



**DEPARTMENT OF THE AIR FORCE**  
**AIR FORCE MEDICAL OPERATIONS AGENCY**  
**JOINT BASE SAN ANTONIO LACKLAND TEXAS**

OCT 8 2018


MEMORANDUM FOR ALL AFMOA PERSONNEL

FROM: AFMOA/CC

SUBJECT: Expectation Memo, AFMOA Business Communication Plan

Effective communication is the cornerstone of Trusted Care. As such, clear, concise, and standardized communication is paramount. The attached plan was originally developed and recently updated to provide AFMOA personnel with practical, applied business rules for effectual information sharing. Please ensure compliance with all requirements outlined in the plan for both internal and external communication.

The point of contact for the AFMOA Business Communication Plan is the AFMOA Director of Staff, 210-395-9027, DSN 969.

  
JAMES H. DIENST  
Brigadier General, USAF, BSC  
Commander

Attachment:  
AFMOA Business Communication Plan



**AIR FORCE MEDICAL OPERATIONS AGENCY  
(AFMOA)**

**BUSINESS COMMUNICATION PLAN**

**8 OCTOBER 2018**

**Table of Contents**

Introduction..... 1

1. E-Mail Communication..... 1

    1.1. Organizational (Org) E-Mail Boxes..... 1

    1.2. Subject Line ..... 1

    1.3. Body of the Message..... 2

    1.4. Signature Block..... 3

    1.5. AFMOA-Wide E-Mail Communication..... 3

        1.5.1. Distribution (Distro) Lists..... 3

        1.5.2. Authorization to Distribute AFMOA-Wide E-Mails..... 4

2. Out-of-Office Communication ..... 4

3. Voicemail Greeting ..... 5

4. AFMOAtv ..... 5

5. Major Command (MAJCOM) and Military Treatment Facility (MTF) Transmittals ..... 5

6. AFMOA Strategic Calendar ..... 5

7. Continuous Process Improvement (CPI) Management System ..... 6

**Attachments**

Attachment 1: Primary AFMOA E-Mail Org Boxes..... 7

Attachment 2: AFMOA Strategic Calendar Cheat Sheet ..... 8

## **Introduction**

The Air Force Medical Service (AFMS) is on a historic journey to Trusted Care, transforming into a High Reliability Organization (HRO):

A continuous learning and improving organization that partners with patients and families in a single-minded focus on achieving safety and Zero Harm.

As such, *all* AFMS personnel (not only those in direct patient care) are responsible for applying HRO principles in their daily work. This includes clear communication – a hallmark of Trusted Care. The Business Communication Plan was designed to assist AFMOA staff with using Trusted Care tools for communicating with partners and customers. It provides business rules to ensure clear, concise, and standardized information sharing. All communication, to include briefings, reports, memos, and other products, should be succinct. Brevity is key.

Policy sources for the communication requirements outlined in this document include:

- Air Force Handbook (AFH) 33-337, *The Tongue and Quill*
- Department of Defense (DoD) and Air Force Instructions (AFIs) regarding information privacy and security, as referenced
- Communication expectations established by the Air Force Deputy Surgeon General (DSG) and the AFMOA Commander (CC)

Requirements apply to both internal and external communication.

## **1. E-Mail Communication**

### **1.1. Organizational (Org) E-Mail Boxes**

An e-mail org box consists of a shared Outlook e-mail address and account that multiple personnel can access – usually those within the same group (e.g., branch, division, or directorate). Org boxes should be monitored continuously, but no less than three times per day: the start of the duty day, mid-day, and the end of the duty day.

E-mail org boxes are integral to good customer service because they provide additional channels for the field to contact AFMOA. Additionally, they improve teamwork and workload balance by sharing the responsibility for incoming e-mail messages, rather than placing it entirely on a single point of contact (POC). All AFMOA staff who use an org box will include the box's e-mail address in their individual e-mail signature block (Section 1.4), out-of-office notifications (Section 2), and voice mail greeting (Section 3). A list of primary / three letter AFMOA org boxes is provided in Attachment 1. Division and branch org boxes may be obtained from the primary.

### **1.2. Subject Line**

Subject lines should provide a brief summary of the e-mail topic. All e-mails originating from AFMOA staff must include a standardized subject line containing the following elements:

[Classification, if applicable] [KEYWORD] [Suspense if KEYWORD = ACTION] -> [Subject]

|                       |  |
|-----------------------|--|
| <b>Classification</b> | <ul style="list-style-type: none"> <li>• Open the subject line with classification / For Official Use Only (FOUO) markings, if applicable; Outlook may insert markings automatically based on e-mail content</li> <li>• Consult the following for classification instructions:             <ul style="list-style-type: none"> <li>– AFI 33-332, <i>Air Force Privacy and Civil Liberties Program</i></li> <li>– AFI 16-1404, <i>Air Force Information Security Program</i></li> <li>– DoD Manual (DoDM) 5200.01, Vol 1, <i>DoD Information Security Program: Overview, Classification, and Declassification</i></li> </ul> </li> </ul> |
| <b>KEYWORD</b>        | <ul style="list-style-type: none"> <li>• Insert either ACTION or INFO to help the recipient prioritize the e-mail</li> <li>• Use all caps to draw attention to the keyword</li> </ul>  |
| <b>Suspense</b>       | <ul style="list-style-type: none"> <li>• Provide a suspense time and date for ACTION e-mails</li> </ul>  |
| <b>Arrow</b>          | <ul style="list-style-type: none"> <li>• Insert an “arrow” before the subject (-&gt;)</li> <li>• Create the arrow by typing a hyphen ( - ) followed by the greater than symbol (&gt;)</li> </ul>   |
| <b>Subject</b>        | <ul style="list-style-type: none"> <li>• Keep the subject short – about five words</li> <li>• Update the subject with each send, forward, or reply to accurately describe the e-mail's contents</li> <li>• Remove “FW:” and “RE:” when they do not add value</li> </ul>  |
| <b>Example</b>        | ACTION 1200 31 Dec 18 -> Training Policy Memo for Review   |

### 1.3. Body of the Message

In accordance with DSG communication expectations, the body of the e-mail should follow the Situation, Background, Assessment, Recommendation (SBAR) format in most cases. Adapted from the Safety Science community, the SBAR gives a structured framework for sharing information briefly but thoroughly. Per *AFMS Trusted Care: High Reliability Safety Behaviors and Error Prevention Training*, this format should be used by all staff when passing on information and issues / concerns regarding customers, projects, tasks, or materials. An explanation of each SBAR element is outlined in the table below. A sample message is provided on the following page.

|                       |   |
|-----------------------|---|
| <b>Situation</b>      | <ul style="list-style-type: none"> <li>• Current condition or problem</li> <li>• What is the bottom line?</li> </ul>  |
| <b>Background</b>     | <ul style="list-style-type: none"> <li>• History / driver of the situation</li> <li>• What do you know?</li> </ul>  |
| <b>Assessment</b>     | <ul style="list-style-type: none"> <li>• Impact of the situation</li> <li>• What are the needs / concerns / considerations / effects?</li> </ul>  |
| <b>Recommendation</b> | <ul style="list-style-type: none"> <li>• Recommendation or request, as applicable</li> <li>• What is your recommendation for addressing the situation?</li> <li>• What action is required? What is the suspense?</li> </ul> |

**Example SBAR:**

S: An updated training policy memo (attached) has been developed and is ready for review / comment. It is projected for enterprise-wide release no later than mid-January 2019.

B: Published in 2016, the current policy is now outdated due to significant updates in industry standards.

A: The updated policy includes a number of new training requirements that will ensure alignment with industry; however, they have the potential to raise serious questions and concerns from the field. As such, reviews should focus in particular on clarity and rationale for the new requirements.

R: Please review the attached and submit comments by noon, 31 Dec 18, to the Training Division org box at [usaf.jbsa.afmoa.mbx.training@mail.mil](mailto:usaf.jbsa.afmoa.mbx.training@mail.mil). Should you have any questions, please contact Col Doe, Training Division Chief, at 210-395-5555, DSN 969, or [jane.o.doe44.mil@mail.mil](mailto:jane.o.doe44.mil@mail.mil).

#### **1.4. Signature Block**

All e-mails should close with a signature block that includes name, rank, service affiliation, Corps abbreviation (where appropriate), duty title, organization name, phone numbers, fax number, org box address, and social media contact information, as applicable. AFMOA personnel should also include the organization's mailing address and numbers for any AFMOA-issued cell phones. A sample is provided below.

//SIGNED//

WILLIAM B. MITCHELL, Colonel, USAF, BSC

Director, Doctrine Development

Air Force Medical Operations Agency

2261 Hughes Ave, Suite 153

JBSA Lackland, TX 78236-1025

Voice: DSN 493-0000 / Comm (334) 953-0000 / Cell (555) 555-5555

FAX: DSN 493-0001 / Comm (334) 953-0001

[william.mitchell.1947@mail.mil](mailto:william.mitchell.1947@mail.mil)

[LeMayCenterWorkflow@mail.mil](mailto:LeMayCenterWorkflow@mail.mil)

**In accordance with AFH 33-337:**

Do not add slogans, quotes, or other personalization to your office e-mail signature block.

#### **1.5. AFMOA-Wide E-Mail Communication**

##### **1.5.1. Distribution (Distro) Lists**

AFMOA maintains an active distro list to ensure all personnel receive organization-wide e-mails, such as information from higher headquarters, messages from the CC, and special announcements. Additionally, several sub-groups are maintained by duty status to filter e-mails relevant to each unique audience (i.e., Active Duty, Civilian Personnel, and Contractors).

Personnel should be added to the appropriate group as part of in-processing the organization. To add staff to a particular sub-group, send their names to the applicable POCs:

- Active Duty: CC Support Staff (CSS)  
usaf.jbsa.afmoa.mbx.css-inbox@mail.mil
- Civilian Personnel: Civilian Personnel Program Office, Commander's Action Group (CAG)  
usaf.jbsa.afmoa.mbx.civilian-personnel@mail.mil
- Contractors: IT Services Support (SGAIT)  
timothy.a.ramirez6.ctr@mail.mil and juan.r.vargasfermin.ctr@mail.mil

Once personnel are added to a sub-group, they are automatically included in the AFMOA-wide distro list. They will continue to receive AFMOA-wide e-mails until they are removed from the group. Those who are projected to depart the organization should reach out to the appropriate POC above to request removal as part of out-processing.

### **1.5.2. Authorization to Distribute AFMOA-Wide E-Mails**

Only select personnel are authorized to send AFMOA-wide e-mails:

- AFMOA/CC Office
- AFMOA/CAG
- AFMOA/CSS
- AFMOA First Sergeant
- AFMOA Facilities Manager
- AFMOA Security Manager
- AFMOA Unit Training Manager
- AFMOA Health Insurance Portability and Accountability Act (HIPAA) Office
- AFMOA Social Committee

Under no circumstances should distro lists be used without prior authorization. This rule also applies to using "Reply All" when responding to organization-wide messages. For additional authorizations, contact the AFMOA/CAG at usaf.jbsa.afmoa.mbx.afmoa-workflow@mail.mil.

## **2. Out-of-Office Communication**

For all planned leave and duty travel, AFMOA staff will:

- 1) Coordinate with the appropriate backup personnel to provide coverage throughout the entire absence. More than one backup may be used; the requirement is to ensure coverage every day of the absence.
- 2) Make a note of the absence and post it in a clearly visible location within the cubicle, such as the computer monitor or white board. The note will include the expected return date and contact information for backup personnel.
- 3) Set up Automatic Replies (Out of Office) in Outlook to notify personnel of the absence and whom to contact for assistance. The following standardized message will be used for Automatic Replies:

I will be out of the office from [date] to [date], with [level of] access to e-mail. If you have an urgent issue, please contact [rank / name of your backup] at [commercial / DSN] or [e-mail address]. You may also e-mail the [group] organizational e-mail box for assistance at [org box e-mail address]. It is monitored regularly during business hours.

### **3. Voicemail Greeting**

A standardized voice mail greeting will be used by all AFMOA personnel, as follows:

Hello, you have reached the desk of [your name]. If you have an urgent issue, please call [name and telephone number of an alternate contact who is available]. Otherwise, you can expect to hear back from me within 24 hours. If I do not contact you within that period, please follow up your call with an e-mail to me and CC the [group] organizational e-mail box at [e-mail address]. Thank you.

### **4. AFMOAtv**

Some AFMOA facilities have TV monitors that scroll internal information, such as announcements, upcoming events, and good news stories. To submit an entry for AFMOAtv:

1. Create a PowerPoint slide
  - Limit one slide
  - No videos, pop ups, or animations
2. Send the slide to AFMOA Director of Staff for review and approval no later than noon (Central) on Fridays; slides will be posted the following Monday
  - Provide an SBAR detailing the request
  - Specify the dates the slide should run (there is no limit; however, run dates should be timely)

Slides will also be posted to the AFMOA Internal website on the Knowledge Exchange at <https://kx2.afms.mil/kj/kx10/AFMOAInternal/Pages/home.aspx>.

### **5. Major Command (MAJCOM) and Military Treatment Facility (MTF) Transmittals**

AFMOA personnel must use the required template / format for transmittals, which include any information released by an AFMOA directorate or AFMOA Workflow to MAJCOM/SGs and / or MTFs. Examples include Notices to Airmen (NOTAMs,) memorandums, and instructions. For instructions, refer to the AFMOA Transmittal Guide at <https://kx2.afms.mil/kj/kx10/CrossTalk/TMTstatus/AO%20Tools/Transmittals/Transmittal%20Instruction%202%20May%2018.docx>.

### **6. AFMOA Strategic Calendar**

The AFMOA Strategic Calendar is one of the most important means of communication for the organization. It keeps senior leadership and staff apprised of key meetings, promotions / retirements, and other special events, thus preventing scheduling conflicts for the organization. It is also used to document planned leave and temporary duty (TDY) assignments for AFMOA's senior leaders, and to note who will provide coverage in their absence.



The Strategic Calendar is reviewed by the AFMOA/CC, vice commander, and directors on a weekly basis. To ensure leadership stays informed – and to de-conflict schedules – it is critical that all AFMOA staff do their part to keep the calendar consistently updated. Examples of events posted to the Strategic Calendar include:

- AFMOA Management / Governance Meetings
  - Operations Governance (OG) Standup
- SG Level Meetings
  - AFMS Council
  - AF/SG Director’s Meeting
  - Hollywood Squares
- MHS / DHA Level Meetings
- AFMOA Cell Meetings
- Senior Leader / Director Leave and TDYs
- Promotions and Retirements
- Special Events
  - Training Opportunities
  - Distinguished Visitor (DV) Visits
  - Wingman Days
  - Security Exercises
  - Social Committee Events

The Strategic Calendar is administered by the Strategy and Communication Division of the AFMOA/CAG, and access must be requested. Refer to the cheat sheet in Attachment 2 for instructions. For further assistance, send an e-mail to the Strategic Calendar org box at [usaf.jbsa.afmoa.mbx.commcell@mail.mil](mailto:usaf.jbsa.afmoa.mbx.commcell@mail.mil).

## **7. Continuous Process Improvement (CPI) Management System**

The CPI Management System is a primary driver of bidirectional communication at AFMOA, as it facilitates connection on key issues. Huddles and management boards are particularly crucial to process improvement. In accordance with applied Trusted Care and CPI, huddles are held on a regular basis across the organization to facilitate connecting frontline staff and leaders. Huddles typically occur at Leader Management Boards and Daily Management Boards. Topics for discussion generally revolve around components of the management board and may include:

- Priorities for the day / week / etc.
- Kudos, good catches, accomplishments, and wins
- Challenges / roadblocks that need to be elevated
- Focus metrics
- Daily problem-solving

For more detailed information, refer to the CPI Management System Headquarters Guide at [https://kx2.afms.mil/kj/kx10/CCO/Documents/CPI%20Management%20System/CPI%20Management%20System%20HQ%20Guide\\_Final.pdf](https://kx2.afms.mil/kj/kx10/CCO/Documents/CPI%20Management%20System/CPI%20Management%20System%20HQ%20Guide_Final.pdf).

**Attachment 1: Primary AFMOA E-Mail Org Boxes**

| Office Symbol | Group  | Org Box E-Mail Address                              |
|---------------|--|---|
| CC            | Command Section                                  | usaf.jbsa.afmoa.mbx.cc@mail.mil                     |
| CSS           | Commander's Support Staff                        | usaf.jbsa.afmoa.mbx.css-inbox@mail.mil              |
| CCF           | First Sergeant                                   | usaf.jbsa.afmoa.mbx.ccf@mail.mil                    |
| CAG           | Commander's Action Group - Workflow              | usaf.jbsa.afmoa.mbx.afmoa-workflow@mail.mil         |
| CAG           | AFMOA Civilian Personnel Liaison                 | usaf.jbsa.afmoa.mbx.civilian-personnel@mail.mil     |
| CCO           | AFMS CPI Program Office                          | usaf.jbsa.afmoa.mbx.cco@mail.mil                    |
| N/A           | Strategic Calendar (Section 6)                   | usaf.jbsa.afmoa.mbx.commcell@mail.mil               |
| SGA           | Medical Support Operations                       | usaf.jbsa.afmoa.mbx.sga@mail.mil                    |
| SGB           | Biomedical Sciences Operations                   | usaf.jbsa.afmoa.mbx.sgb@mail.mil                    |
| SGD           | Dental Operations                                | usaf.jbsa.afmoa.mbx.sgd@mail.mil                    |
| SGH           | Medical Services                                 | usaf.jbsa.afmoa.mbx.sgh@mail.mil                    |
| SGM           | Medical Logistics                                | usaf.detrick.afmoa.mbx.sgm@mail.mil                 |
| SGN           | Nursing Operations                               | usaf.jbsa.afmoa.mbx.sgn@mail.mil                    |
| SGW           | AFMS Analytics                                   | usaf.jbsa.afmoa.mbx.analytics-south@mail.mil        |
| SGP           | AFMOA Aerospace Medicine Advisor                 | usaf.jbsa.afmoa.mbx.sgp@mail.mil                    |
| SGT           | AFMOA Trusted Care Execution Advisor             | usaf.jbsa.afmoa.mbx.trusted-care@mail.mil           |
| N/A           | Gate Keeper                                      | usaf.jbsa.afmoa.mbx.gate-keeper@mail.mil            |
| DHA J-6       | Sharepoint / Knowledge Exchange (Kx) Development | usaf.jbsa.afmoa.mbx.sharepoint-development@mail.mil |
| N/A           | Wings Social Committee                           | usaf.jbsa.afmoa.mbx.wings-social-committee@mail.mil |

**Attachment 2: AFMOA Strategic Calendar Cheat Sheet**

**AFMOA STRATEGIC CALENDAR CHEAT SHEET**

**WHO IS RESPONSIBLE FOR ADDING EVENTS TO THE STRATEGIC CALENDAR?**

You! Ask your directorate’s executive assistant to add the event, or send a calendar invite to the Commcell Org Box at [usaf.jbsa.afmoa.mbx.commcell@mail.mil](mailto:usaf.jbsa.afmoa.mbx.commcell@mail.mil). Ensure the event is color-coded for the correct category.

**WHAT GOES ON THE STRATEGIC CALENDAR?**

- AFMOA Management / Governance Meetings
- Cell Meetings
- MHS / DHA Level Meetings (Work Groups, Cross-talk, etc.)
- SG Level Meetings
- Conferences Hosted and / or Attended by AFMOA
- DV Visits
- AFMOA Level Training Exercises
- Training (CPR/EMT/PALS, Action Officer Course, Greenbelt, etc.)
- Surveys Conducted by AFMOA (Internal and External)
- Social Committee Events
- Promotions, Retirements, and Going-Away Events
- Senior Leader / Director Leave / TDYs

**WHEN SHOULD EVENTS BE ADDED?**

As soon as you become aware of the event. If you are unsure, mark it as tentative. You can always change it later.

**WHERE DO I GET VISIBILITY OF THE STRATEGIC CALENDAR?**











E-mail the Commcell Org Box at [usaf.jbsa.afmoa.mbx.commcell@mail.mil](mailto:usaf.jbsa.afmoa.mbx.commcell@mail.mil).

Once visibility access has been granted, follow these steps:

1. Open the calendar view
2. Right-click on My Calendars
3. Hover on Add Calendar
4. Click From Address Book...
5. Search for USAF JB San Antonio AFMOA Mailbox Commcell
6. Click Calendar
7. Click OK

**WHY IS THE STRATEGIC CALENDAR IMPORTANT?**

The Strategic Calendar is AFMOA’s central schedule for planning and tracking key events. It keeps leadership and staff apprised of what’s going on and helps prevent scheduling conflicts for the organization.

| Calendar Color Codes / Categories   |                                      |
|---|--------------------------------------|
|    | AFMOA Management/Governance Meetings |
|    | Cell Meetings                        |
|   | Holiday                              |
|  | Leave                                |
|  | MHS / DHA Level Meetings             |
|  | MTF Level Meeting (Webinar/T-Con)    |
|  | Promotions and Retirements           |
|  | SG Level Meetings                    |
|  | Special Events                       |
|  | TDY                                  |