The Army adapted its operating concept to focus on multi-domain operations and innovation. This evolving strategic focus is both exciting and challenging. To advance the Medical Service Corps and align our efforts, we must commit to developing our people. We will take a holistic look at the way we are organized and engage our professionals in developing the future force structure. Our Corps’ discussion must start with an emphasis on readiness, modernization, and reform.

**Readiness.** Discipline in all things is a must, and it starts with the basics - doctrine. Doctrine serves as a guideline during peacetime and war. The Medical Center of Excellence (MEDCoE), formerly the Health Readiness Center of Excellence, published the Army Health System Doctrine SmartBook. It is an excellent reference filled with essential information to help medical professionals familiarize or re-familiarize themselves with doctrine, its sources, and the inherent operational roles and responsibilities throughout the continuum of care. Additionally, we must review and further refine the Individual Critical Task Lists. We will also improve the way we evaluate readiness with regards to competencies. Finally, we must be fit. The new Army Combat Fitness Test is here to stay. No later than October 2020 the fitness test becomes the Army physical test of record. The time to prepare is now!

**Modernization.** We must modernize our business processes and practices, which includes improving the way we manage talent. Leveraging technology in today’s Army is a must – leaders at every level must understand and use the Assignment Interactive Module 2.0 (AIM 2) to the greatest extent possible. This module is a web-based information platform designed to enhance the effectiveness and efficiency of the Officer Management process. It facilitates communication between the Soldier, Units, and the Officer Personnel Management Directorate. Leaders must be intentional about matching a Soldier’s skill, knowledge, behavior, and potential to meet the operational needs of the Army. In summary, Officers must clearly articulate their abilities, and organizations must be more descriptive about job requirements -- marrying the two will yield a more productive talent solution.

**Reform.** We must evolve and adapt to usher in a new paradigm. As we align our efforts towards supporting the readiness mission, we will take a hard look at our force structure. We will review our Areas of Concentration codify the competency requirements and developmental pathways to achieve these competencies. This may require us to move away from Areas of Concentration and focus on building core competencies for all MSC Officers. We must develop agile and adaptive leaders of character to support the needs of our Army. Doing so, requires giving leaders space to lead, responsibly underwriting mistakes, and learning from both our failures and successes. We must change our mindset from old ways of thinking and become more innovative in our approach.

Change is always complex, but we are most successful when we take care of our people. This change affords us a great opportunity to highlight the relevance of the Medical Service Corps. Our Corps must remain focused on providing operational medical support to large-scale, multi-domain operations to preserve Soldier lethality and survivability. That is why we are here – to ensure our troops are medically ready to defend our nation, and our medical personnel are prepared to support them.

Major General Dennis P. LeMaster  
19th Chief, Medical Service Corps