureau's sections, for which each Program Manager will present the findings in a Management Review (MR). MRs provide MED's senior leadership with the opportunity to communicate directly with Program Managers and prioritize certain projects. MRs are followed up by annual external ISO audits to maintain ISO certification, wherein the external auditor will review each of MED's internal audit reports, the MR schedule, and any corrective or preventative actions taken over the year.

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## 2. Bureau Strategic Framework

**Bureau Goal 1:** Provide effective and accountable medical care and services to protect, strengthen, and support the diplomatic community around the world.

- **Bureau Objective 1.1:** Develop capacity for efficient and comprehensive response activities to combat emerging health threats such as health incidents of national security importance.
- **Bureau Objective 1.2:** Expand mental health services and domestic partnerships to increase accessibility for improved quality of care for COM personnel.
- **Bureau Objective 1.3:** Provide enhanced clinical care for patients experiencing acute and emergency medical incidents to enable return to work when appropriate.
- **Bureau Objective 1.4:** Increase viable access to quality health care services that optimize health and well-being, expand medical care options, and enable broader deployment opportunities.
- **Bureau Objective 1.5:** Establish sustainable global supply chain operations that ensure consistent availability of high-demand medical supplies and services through enhanced quality control and optimized inventory management.

**Bureau Goal 2:** Provide a cadre of well-trained, competent, and diverse medical professionals to address current and emergent needs and to deliver timely, viable access to care in accordance with quality-of-care standards.

- **Bureau Objective 2.1:** Improve rates of recruitment and retention through enhanced human capital management techniques.
- **Bureau Objective 2.2:** Develop and implement a standardized approach to emergency medical training to improve the readiness of all Health Unit medical personnel to address emerging threats including those caused by medical, natural, or man-made disasters.

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- **Bureau Objective 2.3:** Standardize the overseas medical staffing model to enhance MED's ability to rapidly cover unforeseen gaps across all geographic regions.
- **Bureau Objective 2.4:** Maximize employee performance, engagement, and productivity through professional development, effective performance management, and a positive, values-based work environment.

**Bureau Goal 3:** Monitor, assess, and mitigate medical risk through an integrated health care surveillance and response framework, ensuring MED resources are prepared to address the full spectrum of health threats facing COM personnel.

- **Bureau Objective 3.1:** Improve monitoring and assessment of health and disease trends and identification of new health hazards resulting in improved disaster preparedness, enabled response capabilities that address occupational and health threats, and implementation of occupational protection and inclusive and accessible health management programs.
- **Bureau Objective 3.2:** Standardize and strengthen Operational Medicine Program deployable capabilities, leveraging evidence-based practices and an integrated data management platform, to bolster MED's management of medical and aviation support for security and protective operations.
- **Bureau Objective 3.3:** Establish suitability standards for pre-employment, pre-placement, and ongoing personnel assessment to better prevent and respond to behavioral crises, violence in the workplace, and other critical incidents.
- **Bureau Objective 3.4:** Modernize MED's management of all unintended medical events to create the best possible health care delivery.

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**Bureau Cross-Cutting Management Goal 4:** Transform business operations through modernized systems, optimized business processes, and enhanced accountability to improve service support across all Bureau activities.

- **Bureau Cross-Cutting Management Objective 4.1:** Develop and integrate an Enterprise Risk Management (ERM) platform that establishes common policies and compliance standards to identify and mitigate risks, manage vulnerabilities, and better inform MED's strategic planning.
- **Bureau Cross-Cutting Management Objective 4.2:** Enhance operational efficiencies and service delivery through the maturation of governance and accountability and continuous business process improvement.
- **Bureau Cross-Cutting Management Objective 4.3:** Pursue emerging IT solutions to enhance mission execution, anticipate mission requirements, and better respond to mission needs.
- **Bureau Cross-Cutting Management Objective 4.4:** Develop an integrated, enterprise data management platform to enhance the delivery of transparent, efficient, and evidence-based operational support activities.

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### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Provide effective and accountable medical care and services to protect, strengthen, and support the diplomatic community around the world.

- **Bureau Goal 1 Description:** MED expects its future global operating environment to grow in complexity and dimensionality, requiring MED to strengthen its interoperative service capabilities guided by common standards and procedures and coupled with the ability to tailor support in meeting a wide variety of operational and strategic requirements. In keeping with its mission, MED is progressively integrating delivery of health services that support unique mission sets while simultaneously enhancing capabilities such as medical equipment and logistics support; clinical database development; data collection; integration and dissemination; expansion of health, wellness, case management, and telehealth systems; and furtherance of medical data analysis to address current and/or emergent health threats worldwide.

**Bureau Objective 1.1:** Develop capacity for efficient and comprehensive response activities to combat emerging health threats such as health incidents of national security importance.

- **Bureau Objective 1.1 Justification and Linkages:** In response to ever-evolving external threats, MED will require a commensurate level response capability that is agile, integrated, and innovatively prepared to protect and care for our diplomatic community in the face of current and future health-related hazards. Greater innovation requires MED to develop knowledge of and the capability to identify static and/or novel health incidents, including health incidents of national security importance as defined by the White House, to better inform its strategic response framework, improve upon data collection, integration, and dissemination processes, and enhance forecasting for and deployment of a flexibly responsive workforce.

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Consistent with the first recommendation in the National Academy of Science's December 2020 report, An Assessment of Illness in U.S. Government Employees, the Department will continue its collection of baseline and longitudinal data and biological specimens from personnel prior to and during overseas assignments. MED is actively developing programs that address this recommendation including the Surveillance and Analysis for Exposure (SAFE) program and is continuing program efforts to monitor ongoing environmental health hazards including the Air Pollution program and other occupational health surveillance initiatives. These programs enable MED to characterize evolving and emerging disease, elucidate pathology, and improve related clinical practices.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- NSS, "Cooperating on Shared Challenges:" "Climate and Energy Security: The climate crisis is the existential challenge of our time...We are enhancing Federal, state, and local preparedness against and resilience to growing extreme weather threats, and we're integrating climate change into our national security planning and policies."
- NSS, "Sharpen Our Tools of Statecraft:" Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making."
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery: "...the Department...will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public."

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- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”
- JSP, Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad: “The State Department must respond to events in other countries, disasters, or global health issues.”

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- DOS MEF<sup>1</sup>, MEF 5: Formulate and negotiate plans and policy, intergovernmental agreements, and arrangements with U.S. allies in response to world events.
- DOS MEF, MEF 23: Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy.
- **Bureau Objective 1.1 Risk Considerations:** Secretary Blinken stated: “Nothing is more important to me than the health and safety of our employees.” Hearing conservation in our law enforcement colleagues has been an ongoing concern. The air pollution crises in areas such as New Delhi, India, which saw unprecedented toxic smog in 2021, need continual monitoring to mitigate the negative impact of pollutants. These are a few examples of the chronic and dynamic nature of environmental health hazards that have unknown impacts on COM personnel serving in deployed locations worldwide. This underscores the importance for surveillance of MED’s acute and longitudinal health programs. MED must continue leading the Department’s health crisis response efforts while allowing for future expansion of this mission-critical work. Moreover, if this Objective is not achieved, clinical guidance, medical travel, and required treatment may be delayed or otherwise jeopardized.

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<sup>1</sup> The identification and prioritization of essential functions and critical assets provide the foundation of continuity planning, the framework that accounts for all continuity capabilities required in the performance of essential functions. Essential functions are critical activities necessary to identify key assets, supporting tasks, and resources that must be included in an organization's continuity planning process. MEFs are the tasks directly related to accomplishing the organization's mission as set forth in statutory or executive charter. The Department's Mission Essential Functions (MEFs) in accordance with Presidential Policy Directive 40 (PPC-40) and Federal Continuity Directives 1 and 2 (FCD-1/FCD-2). HUCCS directly support MEF 1, 12, 15, and 23.

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**Bureau Objective 1.2:** Expand mental health services and domestic partnerships to increase accessibility for improved quality of care for COM personnel.

- **Bureau Objective 1.2 Justification and Linkages:** COM personnel face immense professional and personal challenges, especially given the demands of the Foreign Service. These challenges are only exacerbated by looming health threats, disasters, terror attacks, and other crises. Traumatic events (suicides, natural disasters, active shooter, civil unrest, death of employees, etc.) can happen anytime, and while these events happen rapidly, the psychological impact on Department employees often lingers. Over the past fiscal year alone, the Department was confronted with a plethora of crises: employee deaths due to COVID-19, suicides, mental health crisis incidents, bombings, earthquakes, and riots, to name a few. These events and the psychological impact can be quite traumatic, and they disrupt the workforce's ability to focus effectively on its critical role in advancing U.S. foreign policy. While MED's Directorate for Mental Health (MH) currently offers services to help personnel cope with and navigate obstacles, further program expansion is critical to ensure MED is doing all in its power to best support the mental health of the diplomatic community and their family members. This starts with increasing the diversity, versatility, and accessibility of supportive services available to COM personnel, wherever they are located. Embedding services worldwide may yield better mental health outcomes.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce: "The Department of State...field[s] the world's most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen

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and empower the national security workforce, and the Department of State...will do this by investing in their people...”

- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
- JSP, Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad: “...ensure access to information and routine and crisis services are equitable and accessible.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.

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- **Bureau Objective 1.2 Risk Considerations:** Limited accessibility to mental health resources may augur obstacles for successful achievement of U.S. interests overseas. COM personnel work in high threat, high stress environments. The morale and confidence of the diplomatic community will diminish and the opportunity for adverse consequences due to mental dissonance will increase without provision of tools needed to sustain mental and psychological wellbeing.

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**Bureau Objective 1.3:** Provide enhanced clinical care for patients experiencing emergency medical incidents to enable return to work when appropriate.

- **Bureau Objective 1.3 Justification and Linkages:** Given the increasingly volatile health threat landscape, which includes the COVID-19 pandemic, worsening influenza outbreaks, and the anticipation for more employees with chronic medical illnesses serving overseas, MED needs to enhance its capabilities and enhance care coordination to ensure the health and safety of eligible employees and family members assigned abroad. The Office of Foreign Programs (MED/CP/FP) is responsible for authorizing, coordinating, and managing emergency medical travel for Department employees, eligible family members, and other participants in the Medical Program. Optimized care coordination is an important catalyst for improving clinical outcomes, better managing medical incidents, and curbing the cost of care. MED/CP/FP must be the bridge between clinical care and case management, where the medical professionals must be prepared to execute clinical, logistical, and administrative disciplines simultaneously. Enhanced care involves evaluating medical conditions, developing and implementing plans of care, communicating frequently with patients, and coordinating medical evacuations (MEDEVACs), while monitoring patient progress until they depart. Implementing service and procedural updates in response to unintended medical events (UMEs) is also a vital requirement for optimal data tracking, education initiatives, and risk management control, which is the focus of MED's Quality Management (QM) unit. Through improved post incident coordination, QM will establish a network of reporting and management to increase visibility on standards of care delivery across Health Units worldwide.

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The next step in providing an enhanced level of care is promoting and creating cost-effective treatment solutions for patients. Resource constraints made evident by the COVID-19 pandemic highlighted the need for MED to strategically incorporate managed care capabilities to offset limitations of operating under a primary health care provider model. MED will work to expand its network of medical centers of excellence to provide quality health care and reduce patients' financial burden. MED seeks to develop new and cultivate existing partnerships to expand access to interdisciplinary and specialty functions for a more integrated health care delivery experience.

To further improve its provision of care, MED will collaborate and coordinate with the Bureau of Global Talent Management (GTM) to help manage medical-related personnel requirements. Existing eligible employees assigned abroad obtain medical clearances based on the adjudications provided through MED's Office of Medical Clearances (MED/CP/CL) that inform available deployment locations for COM personnel and their family members. When deployed personnel or eligible family members require specialty medical care resulting in a MEDEVAC, their medical clearance status can be adversely impacted. MED's ability to enhance its partnership with GTM can expedite return to work or post as appropriate by optimizing personnel updates implemented by GTM but informed by the support activities performed through MED/CP/FP and MED/CP/CL.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- NSS, "Sharpen our Tools of Statecraft:" "Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making."

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- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce: “The Department of State...will also work to...improve personnel information systems and customer service; and work closely with Congress to ensure their workforce[e] ha[s] the personnel, tools, [and] training...to succeed in an increasingly complex geopolitical landscape.”
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery:
  - “The Department of State...must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels.”
  - “Optimizing the IT environment ensures greater internal, external, and cross-domain interoperability, improved access to information, and enhanced collaboration across the Foreign Affairs community and strengthened global communications. Technology optimization and data-informed operations will also enable the development of joint analytical products to streamline decision-making and refine tactics and methodologies.”
  - “These advances are essential for any global organization in the 21st century...”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats: “The Department of State[’s] ...workforce[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational

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readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”

- PMA, Priority 1/Strategy 3: “Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- DOS MEF, MEF 23: Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy.
  
- **Bureau Objective 1.3 Risk Considerations:** The inability to optimize clinical care and coordination will produce a harmful effect to COM personnel and their family members, where they may not receive the immediate critical care necessary to save their lives. Additionally, those individuals who are evacuated due to a medical incident may not be able to immediately return to work, resulting in diminished productivity in achieving U.S. interests overseas.

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**Bureau Objective 1.4:** Increase viable access to quality health care services that optimize health and well-being, expand medical care options, and enable broader deployment opportunities.

- **Bureau Objective 1.4 Justification and Linkages:** Lessons learned from the COVID-19 pandemic highlighted the challenges in providing quality health care services to the diplomatic community, especially to those serving in the most austere locations. Staffing gaps and fluctuating needs given the fluid nature of COVID-19 and anticipated deployment of more employees with chronic diseases overseas has made clear the necessity of having an agile workforce. Current access to specialized care at posts is somewhat constrained based on the current operating model. Most Health Units around the world do not offer the specialty medical services needed to sustain the resiliency of the workforce. The JSP substantiates this sentiment: “The Department of State...will...buil[d] on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors to expand workplace flexibilities and virtual work options, and better promoting work-life balance and resilience among the workforces.” MED seeks to offer easy access to the benefits, care, and services to better support the health and well-being of the diplomatic community. The future state of broadened care includes augmented telehealth capabilities, expanded Wellness services, and reduced barriers to post assignment.

The COVID-19 pandemic precipitated the advancement of quality telehealth services and reduction in barriers to telehealth access, facilitating its widespread adoption by U.S. healthcare providers. A robust telehealth capacity provides eligible employees and their family members effective care, regardless of their location or the sought medical specialty. MED’s telehealth program has focused on emergency care with few available specialties for physician consultations. MED expanded this program by partnering with a center of excellence with the resources to provide an enhanced quality of medical care through a range of specialists supporting emergency and non-emergency medical care, chronic condition management, and mental health services to all eligible members of

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the U.S. diplomatic community. This program will require ongoing quality analysis and adjustments to meet the changing needs of employees and their family members. This capability will prove vital to ensure provision of quality medical care during times of quarantine and mandatory social distancing as experienced throughout the COVID-19 pandemic.

MED also seeks to expand its offering of Wellness services and programs, as they have been shown to increase productivity, retention, and recruitment, and decrease production lost to sick employees. The virtual health and wellness capacity was established in response to social distancing required by the COVID-19 pandemic to provide guided physical and well-being activities and ensure DOS employees can effectively manage stress and anxiety.

It is anticipated these services would diminish emergency service costs through a reduction in total MEDEVACs and enable more opportunities for FS career development by easing post-specific medical clearance restrictions and increasing the scope of available medical services overseas. This will also aid the Department in mitigating future, potential legal liability regarding the medical clearance system, which restricts FS assignments based on required care and the availability of that care at post – the Department is already in litigation for two class action lawsuits related to medical clearances.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge.” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- NSS, “Sharpen Our Tools of Statecraft.” “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce:

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- “The Department of State...field[s] the world’s most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen and empower the national security workforce, and the Department of State...will do this by investing in their people...”
- “The Department of State...will promote an agile global workforce...includ[ing] building on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors...and better promoting work-life balance and resilience among the workforces.”
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery: “The Department of State...must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels.”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats: “The Department of State[’s]...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their

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- families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
- PMA, Priority 1/Strategy 3: “Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.”
  - FAM, 16 FAM 620, Wellness Program.
  - DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
  - DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- 
- **Bureau Objective 1.4 Risk Considerations:** Provision of expanded medical care options and services that target specialty care considerations, employee physical health, and general wellbeing enhances MED’s ability to maintain a resilient and salubrious workforce. Limitations on telehealth capabilities adversely impact MED’s ability to provide specialty health consultations resulting in coverage gaps when personnel leave post via MEDEVAC for needed treatment. Suspension of virtual wellness resources remove opportunities for employees to effectively manage stress and anxiety, develop healthy habits, and increase the risk of long-term health problems or chronic disease exacerbated by unhealthy habits.

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**Bureau Objective 1.5:** Establish sustainable global supply chain operations that ensure consistent availability of high-demand medical supplies, equipment, and services through enhanced quality control, maintenance schedules, and optimized inventory management.

- **Bureau Objective 1.5 Justification and Linkages:** MED provides preventive, primary, and emergency medical care at over 200 globally distributed Health Units, facilitated by a central office located in Washington DC (“MED Washington”). Each Health Unit is equipped with medical supplies and equipment. However, MED Washington currently has little to no management oversight of deployed health equipment or consolidated standards for equipment requirements within overseas Health Units. Additionally, MED has yet to establish an actionable and sustainable supply chain operation as highlighted by continual procurement challenges experienced throughout the COVID-19 response effort. The Bureau has fielded 270 oxygen concentrators, 100 Biofire instruments, and over 200 freezers that represent additional requirements within an already strained local equipment tracking and servicing effort at overseas Health Units.

Establishing supply chain operations is critical to the success of MED’s mission. The resultant centralized system, structure, and processes will encompass quality assurance and control protocols to include supplier evaluation, distribution optimization, inventory management, and equipment maintenance in support of domestic and overseas Health Unit operations. With this approach, MED will be able to track, control, and report on all medical supplies and equipment wherever they are in the world. Additionally, MED can proactively conduct maintenance on serviceable equipment, which will reduce impact to mission execution. To that end, this centralized control mechanism will help alleviate regional supply constraints by assessing periodic and sudden increased demands.

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This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- NSS, “Shaping the Rules of the Road – Technology;” “Our technology strategy will enable the United States and like-minded democracies to work together to pioneer new medicines that can cure diseases... diversify and strengthen our manufacturing supply chains...”
- NSS, “Sharpen Our Tools of Statecraft:” “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora: “Leverage Partnerships: The Department of State and USAID lead the international community, multilateral organizations, and private institutions to promote and attain goals in the priority global health areas. These efforts are focused around...building effective systems and platforms, including for medical countermeasures and supply chains...”
- JSP, Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans: “The Department of State and USAID must protect and promote U.S. competitiveness and ensure that the global economy delivers for all Americans...The U.S. should pursue an international approach...that aim to...secure and diversify critical supply chains upon which the American people rely.”
- JSP, Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world: “Bolster U.S. and Allied Industry and Infrastructure: The Department and USAID will coordinate efforts to promote reliable and responsible supply chains from diverse sources, with a special focus on diversifying supply chains in key sectors...”

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- JSP, Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks:
  - “Recent supply chain disruptions and cyber threats have revealed the extent to which economic integration and technological change have increased U.S. interdependence with both partners and competitors. Strengthening resilience both at home and abroad is essential to protect communities...”
  - “Secure critical supply chains, data, and infrastructure: The Department of State and USAID will address U.S. vulnerabilities by countering threats to critical U.S. data and infrastructure and encouraging diversified supply chains through support for on-shoring, near-shoring, and friend-shoring opportunities where it makes economic sense and can strengthen ties with like-minded partners. The Department and USAID will foster a dynamic and resilient innovation ecosystem to drive new areas of economic activity in products, processes, and services. And both will cultivate productive, creative relationships with the private sector and civil society to leverage their work with partners and allies to encourage global economic growth that is values-driven and sustainable.”
- PMA, Priority 3/Strategy 1: “Enhance and repair critical supply chains, build resilience against future supply disruptions.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- National Biodefense Strategy, Objective 3.5: Enhance preparedness to save lives through MCMs.
- National Biodefense Strategy, Objective 3.9: Strengthen international preparedness to support international response and recovery capabilities.

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- **Bureau Objective 1.5 Risk Considerations:** Lack of centralized oversight and control over post service and maintenance schedules leaves MED exposed to potential failures in vital equipment and decreases health unit effectiveness in patient care. Achievement of this Objective will establish a consolidated inventory for all serviceable equipment to directly improve MED's ability to track and control medical care items deployed to overseas Health Units as part of MED's response to the COVID-19 pandemic as well as Health Unit equipment used for regular operational activities.

**Bureau Goal 2:** Provide a cadre of well-trained, competent, and diverse medical professionals to address current and emergent needs and to deliver timely, viable access to care in accordance with quality-of-care standards.

- **Bureau Goal 2 Description:** MED strives to ensure the diplomatic community is afforded access to the best, well-trained, most competent, and reflectively diverse health care provider population available to deliver timely, relevant, and effective care worldwide. Personnel staffing the medical program worldwide must also have qualified administrative support services domestically. Given the dynamic nature of the medical profession, clinicians must continually update their respective skill sets to be current with prevailing state of the art health care practices. Recruitment efforts to target a more diverse pool of candidates and to create an improved onboarding process support the cultivation of a talent pipeline to conscript and maintain a high performing workforce. Additionally, expanded lines of service to include mental health care, emergency response, and other specialties broaden the availability of providers at post that can address special health care needs.

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**Bureau Objective 2.1:** Improve rates of recruitment and retention through enhanced human capital management techniques.

- **Bureau Objective 2.1 Justification and Linkages:** MED's worldwide Health Units are staffed by a corps of Foreign Service Medical Specialists<sup>2</sup> (FSMSs) and nurses. However, staffing levels over the past several years have proven to be inadequate. In the context of the COVID-19 pandemic, several posts have been left with no provider or have had their staff seriously degraded. Additionally, typical events such as training, leave, and illness or injury cause absences at Health Units exacerbating coverage gaps. This pervasive staffing shortage caused by an inability to fill post vacancies and provide gap coverage needs to be addressed to ensure the diplomatic community abroad has access to the care it needs. As such, MED endeavors to expand its competitive recruitment of medical professionals and build a diverse talent pipeline by creating a comprehensive strategy to build and maintain a high-performing workforce that reflects all segments of American society. Further, MED will continuously feed the pipeline with new staff as part of an overall solution for full coverage of baseline level-of-effort operations and for surge coverage to meet increasing health threats. The need to attract and retain qualified support personnel to encumber domestic positions is equally as important. It is critical for MED to establish a robust recruitment capability that includes persuading key target audiences of diverse backgrounds with specialized skills and experience to consider Foreign and Civil Service positions, specifically medical providers, nurse practitioners, physician assistants, medical laboratory specialists, physicians, psychiatrists, nurses, supply chain experts, financial managers, and other administrative support service providers.

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<sup>2</sup> FSMSs include the following specialties: Regional Medical Officer (RMO), Regional Medical Officer Psychiatrist (RMO/P), Medical Provider (MP), and Regional Medical Laboratory Scientist (RMLS).

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MED also intends to expand its retention efforts to better maintain trained medical specialists who can successfully support the diplomatic community. The Foreign Service is a career with unique challenges unlike any others. To retain the best and brightest, MED needs to expand its mentorship program. Mentoring is a strategic tool that, when done right, can attract and retain high-potential talent and accelerate leadership development and readiness. Mentoring is also an effective tool for shaping organizational culture and closing engagement gaps. Additional resources will provide the Bureau the opportunity to expand its mentorship program to include mentorship visits between mentor and mentee.

Additionally, MED understands the need to have standardized evidenced-based clinical practice guidelines (CPG) for our nurses working independently. As such, MED intends to provide access to the most current clinical practices, which will improve the quality health care services and optimize the health and well-being of our DOS employees and families.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “...ensuring our workforce is better educated, healthier, and more productive. The stronger workforce will also build enduring advantages that bolster our strength and resilience.”
- NSS, “Sharpening Our Tools of Statecraft:”
  - “Prioritizing diversity, equity, inclusion, and accessibility to ensure national security institutions reflect the American public they represent;”
  - “Creating more effective and efficient hiring, recruitment, retention, and talent development practices;”
  - “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Goal 4: Revitalize the diplomatic and development workforce and institutions:

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- “The Department of State and USAID will continue to build, develop, and empower a cutting-edge global workforce that has the tools, training, technology, and infrastructure to succeed in a world that is increasingly crowded, competitive, and complex;”
- “Both agencies will leverage technology to reach new audiences and forge new connections, even as they protect against ongoing threats to the security of their personnel and information. The Department of State and USAID will build new capabilities, draw a wider range of expertise into government, and empower employees to innovate and lead. Central to these efforts must be a renewed commitment to ensure both agencies’ workforces fully reflect the richness and diversity of the nation they represent. The Department of State...will also remain good stewards of taxpayer investments and promote continuous learning and improvement.”
- JSP, Objective 4.1 Overview: Build and equip a diverse, inclusive, resilient, and dynamic workforce:
  - “The Department of State...field[s] the world’s most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen and empower the national security workforce, and the Department of State...will do this by investing in their people;”
  - “Build, Retain, and Equip a Dynamic 21st-Century workforce: The Department of State and USAID will promote an agile global workforce through updated recruitment, hiring, and retention practices that ensure both agencies keep pace with the private sector in the competition for talent. This includes building on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors to expand workplace flexibilities and virtual work options, and better promoting work-life balance and resilience among the workforces. The Department of State...will also...ensure their workforce[e] have the personnel, tools, training, and professional development opportunities to

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succeed in an increasingly complex geopolitical landscape. The Department of State...will also implement new programs to promote retention, career development, and institutional knowledge sharing;”

- “Promote Diversity, Equity, Inclusion, and Accessibility: To finally and meaningfully deliver on the promise of workforces that look like the nation they represent, the Department of State and USAID will identify and eliminate barriers to equity, implement targeted recruitment and retention efforts, and establish provisions for accountability. The Department of State and USAID will build on their successes in supporting employees with disabilities by promoting enhanced career opportunities and workplace accommodations. Analyzing workforce data and taking actions to address barriers to equity are a priority for both agencies;”
- “Integrate Expertise in Key Areas: Today’s global challenges, from the climate crisis to pandemics to the potential misuse of transformative new technologies, require new skills and expertise to address. The Department of State and USAID will prioritize opening new pathways to service for those with a background in STEM fields, procurement, and information technology (IT), among other areas.”
- Secretary’s Modernization Agenda, “Modernizing Training and Professional Development,” states that the Department will revitalize its approach to training and professional development to embrace a culture of learning where employees are offered and expected to engage in, a wide range of training and development opportunities to acquire new skills, expand their experiences, and grow personally and professionally throughout their careers.
- Secretary’s Modernization Agenda, “Attracting and Retaining Talent,” claims the Department will use targeted recruitment and modern assessment tools to attract talent from all segments of society and institute reforms, including those aimed at career development, performance management, work-life flexibility, and Foreign Service family member employment to retain a diverse, engaged, and empowered workforce.

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- PMA, Priority 1/Strategy 1: “Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.”
- Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- **Bureau Objective 2.1 Risk Considerations:** Health Unit staffing gaps will continue if MED’s recruitment and retention efforts are not improved, putting personnel at significant risk when pursuing U.S. diplomatic efforts overseas. If adequate staffing is not achieved through improved management of MED’s human capital techniques, primary and urgent care services will be limited and potentially harmful to the well-being of our diplomatic community where missions abroad will not be able to sustain normal operations.

**Bureau Objective 2.2:** Develop and implement a standardized approach to emergency medical training to improve the readiness of all Health Unit medical personnel to address emerging threats including those caused by medical, natural, or man-made disasters.

- **Bureau Objective 2.2 Justification and Linkages:** Unforeseen threats continue to arise and require a readiness capability that is structured, synchronized, and responsive. Indeed, JSP Strategic Objective 4.3 explains: “Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience...to ensure they are prepared to respond with agility to crises and emerging threats.” Training and resources should apply to both medical personnel and COM personnel as part of the post onboarding procedure to strengthen readiness capability the world over. The solution for which is to standardize emergency medical training for personnel abroad with a focus on emergency preparedness training and hands-on clinical rotations at major trauma centers.

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This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.

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- Best Practice Panel for High-Risk, High-Threat Diplomatic Engagement Protective Medicine, Part 4, EQ 4.3, Finding #4.3.1: The Panel determined “that there are specialized clinical training requirements” for MED providers, that “must be regularly refreshed through clinical rotations.”
- **Bureau Objective 2.2 Risk Considerations:** Unsuccessful response planning and rehearsal leaves our diplomatic community ill-equipped to adapt and respond to the rapidly changing threat environment, putting them in mortal peril. Moreover, a panel of clinical experts commissioned by the Department to identify a “gold standard” for medical support for high-risk, high-threat diplomatic engagement emphasized the critical importance of clinical rotations at major trauma centers as a means of achieving zero deaths from potentially survivable causes of death. In sum, if we do not ensure our workforce is properly trained to handle the threats facing COM personnel overseas, we jeopardize the life and safety of the Department’s workforce.

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**Bureau Objective 2.3:** Standardize the overseas medical staffing model to enhance MED's ability to rapidly cover unforeseen gaps across all geographic regions.

- **Bureau Objective 2.3 Justification and Linkages:** As mentioned above, staffing gaps at Health Units are all too prevalent, especially given the current worldwide pandemic that has lasted two years and shows no signs of abatement. Widespread contagious viruses and diseases can cause entire swaths of staff to fall ill at the same time, rendering Health Unit services severely diminished due to unforeseen staffing gaps. Currently, MED has neither an MP nor a RMO rover based overseas. Additionally, RMO/Ps have gone without a designated Regional Medical Manager specialized in the field of Psychiatry, leaving RMO/Ps without the administrative management, medical consultation, and coverage the other specialists have. Because RMO/Ps provide highly specialized medical services, no other medical specialists have the expertise to substitute when there is a gap in coverage, leaving regional or post mental health needs unaddressed when RMP/Ps are on home, sick, or emergency leave. These gaps must be quickly addressed so that MED can administer the Department's medical program to COM personnel and their families.

MED will adopt centrally managed resource practices to enable comprehensive and flexible response capabilities not limited by the Bureau's current resource capacity or worldwide competing demands when faced with the next pandemic or global crisis. Increased workforce flexibility promotes fielding an expert pool postured domestically and overseas performing vital work to combat ongoing and emerging threats. Flexibility includes Washington-managed medical capabilities like overseas FSMS rovers and services augmenting MED's resource capacity to provide continuity for COM personnel in response to emergent health threats or in regional areas predisposed to limited medical support. Basing MED Washington-managed rovers in strategic, overseas locations allows for expedited placement of required personnel in response to dynamic conditions by positioning the rover in a hub location and facilitating the onward

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assignment rather than having the rover travel from a CONUS to an OCONUS location (lengthy flights, delays in obtaining the correct visa, etc.).

Additionally, MED, as the Department's Medical Program owner, will enhance the management of FSMSs stationed overseas to strategically place them in the pursuit of delivering health care services worldwide. This includes providing coverage in staffing gaps at posts, especially in the event of an emergency.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- NSS, "Sharpen Our Tools of Statecraft:" "Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making."
- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce: "The Department of State...field[s] the world's most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen and empower the national security workforce, and the Department of State...will do this by investing in their people..."
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - "The Department of State[']s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience,

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including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”

- “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
  - DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
  - DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- **Bureau Objective 2.3 Risk Considerations:** If the overseas staffing model is not standardized, MED will continue to be plagued by staffing challenges, especially in austere locations. Limited regional medical coverage overseas leaves MED unable to provide surge or basic backup capacity when the diplomatic engagement environment begins to degrade due to pandemics or ordered departure. These resource constraints impact all aspects of medical care and leave post with severely diminished capabilities.

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**Bureau Objective 2.4:** Maximize employee performance, engagement, and productivity through professional development, effective performance management, and a positive, values-based work environment.

- **Bureau Objective 2.4 Justification and Linkages:** MED seeks to create a work environment that offers employees greater opportunity for career development and cross-training, and that develops and maintains effective, skilled leadership who foster an inclusive environment where employees feel engaged, productive, and valued. To achieve this desire, MED intends to focus on internal development programs for staff across all levels, to include employees, supervisors, managers, and leaders.

This plan entails promoting professional development opportunities for employees to enable MED to focus on growth across the entire Bureau. Current DOS programs are typically catered toward higher levels such as Foreign Service and Civil Service employees at grades FS-02/GS-14 and above. MED seeks to expand development offerings to include employees in more junior grades by connecting them to other positions, wherein growth and cross-training are promoted, thereby strengthening the Bureau. MED will collaborate with GTM to create development programs and better harness existing offerings such as mentorship programs. Further, MED will work closely with GTM to educate MED employees of the services and resources they have at their disposal. For instance, GTM offers career development services, including writing resumes, enhancing interviewing skills, branding, and obtaining temporary assignments outside of a designated Bureau, or potentially external to the Department. Investing in and empowering employees will yield enhanced trust among staff, thereby maximizing performance, engagement, and productivity. Indeed, MED intends to leverage the annual Federal Employee Viewpoint Survey (FEVS) to measure employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in the Bureau.

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The other part of MED's plan to achieve this objective is to improve its ability to provide effective guidance and support to employees, while ensuring the mission is executed. Managers and leaders require appropriate training to enhance their competencies much like employees, but with a focus on performance management and employee relations.

Regarding performance management, managers, in concert with MED's Human Resources (HR) Division, will align compensation with duties and performance (i.e., how well employees complete their tasks), work with employees on their conduct and performance, and properly document results, all of which require additional training and coaching.

Tangentially, MED seeks to prevent employee relations litigation and reduce the number of grievances filed by employees. This will be accomplished by training managers on being effective leaders, how to handle difficult employees, addressing performance and/or conduct issues, and documenting occurrences in a specific way that best protects the Bureau.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- NSS, "Sharpen Our Tools of Statecraft:"
  - "Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making."
  - "Prioritizing human resources capabilities and personnel, who will drive and steward all of these initiatives."
- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce: "The Department of State...field[s] the world's most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen

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- and empower the national security workforce, and the Department of State...will do this by investing in their people...”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
    - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
    - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
  - PMA, Priority 1/Strategy 4: “Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.”
  - CFR Part 430, Performance Management, Subpart A.
  - 3 FAH-1 H-2800, Performance Management.

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- 3 FAH-2 H-134.2, Purpose of Evaluation: “Annual performance evaluations give supervisors a chance to appraise the performance of their employees on a recurring basis.”
- 3 FAH-2 H-135, Career Development and Training.
- 3 FAM 2820, Performance Appraisal System for General Schedule and Prevailing Rate Employees.
- Secretary’s Modernization Agenda, Modernizing Training and Professional Development: The Department will revitalize its approach to training and professional development to embrace a culture of learning where employees are offered, and expected to engage in, a wide range of training and development opportunities to acquire new skills, expand their experiences, and grow personally and professionally throughout their careers.
- Secretary’s Modernization Agenda, Attracting and Retaining Talent: The Department will use targeted recruitment and modern assessment tools to attract talent from all segments of society and institute reforms, including those aimed at career development, performance management, work-life flexibility, and Foreign Service family member employment to retain a diverse, engaged, and empowered workforce.
- **Bureau Objective 2.4 Risk Considerations:** Limited employee growth and development opportunities threaten morale and retention, thereby adversely impacting mission execution. Further, without these considerations, the Bureau limits its own ability to grow and adapt, where it could be staffed with cross-trained employees who can leverage ideas and lessons learned from other organizations. Additionally, increased focus on and support for managers and supervisors is critical to MED’s success. If they do not get the needed coaching and training, the number of employee relations litigations are likely to rise, inhibiting MED from focusing on executing its mission.

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**Bureau Goal 3:** Monitor, assess, and mitigate medical risk through an integrated health care surveillance and response framework, ensuring MED resources are prepared to address the full spectrum of health threats facing COM personnel.

- **Bureau Goal 3 Description:** The diplomatic community is serving around the world in increasingly dangerous and unpredictable environments and facing rapidly changing security risks and threats. MED has established numerous programs under the directorate of Operational Medicine as well as our Occupational Health Division to protect COM personnel from emerging health threats such as Surveillance for Analysis and Exposure (SAFE) and Health Alert Response Team (HART). The Bureau endeavors to achieve medical diplomacy goals for the Department by utilizing innovative surveillance, analysis and solution programs with IT platforms that will enhance response effectiveness and timeliness. We seek to reinforce our capacity to deliver the timely analysis and warning required to inform policy making, identify opportunities, and be better equipped to manage crises.

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**Bureau Objective 3.1:** Improve monitoring and assessment of health and disease trends and identification of new health hazards resulting in improved disaster preparedness, enabled response capabilities that address occupational and health threats, and implementation of occupational protection and inclusive and accessible health management programs.

- **Bureau Objective 3.1 Justification and Linkages:** The U.S. diplomatic community operates in some of the most dangerous and austere places in the world. The danger is further exacerbated by the significant threats that plague the world such as global pandemics, unexplained health threats, viral epidemics, and environmental exposures. These medical threats demand comprehensive preparedness and mitigation strategies to support the health and well-being of our diplomats, interagency colleagues, and their family members, even in the most high-risk and high-threat environments. Successful preparedness and mitigation of medical threats overseas relies on both well-rehearsed emergency plans and assurance that medical equipment and supplies are maintained in a state of readiness and at the proper levels to execute medical contingency plans.

Planning is at the heart of preparedness. The COVID-19 pandemic highlighted the need to remain on a high state of medical readiness and preparedness to respond to the next global outbreak or natural disaster. Currently, there is no single approach to planning for a casualty producing event that can be generalized to over 200 locations around the world. MED must publish and implement a standard emergency medical framework to protect our personnel, synchronizing and standardizing rehearsal of medical contingency plans, informing such plans through homogeneous, real-time medical threat analyses, and ensuring the readiness and relevance of emergency medical materials necessary to respond to medical, natural, or man-made disasters. Achievement of this Objective will ensure each embassy community has a casualty response plan and be trained, equipped, and prepared to react and survive in the moments following an event.

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Another critical component of preparedness includes assimilating medical intelligence and synchronizing medical contingency plans with our interagency and intradepartmental partners to guide and inform the Department's response to medical threats. MED's ability to enhance its surveillance and analytic techniques, strategic forecasting, and collaboration efforts greatly bolsters the health security of COM personnel. Recent and recurring pandemics and natural disasters have highlighted the importance of enabling rapid response in protecting the health of personnel, especially in the most austere posts. Access to current data will strengthen the ability to find health event correlations and inform decision-making to target resources appropriately. Real-time medical threat analyses are essential to safeguard and protect the health of America's diplomatic corps by allowing MED to develop situational awareness and forecast international crises with potential impacts to U.S. government entities. Through medical surveillance and intelligence, MED leadership can rely on information, indications, and warnings to effectively coordinate the necessary resources and provide a synchronized response to global threats. Other emergency management framework elements include standardizing and expanding emergency medical training and conducting medical interagency exercises.

Another aspect to ensuring the health and safety of COM personnel comes in the form of exposure assessments, medical surveillance, and early detection/intervention. Environmental exposures such as foodborne illnesses and unsafe drinking water can have serious health impacts on our diplomatic community overseas. Over 50 percent of COM personnel reside in cities where ambient air pollution is significantly worse than the most polluted U.S. locations, which has been associated with cardiac diseases and impaired lung growth. Continuation of MED's exposure management program is vital to document the potential hazards and related health effects which will inform recommendations regarding post assignment, medical clearance determinations, and policy making where exposure health risk information is critical.

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This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- NSS, “Cooperating on Shared Challenges:”
  - Pandemics and Biodefense: “...requires preparing for catastrophic biological risks, including by improving early warning and disease surveillance, data sharing and forecasting; speeding development, domestic manufacturing, and delivery of medical countermeasures; advancing safe biotechnology development and manufacturing; and overcoming inequities in care quality and access.”
  - Pandemics and Biodefense: “We will also tackle the increasing risk posed by deliberate and accidental biological risks, including through our ability to rapidly detect, identify, and attribute agents, and to develop medical countermeasures.”
  - Terrorism: “...requires building or expanding systems to prevent, detect, and respond to threats as they develop...improving threat information sharing...”
- NSS, “Cooperating to Address Shared Challenges in an Era of Competition:” “...communicable diseases like Ebola continue to reemerge...The pandemic has made clear the need for international leadership and action to create stronger, more equitable, and more resilient health systems—so that we can prevent or prepare for the next pandemic or health emergency before it starts.”
- NSS, “Shaping the Rules of the Road:” Technology: “Our technology strategy will enable the United States and like-minded democracies to work together to pioneer new medicines that can cure diseases...diversify and strengthen our manufacturing supply chains...”
- NSS, “Cooperating on Shared Challenges:” Climate and Energy Security: “The climate crisis is the existential challenge of our time...We are enhancing Federal, state, and local preparedness against and resilience to growing extreme weather threats, and we’re integrating climate change into our national security planning and policies.”

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- NSS, “Sharpen Our Tools of Statecraft:”
  - “Enhancing U.S. and global early warning and forecasting for infectious disease threats and pandemics...”
  - “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas: “At a time of unprecedented and overlapping crises, the United States will continue to prioritize saving lives [and] responding to international disasters...”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and

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systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”

- “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”
- JSP, Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad:
  - “...ensure access to information and routine and crisis services are equitable and accessible.”
  - “The State Department must respond to events in other countries, disasters, or global health issues.”
- Secretary’s Modernization Agenda, “Building the Department’s Capacity and Expertise to Address Critical Missions:” The Department will prioritize actions to ensure it is organized, resourced, and its workforce is equipped with the skills and abilities to develop and execute U.S. foreign policy in priority areas including strategic competition with China, climate and energy, global health security, cyberspace and emerging technologies, multilateral diplomacy, and economic statecraft.
- FAM, 14 FAM 240, “Contingency Operations and Critical Environment Contracting:” The Department must perform risk mitigation functions to ensure that MED fulfills its requirements to protect COM personnel from emerging disease and health threats, with special focus on insidious occupational health threats that only become apparent upon health surveillance and data analysis.
- FAH, 12 FAH-1 Annex P, Casualty Response Plan.
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 5: Formulate and negotiate plans and policy, intergovernmental agreements, and arrangements with U.S. allies in response to world events.

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- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
  - DOS MEF, MEF 23: Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy.
  - National Biodefense Strategy, Objective 1.1: Ensure decision-making is informed by intelligence, forecasting, and risk assessment.
  - National Biodefense Strategy, Objective 3.3: Develop, exercise, and update prevention, response, and recovery plans and capabilities.
  - National Biodefense Strategy, Objective 3.9: Strengthen international preparedness to support international response and recovery capabilities.
- 
- **Bureau Objective 3.1 Risk Considerations:** Failure to achieve this Objective would be catastrophic, potentially resulting in significant loss of life. The absence of medical contingency planning and training to diplomatic posts greatly increases mortality rates if personnel are not equipped to treat injuries following a casualty producing event. Additionally, a lack of interagency and intradepartmental collaboration undermines MED's strategic preparedness and critical health response capabilities, resulting in a fragmented global health response.

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**Bureau Objective 3.2:** Standardize and strengthen Operational Medicine Program deployable capabilities, leveraging evidence-based practices and an integrated data management platform, to bolster MED's management of medical and aviation support for security and protective operations.

- **Bureau Objective 3.2 Justification and Linkages:** The ability to medically evacuate COM personnel either infected with highly contagious pathogens or injured while serving in a high threat post where traditional medical evacuation aircrafts will not go is a critical capability for the Department. This is especially evident given the volatile operating environment and rapidly changing threat profile. The Operational Medicine Program maintains the Department's Multi-Mission Aviation Support Services contract, which provides the USG with its only standing biocontainment transport capability and the Department with its only scalable global aviation capability. To continue providing lifesaving protection and assistance in response to international disasters, MED must enhance its operational responsiveness capability and physical risk mitigation by standardizing mission critical enabling functions both for its protective medical providers and aviation assets. As the Aviation Governing Board's (AGB's) lead proponent for emergency medical and evacuation aviation support, MED intends to bolster its management and execution of aviation services through full development, implementation, and formal publication of flight program standards and a safety management framework, leveraging private sector efficiencies to enhance performance and reduce costs while serving to combat infectious disease threats and mitigate medical risk. To inform the use of these capabilities, MED will build upon existing knowledge management and interagency best practices to improve the management of resources supporting this program – both human and pecuniary.

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This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- NSS, “Sharpen Our Tools of Statecraft:”
  - “Enhancing U.S. and global early warning and forecasting for infectious disease threats and pandemics...”
  - “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas: “At a time of unprecedented and overlapping crises, the United States will continue to prioritize saving lives [and] responding to international disasters...”
- JSP, Strategic Objective 1.5: Enhance foreign publics’ understanding of and support for the values and policies of the United States: “The Department of State...will reinforce and strengthen their outreach to and engagement with foreign audiences in an increasingly complex information environment, employing modern tools that expand their reach, enhance people-to-people ties, counter disinformation and support a trustworthy information environment, and enable data-driven analysis.”
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery: “...the Department...will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public.”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:

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- “The Department of State[’s]...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
- “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- DOS MEF, MEF 23: Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy.
- DoS Aviation Strategic Plan 2020-2025, Goal 2: Establish an Enterprise Safety Management Framework and Process to Effectively Manage the Department’s Aviation Program: Promote safety and prevent aviation accidents and incidents.
- DoS Aviation Strategic Plan 2020-2025, Goal 3: Meet the Aviation Mission Requirements of the Department by Conducting or Contracting for Safe, Effective, and Efficient Aviation Operations: Meet the aviation needs of the Department while establishing enduring strategic risk management processes that guide the

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- development, sustainment, and divestiture of aviation capabilities over a five-year cycle.
- National Biodefense Strategy, Objective 3.3: Develop, exercise, and update prevention, response, and recovery plans and capabilities.
  - National Biodefense Strategy, Objective 3.9: Strengthen international preparedness to support international response and recovery capabilities.
  - **Bureau Objective 3.2 Risk Considerations:** In the absence of flight program standards or standardized practices for deploying operational medicine personnel, MED risks the ability to rapidly evacuate COM personnel from high threat posts, resulting in potential loss of life. The changing nature of emergent health threats demonstrates why maintaining this capability is critical to meeting MED's mission of promoting and safeguarding the health and well-being of America's diplomatic community and facilitate the diplomatic efforts of the Department.

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**Bureau Objective 3.3:** Establish suitability standards for pre-employment, pre-placement, and ongoing personnel assessment to better prevent and respond to behavioral crises, violence in the workplace, and other critical incidents.

- **Bureau Objective 3.3 Justification and Linkages:** Given the constantly evolving threat landscape, it is incumbent upon MED to enhance its trauma and disaster management capability to better protect and strengthen the diplomatic community. MED intends to bolster employees' resilience through crisis preparedness and comprehensive preventive and responsive measures. Upon completion of disaster mental health training (e.g., crisis training exercises), the diplomatic workforce will be better equipped to handle a slew of emergency situations. Training will encompass the entire disaster lifecycle – preparedness (before), response (during), and recovery (after) the incident. The need for disaster mental health training is evident. In August 2021, the Government of the Islamic Republic of Afghanistan collapsed, and the Taliban took control of the country, prompting the Department to withdrawal U.S. diplomatic presence. A lack of disaster mental health awareness resulted in increased stress and disgruntlement and a missed opportunity to mitigate fallout after exposure to trauma.

When a crisis does occur, MED in coordination with Post, will also provide enhanced trauma, critical incident, and disaster response capabilities by partnering with other Department entities and advisory bodies, such as Foreign Emergency Support Team (FEST), Hostage Recovery Fusion Cell, and Special Presidential Envoy for Hostage Affairs (SPEHA) to complement physical support with an operational psychology component. Specifically, MED will offer behavioral science consultation services to support hostage and wrongfully detained missions by psychologists trained in Survival, Evasion, Recovery, and Escape (SERE).

MED also intends to help broaden the Department's capability to prevent violence in the workplace. The Forensic Behavioral Science Service (FBSS) within MED's Directorate for Mental Health (MH) supports the Bureau of Diplomatic Security's (DS's) vetting of DOS personnel and candidates who operate in high-risk environments, including

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screening for workplace violence risk. However, MED can help further reduce the likelihood of workplace violence by conducting violence risk assessments to identify what in the workplace can cause harm, determine whether additional precautions are needed to control risks, and ensure the proper preventative interventions are made to keep employees safe. While DS' Office of Protective Intelligence Investigations (PII) is the designated owner of violence and risk assessment at the Department, MED/MH/FBSS can help strengthen DOS' enterprise-wide security posture by providing forensic assessments to determine the severity of risk.

MED can also further augment the Department's security capabilities by ensuring DS' Special Agents and candidates are physically and mentally competent to operate as federal law enforcement officers (LEOs) who are charged with the hefty responsibility of securing Foreign Service personnel, property, and sensitive information throughout the world. MED/MH/FBSS will help define Special Agent requirements based on LEO standards, in which will be incorporated into the Medical Clearances assessment. As it stands, Special Agents are not required to demonstrate physical or psychological suitability to conduct LEO functions. This gap needs to be addressed to ensure Special Agents can withstand LEO work, both mentally and physically.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:" "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
- NSS, "Shaping the Rules of the Road:" "...when they hold Americans against their will as hostages and wrongful detainees...We are working with our partners to deter and thwart those inhumane tactics."
- JSP, Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas: "At a time of unprecedented and overlapping crises,

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- the United States will continue to prioritize saving lives [and] responding to international disasters...”
- JSP, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce: “The Department of State...field[s] the world’s most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen and empower the national security workforce, and the Department of State...will do this by investing in their people...”
  - JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
    - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
    - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”

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- “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks... Both agencies will continue to deliver on their mission to provide secure, safe, functional, and resilient diplomatic and development facilities.”
- DOS Policies Addressing Domestic Violence, Sexual Assault, and Stalking, Education and Awareness: “The Department offers a variety of supportive resources to victims of domestic violence, sexual assault, and stalking. In addition, all direct hire employees have access to a variety of Department resources to address workplace stressors in order to prevent their own behavior from becoming violent or threatening.”
- Amendment to Executive Order 13488 and Executive Order 13467 To Modernize the Executive Branch-Wide Governance Structure and Processes for Security Clearances, Suitability and Fitness for Employment, and Credentialing, and Related Matters.
- Executive Order 13587: Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information, Insider Threat Task Force: “...develop[p] minimum standards and guidance for implementation of the insider threat program's Government-wide policy and, within 1 year of the date of this order, issuing those minimum standards and guidance...”
- FAM, 3 FAM 4150, Workplace Violence.
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- DOS MEF, MEF 23: Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy.

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- **Bureau Objective 3.3 Risk Considerations:** A lacking trauma and disaster management capability portends disruption to overseas operations and services. Without it, the Department's capacity to address the needs of the community whenever their health and safety is threatened by actual or imminent consequences may be diminished. This includes the Department's hostage recovery and wrongfully detained missions – situations that demand a mental health consultative component, without which would cause inconsistent and even “wrong” consultative advice to be dispensed.

Conducting only violence risk investigations of DOS personnel and candidates, rather than comprehensive violence risk assessments, does not bode well for the safety of personnel. Truncation could result in increased workplace violence and potentially casualties. To that end, the risk of not establishing and adhering to LEO standards means that personnel overseas are not as well protected because Special Agents will not necessarily have the mental and physical capacity to address threats.

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**Bureau Objective 3.4:** Modernize MED's management of all unintended medical events to create the best possible health care delivery.

- **Bureau Objective 3.4 Justification and Linkages:** MED provides preventive, primary, and emergency medical care at Health Units for Chief of Mission (COM) personnel abroad, as well as eligible family members. MED's clinical staff is comprised of five Regional Medical Managers and approximately 200 Clinicians, 350 Nurses, and hundreds of locally employed staff stationed across over 200 Health Units and posts around the world. Staff often operate without the readily available medical consultant and emergency resources that are common within the United States. Sometimes while administering care, unintended medical events (UME) – any medical action that might cause harm to a patient, whether any actual harm transpired – occur (e.g., medication error, missed or delayed diagnosis, immunization error). MED aims to detect and act on UMEs promptly to prevent poor outcomes and improve quality of care. To do so, UMEs must be reported in accordance with 16 FAM 133, Foreign Service Medical Providers Reporting Responsibilities. MED's Quality Management (QM) section, who is charged with assessing reported UMEs for all MED healthcare providers, intends to modernize the UME reporting and retrieval process by developing and implementing an Unintended Medical Events Reporting Tool. QM also intends to improve management of UMEs, to include peer review of all events to determine likely causes, evaluating the need for action to ensure that similar events do not recur, determining and implementing the needed actions, and monitoring the results of actions taken. A modernized system will enhance transparency, identify opportunities for improvement, and implement research-based practices in pursuit of the best possible health care delivery. This Objective aims to foster an environment of trust and transparency among the global patient population.

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This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Investing in Our National Power to Maintain a Competitive Edge:” “Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people.”
- NSS, “Sharpen Our Tools of Statecraft:” “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas: “At a time of unprecedented and overlapping crises, the United States will continue to prioritize saving lives [and] responding to international disasters...”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and

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leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”

- “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”
- DOS MEF, MEF 1: Protect or evacuate U.S. citizens abroad.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- **Bureau Objective 3.4 Risk Considerations:** MED must modernize the management of UMEs, otherwise it risks poor reporting of UMEs, inadequate UME response, and an inability to contribute to ongoing continuing medical education for providers. In other words, MED will not be as effective in addressing UMEs and deterring similar actions in the future, resulting in patients potentially being adversely affected.

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## 4. Bureau Cross-Cutting Management Goal and Objectives

**Bureau Cross-Cutting Management Goal 4:** Transform business operations through modernized systems, optimized business processes, and enhanced accountability to improve service support across all Bureau activities.

- **Bureau Cross-Cutting Management Goal 4 Description:** The purpose of this cross-cutting goal is to provide the supporting management functions necessary for MED to be successful in its endeavors. With this cross-cutting goal, MED aims to achieve operational excellence by successfully monitoring and mitigating risks, ensuring compliance with governmental and department regulations, empowering data-driven decisions, and enabling rapid delivery of quality services.

**Bureau Objective 4.1:** Develop and integrate an Enterprise Risk Management (ERM) platform that establishes common policies and compliance standards to identify and mitigate risks, manage vulnerabilities, and better inform MED's strategic planning.

- **Bureau Objective 4.1 Justification and Linkages:** The purpose of this Objective is to design and establish an ERM framework to enhance MED's risk posture, enabling it to proactively address systemic risks, build redundancies, and eliminate vulnerabilities. This endeavor involves ensuring each Health Unit has: 1) properly credentialed medical personnel; 2) the necessary medical equipment and supplies; and 3) associated equipment and supplies training to sustain patient care operations, as well as provide effective medical response capabilities in emergency situations. This framework will ensure MED places the appropriate medical providers at the right posts and that they are certified and qualified to administer medical care.

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MED's risk posture will be further enhanced by implementing control measures for pharmaceuticals. MED must ensure that locally procured items overseas added to Health Unit inventory are from verified sources to avoid risk to COM personnel being treated with potentially unsafe products and to be truly accountable with respect to inventory management. In this new world of responding to pandemics, counterfeit medications and pharmaceuticals are a major threat to operations, and the inability to verify local vendors only magnifies the threat.

By applying ISO 9001:2015 guidance and standards, MED will increase the likelihood of achieving objectives, standardizing output, and meeting stakeholder expectations by considering risk at all levels. Embedding risk-based thinking into the Bureau will establish a proactive culture of improvement. In addition, the identification and management of enterprise risks when developing and executing strategies for achieving the mission and programmatic objectives improves MED's decision-making efforts. Activities being undertaken to accomplish goals and objectives are at an increased risk of failure when implementing strategies are formulated without identifying potential risks and without embedded mitigation mechanisms to effectively assess and manage such risks.

This Objective aligns to the following Federal and Department strategies and guidance:

- JSP, Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks:
  - "Build Capacity to Anticipate and Prevent Shocks: The Department of State and USAID will invest in building the capacity of people, groups, and systems to manage and address the dynamic challenges of today's global environmental, economic and technology systems, and in more resilient communities. They will build and support local adaptive capacities, and ensure that institutions, communities, and systems are both strong and sufficiently supported."

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- “The COVID-19 pandemic underscored the interconnectedness of the major systems on which we rely. Shocks and stressors have been increasing in frequency and severity, from acute events such as disease outbreaks...to protracted issues such as weak governance...”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect...the health and safety of the workforce, we must demonstrate consistent commitment and leadership in support of continuity initiatives...establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
- OMB Circular No. A-123, Management’s Responsibility for Enterprise Risk Management and Internal Control.
- OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget, Section 230.12, “What is the role of enterprise risk management in strategic and performance planning?”
  - “The alignment of enterprise risk management with strategic and performance planning helps an agency understand risks to achieving its objectives.”
  - “Successful integration of ERM into an agency’s day-to-day decision-making and management practices will enable an agency to leverage opportunities for managing, mitigating, or avoiding risks that affect strategic goals and objectives, which will ultimately result in more resilient and effective programmatic operations.”

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- OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget, Section 260.29-260.32, Enterprise Risk Management.
- FAM, 2 FAM 030, Enterprise Risk Management.
- ISO 9001:2015, Section 6, “Planning for the Quality Management System:”
  - Establishes a systematic approach to risk.
  - Emphasis on risk-based thinking to embed an assurance and prevention strategy.
- ISO 9001:2015, Section 7, “Supporting the Quality Management System:” Ensures employees are competent and aware.
- ISO 9001:2015, Section 8, “Quality Management System Operations:” Control of external providers.
  
- **Bureau Objective 4.1 Risk Considerations:** Without a sound ERM framework, MED risks mission execution failure. If MED’s mission is to “promote and safeguard the health and well-being of America’s diplomatic community,” then it must have corresponding quality management capabilities to guide the inherent provision of care. MED’s current Medical Capabilities Information (MCI), in which describes the medical capabilities available at each post, is outdated. This means that MED cannot develop a sound plan to accurately place deployable personnel. Additionally, MED currently has little management oversight of Health Unit equipment or consolidated standards for equipment requirements, exposing MED to potential failures in vital equipment and putting COM personnel at risk of inadequate medical response. Finally, MED does not have a centralized plan of approved manufacturers and verified vendors to provide sustainable supplies and pharmaceuticals to overseas Health Units, thereby creating risk and increased liability in that practitioners may administer unregulated or dangerous substances.

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**Bureau Objective 4.2:** Enhance operational efficiencies and service delivery through the maturation of governance and accountability and continuous business process improvement.

- **Bureau Objective 4.2 Justification and Linkages:** The absence of a robust governance framework intimates unstructured and uncoordinated Bureau-wide activities, thereby resulting in duplication of efforts and reduced operational effectiveness. MED aims to establish an internal structure that sets the rules and processes that enable the organization to function well, while ensuring processes and management capabilities are aligned with laws and policies and within budgetary constraints. Establishing enterprise governance and management practices will drive decision-making to achieve efficiencies, maximize investment value, and enhance support for successful mission outcomes. Achievement of efficiencies will be derived through implementation of technological solutions and automated processes, which will optimize historically manual and labor-intensive activities. Superior performance of mission support activities such as supply chain and logistics, acquisitions, human capital investment, and financial management optimize capabilities across MED's medical program both domestically and overseas.

MED's mission challenges are ever evolving, requiring the Bureau to adapt accordingly. MED's flexibility begins with coordination and collaboration, where it will institutionalize a cross-lines-of-business, cross-program, and cross-MED mentality to not only maximize the effectiveness of investments, but also to adopt a strong, customer service-oriented model for doing business. MED's philosophy is one of continuous operational improvement throughout the organization. The Bureau will emphasize the need to continually assess operational capabilities, including identifying strengths and weaknesses, and redesigning processes, policies, and standards for the best possible execution of mission requirements.

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With this framework, roles and responsibilities will be clearly defined, ensuring transparency and accountability. MED will also enjoy agility, resulting in faster decisions and impact through a clear forum, regular decision cadence, enhanced transparency, and broad senior stakeholder participation. MED's establishment of a governance framework will also ensure investments for programs and projects are mapped to mission priorities, funding is appropriately allocated, and program and project progress are evaluated. Each of the sub-objectives under this objective leverage ISO 9001:2015 principles and support operating in a Total Quality Management environment.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Sharpen Our Tools of Statecraft:"
  - "Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making."
  - "Prioritizing human resources capabilities and personnel, who will drive and steward all of these initiatives."
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery:
  - "The Department of State...must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels."
  - "These advances are essential for any global organization in the 21st century..."
  - "...the Department of State...will adopt technology pilots...to rapidly deploy new business capabilities."

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- “Adopt Tech for the 21st Century: The Department of State and USAID will adopt new technologies for collaboration and flexible work, allowing them to build more innovative solutions for customers and promote work-life flexibilities commensurate with 21st century best practices. Both agencies will identify business process efficiencies and areas where technology modernization has enabled greater focus on high- value, mission critical work.”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats: “To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State...will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario- based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
- PMA, Priority 2: “Delivering excellent, equitable, and secure Federal services and customer experience.”
- PMA, Priority 2/Strategy 1: “Improve the service design...and customer-experience management...by reducing customer burden...and streamlining processes.”
- PMA, Priority 2/Strategy 2:
  - “Design, build, and manage Government service delivery...”
  - “By better coordinating service delivery based on...the customer, instead of around existing funding streams or organizational structures, Government can...improve mission delivery...”
- PMA, Priority 3: “...require continuous improvements in our procurement, financial assistance, and financial management ecosystems...”
- PMA, Priority 3, Strategy 2:
  - “Strategic management and oversight of Federal financial resources...can help build capacity and strengthen American industry...”

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- "...Federal agencies are...appropriately prioritizing Federal investments and conducting prudent fiscal management."
- PMA, "How We Will Get There:" "Leverage the Federal Performance Management Framework to Plan and Measure Progress."
- ISO 9001:2015, Section 6, "Planning for the Quality Management System," Planning to achieve quality objectives.
- ISO 9001:2015, Section 7, "Supporting the Quality Management System," Resource Management.
- ISO 9001:2015, Section 8, "Quality Management System Operations:"
  - Customer Communication
  - Identification and traceability
- ISO 9001:2015, Section 9, "Evaluating the Quality Management System's Performance:"
  - Customer satisfaction
  - Effective Management Review
  - ISO 9001 Internal Audit
- ISO 9001:2015, Section 10, "Improving the Quality Management System:"
  - Continual Improvement
  - Nonconformity and Corrective Action
  - Root Cause Analysis
- OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget, Executive Summary:
  - "As important as it is to sustain a strong performance culture through the practices described in this guidance, it is equally important to have reliable and effective processes which support continuous improvement and opportunities for capacity building."
  - The Performance Management Cycle
- OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget, Section 200, "Overview of the Federal Performance Framework:"

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- Overview of the GPRA Modernization Act of 2010, which “serves as a foundation for engaging leaders in performance improvement and creating a culture where data and empirical evidence play a greater role in policy, budget and management decisions.”
- “The primary purpose of performance management is to improve performance and then to find lower cost ways to deliver effective programs.”
- OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget, Section 280, “Managing Customer Experience and Improving Service Delivery:”
  - “Increase agencies’ understanding of customers’ needs and measure continuous improvement of Federal Government services to better meet customers’ priorities.”
  - “Provide structure and consistency around how agencies/programs approach CX.”
  - “Promote accountability and governance mechanisms to improve service design, quality and service.”
- FAM, 18 FAM 300, Strategic Direction and Management:
  - “Managing involves thoughtful planning and implementation of programs, projects, and processes in a manner that achieves their intended goals and objectives. Sound management is an ongoing activity to ensure our investments achieve those goals efficiently and effectively. Monitoring and data collection efforts should be integrated through the life of a program, project, or process, as they inform ongoing adjustments and improvements, as well as topics for evaluation.”
  - “State Department bureaus and offices monitor ongoing implementation of their programs and projects through qualitative and quantitative indicators, and conduct evaluations to assess overall program, or project, or process effectiveness.”

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- **Bureau Objective 4.2 Risk Considerations:** Without a centralized, guided structure to link each of the Bureau's efforts, MED may continue to operate in silos, hindering organizational transparency, resulting in redundant capabilities and an ineffective use of resources. Moreover, the Bureau will limit its ability to foresee and address problems, adversely impacting MED's ability to successfully execute its mission.

**Bureau Objective 4.3:** Pursue emerging IT solutions to enhance mission execution, anticipate mission requirements, and better respond to mission needs.

- **Bureau Objective 4.3 Justification and Linkages:** The purpose of this Objective is to enable the MED mission through excellence in information technology. IT excellence means the Bureau aims to have the most advanced, efficient, and effective management of IT and related services and resources. MED seeks to use new IT developments to increase business productivity. This Objective provides direction and guidance on advancing IT capabilities and resources to improve the Bureau's operational efficiency, mission effectiveness, and front-line operations. Achievement of this Objective will position MED's technology environment to address the critical areas of new technologies, cybersecurity, and service delivery.

New technologies continue to emerge at a rapid pace, security threats grow increasingly sophisticated, and there are fewer resources and funding. To adapt, MED intends to fully engage in digital transformation where more efficiencies can be gained while supporting the Bureau's needs. MED's IT goals include making technologies available to provide the right information to the right people at the right time to help users perform with greater efficiency, productivity, and safety. Security goals include designing an IT architecture with resiliency as an always-on state, built to survive failure.

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MED has already begun initiating secure, technological advancements that will greatly benefit the Bureau and COM personnel through the development of an Electronic Health Record (EHR) system, which is expected to be deployed worldwide by the end of 3rd Quarter FY 2022. The EHR system will provide the essential medical record infrastructure MED must have to deliver effective, efficient, and accountable health care services to a globally dispersed and highly mobile patient population. It will also enhance the security, portability, and interoperability of medical information with which MED is entrusted. It will further enhance MED's data collection and analysis capabilities by establishing a comprehensive health data inventory to inform policy formulation regarding health care quality initiatives. MED must continue to adopt and integrate these and other new technologies in its practice model to ensure that covered personnel receive modern, high-quality health care when deployed overseas.

This Objective is a coordinated effort to integrate people, processes, technology, information, and governance in a way that fully supports the needs of MED's workforce, partners, and customers, while addressing the Bureau's ever evolving mission challenges.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, "Investing in Our National Power to Maintain a Competitive Edge:"
  - "Our success at home requires robust and strategic engagement in the world in line with our interests and values to make life better, safer, and fairer for the American people."
  - Implementing a Modern Industrial and Innovation Strategy: "We are securing our critical infrastructure, advancing foundational cybersecurity...to improve security defenses in technology products."
- NSS, "Shaping the Rules of the Road:"

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- Technology: “Technology is...the future of our national security, economy and democracy...In the next decade, critical and emerging technologies are poised to reshape the world. The United States is committed to a future where these technologies increase the security, prosperity, and values of the American people and like-minded democracies.”
- Securing Cyberspace: “We are working...to define standards for critical infrastructure to rapidly improve our cyber resilience.”
- NSS, “Sharpen Our Tools of Statecraft:” “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world:
  - “Technology and innovation empower us to address some of the world’s most pressing challenges, and the United States’ longstanding scientific, technological, and innovation edge is a strategic asset that underpins U.S. national security, economic strength, and democratic values. A global digital technology revolution is underway, with leading powers racing to develop and deploy emerging technologies like artificial intelligence and quantum computing that will shape our lives and the 21st-century global economy. The United States has a major stake in ensuring that the ongoing technological and digital transformations serve our people, protect our interests, boost our competitiveness, and uphold our values.”
  - “The Department...will work to shape the standards that govern new technology, so they ensure quality, protect consumer health and safety...”
  - “The Department of State...will continue to promote U.S. leadership and support the participation of like-minded partners in international fora, including standards-setting bodies, and in the responsible development, deployment, and governance of technology.”

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- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery:
  - “The Department of State...must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels.”
  - “Optimizing the IT environment ensures greater internal, external, and cross-domain interoperability, improved access to information, and enhanced collaboration across the Foreign Affairs community and strengthened global communications. Technology optimization and data-informed operations will also enable the development of joint analytical products to streamline decision-making and refine tactics and methodologies. The use of cloud technologies will enable secure access to information technology anytime, anywhere, and lower their organizations’ carbon emissions. These advances are essential for any global organization in the 21st century...”
  - “Improve IT Governance: Both the Department of State and USAID will enhance enterprise data and IT governance through effective stewardship, policies, process controls, and investment decisions that appropriately value data and IT.”
  - “Adopt Tech for the 21st Century: The Department of State and USAID will adopt new technologies for collaboration and flexible work, allowing them to build more innovative solutions for customers and promote work-life flexibilities commensurate with 21st century best practices. Both agencies will identify business process efficiencies and areas where technology modernization has enabled greater focus on high- value, mission critical work. The Department and USAID will prioritize cloud capabilities that are mobile-first, device agnostic, highly connected, and readily available across the globe irrespective of the state

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of host country infrastructure. Both agencies will reduce the number of cloud platform instances by using shared cloud platforms.”

- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] ...workforc[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”
  - “To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State...will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
  - “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”

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- “Promote Safer Cyber: A focus on cybersecurity remains central given both agencies’ significant cyber footprint, the increasing use of mobile and agile technologies, and the large number of data collection efforts. To maintain a strong cybersecurity stance and reduce risk, the Department of State and USAID are making significant investments in tools and platforms that will continue to help secure their networks and data globally, such as Continuous Diagnostics and Mitigation, Identity Credential and Access Management, and implementing a Zero Trust security model. Both agencies will continue work to improve cybersecurity hygiene to ensure systems and data are protected. The Department and USAID will provide regular training to help staff identify and respond effectively to cyberattacks. Anti-phishing campaigns, information security and privacy training (both initial and annual and role-based), remedial training, and organization-wide notices are some of the techniques used to develop a strong level of cyber hygiene.”
- Secretary’s Modernization Agenda, Modernizing Technology and Use of Data: The Department will invest in technology that facilitates the workforce’s efforts to develop and execute foreign policy globally and be positioned to manage today’s cyber threats. The Department will integrate data into policy and decision making.
- PMA, Priority 1/Strategy 3: “By utilizing...increased adoption of technology, such as cloud computing, collaboration tools, and automation, the Government will enhance its ability to...sta[y] competitive with broader trends in how Americans work. Our changing world has proven that innovation is possible in the way Federal employees work and operate...”
- PMA, Priority 3: “The Federal Government...drives progress on new technology and solution development...”

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- PMA, “How We Will Get There:” “Continue to Enhance Federal Information Technology (IT) and Cybersecurity as Key Enablers of Mission Delivery. Cybersecurity and IT modernization are critical tools that must be at the foundation of Government management. The COVID-19 pandemic showed us how critical IT investments are to supporting mission delivery and the essential work of Government. We will continue to bolster Federal cybersecurity and ensure that secure systems help deliver Government services.”
- OMB Circular A-130, Managing Information as a Strategic Resource.
- OMB Memorandum M-15-14, Management and Oversight of Federal Information Technology (includes Federal Information Technology Acquisition Reform Act – FITARA)
- Federal Information Security, Requires federal agencies to implement information security programs to ensure their information and IT systems' confidentiality, integrity, and availability.
- Management Act (FISMA) of 2002.
- Federal Risk and Authorization Management Program (FedRAMP): Governs the adoption and use of cloud-based information systems operated by the Federal Government to ensure compliance with security, interoperability, portability, reliability, and resiliency requirements.
- Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009: Promote and expand the adoption of health information technology, specifically, the use of electronic health records (EHRs) by healthcare providers.
- FAM, 5 FAM 030, Information Management.
- DOS FY 2019-2022 IT Strategic Plan, Goals 2-4 and all associated Objectives:
  - Goal 2: Enhanced User and Mission Effectiveness (Collaboration; Mobility; Streamlines Access, Catalog Services, and Rapid Delivery; Effective Security that Enables the Mission)
  - Goal 3: IT Modernization (Interoperable Multi-Platform Cloud Ecosystem, Cybersecurity, Legacy Modernization)

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- Goal 4: Strengthened IT Management (IT Services Organization, Agile IT Governance)
- DOS Enterprise Cloud Strategy.
- DOS MEF, MEF 15: Establish and maintain operations and communications with overseas posts and offices.
- **Bureau Objective 4.3 Risk Considerations:** An organization without effective IT management to guide mission execution is destined to fail. If MED does not continue to evolve and embrace digital transformation, it risks being plagued by security issues and unreliable technology to conduct mission-critical activities. Continuing to use antiquated technology and racking up technical debt means that personnel may not be as effective or efficient in completing their duties, or the technology may not be meeting their needs at all. This applies to cybersecurity measures as well – without efforts to bolster security, MED will not be able to anticipate, detect, target, and disrupt threats. If MED’s IT systems and networks are not proactively managed and monitored, security vulnerabilities may not be identified, resulting in COM personnel’s PHI and PII data being put at risk. JSP Strategic Objective 4.3 states we must “protect our personnel, information, and physical infrastructure from 21st century threats.” It is our duty to provide the workforce with potentially life-saving technology solutions that not only work, but that exceeds their expectations. Finally, without enterprise IT governance and management practices to drive decision-making, MED will not be able to maximize investment value and optimize IT support for successful mission outcomes.

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**Bureau Objective 4.4:** Develop an integrated, enterprise data management platform to enhance the delivery of transparent, efficient, and evidence-based operational support activities.

- **Bureau Objective 4.4 Justification and Linkages:** MED’s current infrastructure does not support data management, analysis, or reporting. In order for the Bureau to become a data-driven organization, one that utilizes data in its decision-making process across all levels, MED must leverage data as a strategic asset. Meaning, it must use data to drive enterprise goals, enhance productivity, and achieve greater mission effectiveness. As MED’s data grows in volume and scope, so does the necessity for data maturation and comprehensive data management. The Bureau must be able to connect fragmented data from disparate sources if it is to successfully answer its most critical questions and effectively provide worldwide medical care. Through strong data governance (i.e., defined roles and responsibilities, rules, and standards) and consistent data practices, MED can enhance the way it collects, manages, and uses data. In combination with business intelligence portals to visualize relevant medical data, MED will greatly improve its ability to make data-driven decisions, thereby improving mission execution from a quality perspective and efficiency perspective. This ability is critical, especially as the organization implements digital transformation initiatives.

This Objective aligns to the following Federal and Department strategies and guidance:

- NSS, “Sharpen Our Tools of Statecraft:” “Equipping the workforce with cutting-edge technology and better integrate data and analytic tools to support decision-making.”
- JSP, Performance and Evidence: “The Department’s and USAID’s respective evaluation policies provide a key framework for generating evidence to inform decisions. Both agencies collect and use data and evidence to improve program and operations efficiency and effectiveness, maintain accountability to stakeholders, and support organizational learning.”

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- JSP, Strategic Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States: "The Department of State...will reinforce and strengthen their outreach to and engagement with foreign audiences in an increasingly complex information environment, employing modern tools that expand their reach, enhance people-to-people ties, counter disinformation and support a trustworthy information environment, and enable data-driven analysis."
- JSP, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery:
  - "The Department of State...must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels."
  - "Optimizing the IT environment ensures greater internal, external, and cross-domain interoperability, improved access to information, and enhanced collaboration across the Foreign Affairs community and strengthened global communications. Technology optimization and data-informed operations will also enable the development of joint analytical products to streamline decision-making and refine tactics and methodologies."
  - "...the Department...will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public."

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- “Cultivate a Data Culture: The Department of State...must keep pace with the rapid changes that are occurring in technology and data science. The Department of State...will cultivate a data culture that routinely seeks, values, and uses data for decision-making. Cultivating a data culture globally will strengthen data fluency, enhance collaboration, and improve hiring for the future. The Department...will also accelerate decisions through analytics by providing easy access to agency data assets, modern analytics tools, and customer service to enable their use.”
- “Improve IT Governance: Both the Department of State and USAID will enhance enterprise data and IT governance through effective stewardship, policies, process controls, and investment decisions that appropriately value data and IT. In addition, the Department...will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public.”
- “Digital diplomacy and development and 24/7 access to accurate and reliable data will support a dynamic global workforce. This involves increasing data fluency to strengthen staff capacity to make programmatic decisions for effective diplomacy, development, and humanitarian outcomes.”
- JSP, Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats:
  - “The Department of State[’s] workforce[e] serve[s] in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st Century threats is critical to the overall success of national security priorities and foreign policy objectives. Recent global disruptions have highlighted the need for the Department of State...to strengthen operational readiness and bolster resilience,

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including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it.”

- “To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State...will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.”
- “Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, malign influences, biological, and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks.”
- “Promote Safer Cyber: A focus on cybersecurity remains central given both agencies’ significant cyber footprint, the increasing use of mobile and agile technologies, and the large number of data collection efforts. To maintain a strong cybersecurity stance and reduce risk, the Department of State and USAID are making significant investments in tools and platforms that will continue to help secure their networks and data globally, such as Continuous Diagnostics and Mitigation, Identity Credential and Access Management, and implementing a Zero Trust security model. Both agencies will continue work to improve cybersecurity hygiene to ensure systems and data are protected.”

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- PMA, Executive Summary: “Agencies will continue to work together to enhance and secure Government information technology as a vital support and catalyst for mission delivery. Agencies will further enhance Federal data management and data science capabilities, building on more than a decade of focus across the Federal Government. Agencies will continue to nurture a culture of evidence-based policymaking and scientific integrity as together we implement the President’s vision and make decisions that impact people’s daily lives.”
- PMA, Priority 2/Strategy 2:
  - “We will work to improve the customer’s experience on the front end, and also will collaborate across Government to emphasize shared data, secure systems, and seamless interactions among agencies in back-office operations.”
  - “We also will integrate customer experience measures and indicators of responsible data sharing into the Government’s accountability and performance system to regularly track progress.”
- PMA, “How We Will Get There:”
  - “Apply Federal Data Management and Data Science Capabilities, Building on More than a Decade of Focus Across the Federal Government. We will continue to strengthen Federal data management practices and infrastructure and enhance data science skills to promote efficient, equitable, and appropriate use of Federal data...”
  - “...we will develop a robust set of actionable information services—data, information, and products—that meet the needs of diverse users and help policymakers drive change grounded in the best available science. We also will advance data practices that support decisions and policymaking grounded in evidence about what works.”
  - “Evidence-based policymaking is crucial to providing effective Government services.”

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- OMB Circular A-130, Managing Information as a Strategic Resource, Section 5(b), Governance: “Data and information needs are met through agency-wide data governance policies that clearly establish the roles, responsibilities, and processes by which agency personnel manage information as an asset and the relationships among technology, data, agency programs, strategies, legal and regulatory requirements, and business objectives.”
- OMB Memorandum M-19-18, Federal Data Strategy – A Framework for Consistency and Federal Data Strategy 2021 Action Plan.
- OMB Memorandum M-19-23, Implementation of the Evidence Act, “Background:” “Despite previous efforts and resource commitments, Federal agencies often lack the data and evidence necessary to make critical decisions about program operations, policy, and regulations, and to gain visibility into the impact of resource allocation on achieving program objectives. Investing in and focusing on the management and use of data and evidence across the Federal Government will enable agencies to shift away from low-value activities toward actions that will support decision makers: linking spending to program outputs, delivering on mission, better managing enterprise risks, and promoting civic engagement and transparency.”
- FAM, 5 FAM 630, Data Management Policy.
- DOS FY 2019-2022 IT Strategic Plan, Goal 1: Data as a Strategic Asset:
  - “Managing and leveraging data is integral to the Department’s mission and operation. We will invest in data over the coming years as a strategic asset. Our data, not the systems that store and process it, represents a true, long-term asset of value, and in most cases, our data will outlive the useful life of our technologies. This is especially true as the pace of technology innovation increases.”
  - “Under this goal, the Department will address the full lifecycle of data as it is transformed into information, intelligence, and knowledge for use by our diplomatic missions.”

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- “The key to the success of Goal 1 is a data architecture that specifies how all of the Department’s data and information will be organized, stored, secured, integrated, and appropriately accessed from anywhere and with any device. The intent of the data architecture is to provide a rigorous structure that accommodates different types of internal and external data and information that the Department collects and generates.”
- Department of State Enterprise Data Strategy.
- **Bureau Objective 4.4 Risk Considerations:** The absence of sound data management and a data governance framework engenders poor data quality where data is not standardized in the way that it is captured or analyzed. Data will continue to be siloed and segmented, meaning that it will be nearly impossible to analyze the data in connection with other data to draw meaningful conclusions to inform data-driven decision-making.

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