

# DHCC Strategic Plan



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## History of DHCC

The Deployment Health Clinical Center (DHCC) was first established in 1994 as the Gulf War Health Center at Walter Reed Army Medical Center with a mission to care for Gulf War veterans with war-related physical and mental health challenges. That same year the Defense Department instituted the Comprehensive Clinical Evaluation Program (CCEP) to provide systematic clinical evaluations for the diagnosis and treatment of conditions connected to service in the Gulf War. The Gulf War Health Center developed the tertiary treatment component of the CCEP, a three-week specialized care program for veterans with medically unexplained physical symptoms focused on individual and group therapy, patient education, physical and occupational therapy, and alternative medicine.

DHCC was re-established with its current name in 1999 as one of three Defense Department centers of excellence for deployment health. The center was responsible for coordinating the evaluation of veterans seeking care for post-deployment health concerns using the Post-Deployment Health Clinical Practice Guidelines. DHCC added a second track to its specialty care program for veterans with trauma spectrum disorders or significant challenges with post-deployment reintegration. The program consisted of individualized behavioral health and medical care, group therapy and psycho-education, and complementary and alternative treatments. The center also offered a one-week educational program for significant others of those experiencing deployment-related health challenges, initiated a significant research portfolio related to deployment challenges, and sponsored a week-long deployment-related health care track at the Army's annual Force Health Protection Conference.

In 2008, the National Defense Authorization Act (NDAA) provided a congressional mandate for the creation of centers of excellence for posttraumatic stress disorder (PTSD) and TBI within the Defense Department. In turn, DHCC became a center under the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE). The NDAA charges the center to implement plans and strategies for the prevention, diagnosis, mitigation, treatment and rehabilitation of PTSD and other mental health conditions. In 2012, administrative and programmatic oversight of DHCC's specialty care program transitioned to the National Intrepid Center of Excellence.

In February 2016, DCoE and its centers, including DHCC, transitioned to the Defense Health Agency (DHA) from the U.S. Army Medical Research and Materiel Command. DCoE now aligns with DHA's Operations Directorate (J3).

## Executive Summary

The Deployment Health Clinical Center (DHCC) is the psychological health component of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE). DCoE and its three centers, DHCC, the Defense and Veterans Brain Injury Center (DVBIC), and the National Center for Telehealth & Technology (T2) are responsible for informing, integrating, and evaluating psychological health and traumatic brain injury practices and policies across the services.

DHCC has established a strategic framework that reflects the psychological health mission of DHCC aligned with the broader mission of DCoE, as well as the missions of the Defense Health Agency (DHA) and the Military Health System (MHS). This document details this strategic framework and communicates the priorities of DHCC. The DHCC Strategic Plan is the result of a center-wide effort aimed at guiding DHCC for the next three years (2016-2018) while evolving to meet current and future mission requirements.

### **The DHCC Strategic Plan is organized into the following sections:**

- **Mission and Vision** – An overview of DHCC’s Mission and Vision statements
- **DHCC Strategic Drivers** – An overview of the DHCC strategy as it aligns to the strategic drivers of the psychological health mission of DHA
- **DHCC Value Proposition** – An explanation of how DHCC provides value to its stakeholders
- **DHCC Strategic Priorities** – An overview of the DHCC strategy which outlines how the center’s highest priorities align to DHA’s overall strategy

## **DHCC Mission and Vision**

### **Mission**

Improve the lives of our nation's service members, veterans, and families by advancing excellence in psychological health care and prevention of psychological health disorders.

### **Vision**

Be the trusted source and partner in shaping meaningful improvements in psychological health care and prevention of psychological health disorders.

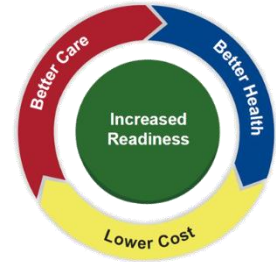
## DHCC Strategic Drivers

### Strategic drivers for the DHCC psychological health mission

DHCC's strategic priorities are guided by the MHS and DHA strategic plans:

#### Military Health System Strategic Plan - Quadruple Aim

The MHS Strategic Plan identifies four priorities, commonly referred to as the Quadruple Aim.



#### Increased Readiness

Ensuring that the total military force is medically ready to deploy and that the medical force is ready to deliver health care anytime, anywhere in support of the full range of military operations, including humanitarian missions.

#### Better Health

We are moving “from health care to health” by reducing generators of ill health by encouraging healthy behaviors and reducing the likelihood of illness through focused prevention and the development of increased resilience.

#### Better Care

Providing a care experience that is safe, timely, effective, efficient, equitable, and patient and family centered.

#### Lower Cost

To lower costs, we will create value by focusing on quality, eliminating waste, and reducing unwarranted variation; we will consider the total cost of care over time, not just the cost of an individual health care activity. There are both near-term opportunities to become more agile in our decision making and longer-term opportunities to change the trajectory of cost growth through a healthier population.

### Defense Health Agency Leadership Goals – 2016

The Defense Health Agency (DHA) is a joint, integrated Combat Support Agency that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. DHA is led by Vice Admiral Raquel C. Bono who has outlined her three priorities for DHA:



#### Enhance our relationship with the services

- Increase collaboration with the services
- Add value to the service medical departments
- Evolve Enterprise Support Activities

#### Evolve and mature our understanding of what it means to be a Combat Support Agency

- Solidify role as a Combat Support Agency aimed at providing a medically ready force to combatant commands during war and peacetime
- Support patient beneficiaries





#### Optimize DHA operations

- Ensure accessible information
- Increase frequency of communication to synchronize strategies and tactics

## DHCC Value Proposition

DHCC is uniquely positioned to collaborate across the Department of Defense (DoD), Department of Veterans Affairs (VA), and other agencies to provide leadership and expertise, inform policy, and drive improvements in psychological health outcomes.



-  **SCIENTIFIC RIGOR:** Apply consistent, precise, and objective methodology to all activities performed across the center.
-  **INQUIRY AND SYNTHESIS:** Utilize exploratory, analytical, and surveillance capabilities to help advance psychological health care, to include health systems research aimed at improving quality and efficiency across the continuum of care.
-  **IMPLEMENTATION AND SUSTAINMENT:** Bridge research and practice through gap analyses of research and practice; translate, disseminate and implement evidence-based innovations; provide ongoing evaluation; and educate providers, service members, veterans and families.
-  **COLLABORATION:** Partner with internal and external MHS stakeholders to provide focused analyses, research, leadership and expert consultation to enhance relationships and achieve the greatest return on investment.

## DHCC Strategic Priorities

DHCC's strategic priorities align with the Quadruple Aim strategy of the MHS, DHA's leadership goals, and DCOE's strategic plan to advance excellence in psychological health care and prevent psychological health disorders. DHCC's strategic priorities also align with the findings and recommendations of various task forces and commissions (e.g., DoD Task Force on Mental Health, the President's Commission on the Care for America's Returning Wounded Warriors, Cross-Agency Priority Goals).

In order to carry out its mission of advancing excellence in psychological health care across the MHS, DHCC maintains four core strategic priorities:

1. Improve care quality
2. Increase access, reduce barriers, and encourage optimal use of psychological health resources
3. Advance the science of psychological health
4. Foster organizational development

These strategic goals serve to improve the psychological health service delivery for service members, veterans, families and beneficiaries; translate our efforts to enhance health outcomes; maximize force readiness; and optimize value.

### 1.0 Improve care quality

DHCC works to improve the quality, effectiveness, and efficiency of psychological care in the DoD to support better health and enhanced readiness.

#### Activities include:

- 1.1 Translate existing knowledge and evidence-based practice into mechanisms of clinical care
- 1.2 Increase adherence to evidence-based practice
- 1.3 Facilitate improved quality and efficiency of psychological health programs
- 1.4 Provide expert training and clinical consultation
- 1.5 Evaluate DHCC's impact in improving care quality

### 2.0 Increase Access, Reduce Barriers and Encourage Optimal Use of Psychological Health Resources

DHCC aims to increase access to care while reducing barriers to care for psychological health across the MHS.

#### Activities include:

- 2.1 Increase psychological health literacy
- 2.2 Educate and train providers on evidence-based practices
- 2.3 Promote and support system level care delivery approaches to increase access to care
- 2.4 Analyze, influence, and facilitate policy development
- 2.5 Evaluate DHCC's impact in increasing access, reducing barriers, and encouraging optimal use of psychological health resources



### **3.0 Advance the Science of Psychological Health**

DHCC creates and manages knowledge to support optimal psychological health across the enterprise.

#### **Activities include:**

- 3.1 Surveil and identify trends in mental health data to develop recommendations to improve the system of care
- 3.2 Identify critical gaps and evaluate effective psychological health prevention and treatment strategies
- 3.3 Translate psychological science into practice
- 3.4 Disseminate evidence for emerging psychological health concerns and treatments
- 3.5 Produce research and evidence synthesis products that directly inform translational science
- 3.6 Increase shared knowledge through scientific consultation
- 3.7 Evaluate DHCC's impact in advancing the science of psychological health

### **4.0 Foster Organizational Development**

DHCC strives for excellence in organizational performance through continuous workforce development and building a culture of mutual trust.

#### **Activities Include:**

- 4.1 Cultivate a learning environment and continually improve processes
- 4.2 Build a culture of wellbeing, trust, teamwork, innovation, and productivity
- 4.3 Promote workforce development, expertise and agility
- 4.4 Recruit and retain a high quality workforce
- 4.5 Evaluate DHCC's impact in fostering organizational development

## DHCC Partners

- Air Force, Army, Navy and National Capital Region Primary Care Behavioral Health Services
- Air Force, Army, Navy Chiefs of Chaplains Offices/Chaplains
- Air Force, Army, Navy Service Academies, Army Center for Leadership, National Defense University, USUHS
- American Psychological Association
- American Psychological Association, Division 19 – Society for Military Psychology
- Armed Forces Health Surveillance Center
- Armed Forces Medical Examiners Office
- Army, Navy, Air Force and Marine Corps Suicide Prevention Programs
- Canadian Department of National Defense
- Center for Deployment Psychology
- Center for the Study of Traumatic Stress
- Centers for Disease Control and Prevention
- Clemson University
- Defense Health Agency Education and Training Directorate
- Defense Health Agency, Healthcare Operations Directorate
- Defense Health Board
- Defense Manpower Data Center
- Defense Suicide Prevention Office
- Denmark Ministry of Defense
- Department of Veterans Affairs Telehealth Services Office
- Department of Veterans Affairs, National Center for PTSD
- Department of Veterans Affairs, Office of Mental Health
- DHA Mental Health Work Group
- DoD Addictive Substances Misuse Advisory Committee
- DoD Family Advocacy Program
- DoD Health Affairs Office of Women’s Health, Ethics and Patient Rights
- DoD Health Affairs Women’s Health Issues Work Group
- DoD Military Community and Family Policy
- DoD Psychological Health Sexual Assault Advisory Group
- DoD Psychological Health Council
- DoD Sexual Assault Prevention and Response Office
- DoD Suicide Prevention and Risk Reduction Committee
- Evans Army Community Hospital, Fort Carson, Colorado
- Family Medicine Clinic Robins Air Force Base 78th Medical Group - Family Health Clinic
- Federal Ministry of Defense, Germany
- Florida State University
- Harborview Medical Center
- Health and Medicine Division (HMD) of the National Academies of Sciences, Engineering, and Medicine

- International Initiative on Mental Health Leadership
- Intrepid Spirit Fort Belvoir Community Hospital, Fort Belvoir, Virginia
- Iowa University
- Joint Program Committee 5 (Military Operational Medicine Research Program)
- Landstuhl Regional Medical Center, Landstuhl, Germany
- Mental Health Work Group
- Military OneSource
- Military Operational Medicine Research Program
- Military Suicide Research Consortium, Florida State University
- Ministry of Defense, United Kingdom
- National Center for Post Traumatic Stress Disorder
- National Intrepid Center of Excellence
- Naval Center for Combat and Operational Stress Control
- Naval Medical Center San Diego, CA
- Navy Bureau of Medicine
- New Zealand Defense Force
- Office of Health Services Policy and Oversight
- Office of the Assistant Secretary of Defense, Health Affairs
- Office of the Deputy Assistant Secretary of Defense for Health Readiness Policy and Oversight
- Quad Service (Army, Navy, Air Force and Marine Corps) Directors of Psychological Health
- RAND Corporation
- RTI International
- Substance Abuse and Mental Health Services Administration
- TRICARE Online
- Tripler Army Medical Center
- U.S. Army Medical Command
- U.S. Army Medical Research and Materiel Command
- U.S. Army Public Health Command, Behavioral and Social Health Outcomes Program
- U.S. Coast Guard
- U.S. Department of Health and Human Services
- U.S. Federal Partners Committee on Women and Trauma
- U.S. Navy & Marine Corps Public Health Center
- U.S. Navy and Marine Corps Reserves Psychological Health Outreach Program
- UC San Francisco, San Francisco VA Medical Center PTSD Program
- Uniformed Services University of the Health Services
- United States Substance Abuse and Mental Health Services Administration
- University of Washington
- VA Eastern Colorado Health Care System
- VA Eastern Colorado Health Care System, Mental Illness Research, Education and Clinical Centers
- VA National Center for PTSD
- VA Office of Mental Health Services

- VA Palo Alto Health Care System
- VA Portland Health Care System
- VA Puget Sound Health Care System
- VA Western New York Healthcare System
- VA/DoD Evidence Based Work Group
- VA/DoD Health Executive Council Women's Health Work Group
- VA/DoD Integrated Mental Health Strategic Action Work Groups
- Vet Centers
- Walter Reed National Military Medical Center, Bethesda, MD

## **Real Warriors Campaign Partners**

- Adaptive Adventures
- afterdeployment
- Air Force Reserve Command Psychological Health Advocacy Program
- Air Force Wounded Warrior Program
- Alliant International University Continuing Education
- Always a Soldier
- American Academy of Psychological Health Physicians Assistants
- American Association of Suicidology
- American Foundation for Suicide Prevention National Capital Area Chapter
- American Music Therapy Association
- American Psychological Association
- American Red Cross
- America's Heroes at Work
- Anxiety and Depression Association of America
- Armed Forces Foundation
- Armed Services YMCA
- Army Installation Management Command
- Army Post-Deployment Health Reassessment
- Army Wife Network
- Army Wounded Warrior Program
- Association of the U.S. Army Family Readiness Directorate
- Aurora Foundation
- Birdies for the Brave
- Blue Star Families
- Blue Star Mothers of America, Inc.
- Bob Woodruff Foundation
- Brain Injury Association of America
- Brain Trauma Foundation
- BrainLine
- BrainLine Military
- BraveHeart: Welcome Back Veterans Southeast Initiative

- California Department of Veterans Affairs
- Campaign to Change Direction
- CBR Youth Connect
- Center for BrainHealth
- Center for Deployment Psychology
- Center for Neuroscience and Regenerative Medicine
- Center for the Study of Traumatic Stress
- Center for Veterans Issues
- Challenge America
- Citizen Soldier Support Program
- Citizens United for Research in Epilepsy (CURE)
- Clearinghouse for Military Family Readiness
- Coaching Into Care
- Comfort for America's Uniformed Services
- Comprehensive Soldier and Family Fitness
- Concussion Legacy Foundation
- Computer/Electronics Accommodation Program: Wounded Service Member Initiative
- Congressional Medal of Honor Society
- Connected Warriors
- Courage Beyond
- Defense and Veterans Brain Injury Center
- Defense Commissary Agency
- Department of Defense Hearing Center of Excellence
- Deployment Health Assessment Program
- Deployment Health Clinical Center
- Disabled American Veterans
- DSTRESS Line
- Easter Seals Community OneSource
- ECAD
- Elizabeth Dole Foundation
- Employer Support of the Guard and Reserve
- Faith\*Hope\*Love\*Charity, Inc.
- Final Salute Inc.
- FOCUS
- Folds of Honor Foundation
- Fred Friendly Seminars
- Generations of Warriors Project
- GI Film Festival
- Give An Hour
- Gold Star Wives of America
- Grace After Fire
- Guard Your Health
- Heroes on the Water
- Hidden Wounds

- Higher Ground Sun Valley
- Home Front Hearts
- Homes for Our Troops
- Honor for ALL
- Horses Healing Heroes
- Horses4Heroes
- Human Performance Resource Center
- Illinois Patriot Education Fund
- Institute for Veterans and Military Families
- inTransition
- Iraq Star Foundation
- Jason's Box
- Joshua's Mission
- K9s For Warriors
- Lone Star Veterans Association
- Lone Survivor Foundation
- Luke's Wings
- Maine Military & Community Network
- Marine Corps Combat Operational Stress Control
- Marine Corps Community Services Henderson Hall - Marine & Family Services
- Mental Health America
- Mental Health America of Colorado
- Mental Health America of Texas
- Military Child Education Coalition
- Military Officers Association of America
- Military OneSource
- Military Support Programs and Networks (M-SPAN)
- MilitaryOneClick
- NAMI Alabama
- NAMI New Hampshire
- NAMI North Carolina
- NAMI Tennessee
- National Alliance on Mental Illness
- National Association of State Head Injury Administrators
- National Association of State Mental Health Program Directors
- National Center for Telehealth and Technology
- National Center for Veterans Studies at The University of Utah
- National Coalition for Homeless Veterans
- National Football League Players Association
- National Institute of Mental Health
- National Intrepid Center of Excellence
- National Military Family Association
- National Network of Depression Centers
- National Resource Directory

- Naval Center for Combat & Operational Stress Control
- Navy Alcohol and Drug Abuse Prevention Program (OPNAV 170A)
- Navy and Marine Corps Public Health Center
- Navy Operational Stress Control Program
- NCIRE-The Veterans Health Research Institute
- New Directions for Veterans
- New England Center for Homeless Veterans
- North Carolina Governor's Working Group on Veterans, Service Members, and their Families
- North Dakota Suicide Prevention Program
- Office of Warrior Care Policy
- Operation Climb On
- Operation College Promise
- Operation Gratitude
- Operation Homefront
- Operation Live Well
- Operation Never Forgotten
- Operation Revamp
- Operation Second Chance
- Patriot PAWS Service Dogs
- Pawsitive Perspectives Assistance Dogs
- Peak Military Care Network
- Pets for Patriots, Inc.
- Pets for Vets
- Professional Association of Therapeutic Horsemanship International
- Program for Anxiety and Trauma Stress Studies of Weill Cornell Medical College
- Project New Hope of Massachusetts
- Project Welcome Home Troops
- Project: Return to Work
- Purdue Military Family Research Institute (MFRI)
- Quantum Leap Farm
- R4 Alliance
- Reserve Officers Association
- ReserveAid
- Returning Veterans Project
- Rotary Club of Arlington
- SAFE: Soldiers and Families Embraced
- Saratoga WarHorse
- Satcher Health Leadership Institute
- Semper Fi Fund
- Serving Together
- Sesame Workshop
- Sierra Club Military Families and Veterans Initiative
- Soldiers' Angels

- Soldier's Heart
- Sports Legacy Institute
- Spring Reins of Life
- Star Behavioral Health Providers
- Step Up for Soldiers
- Still Serving Veterans
- Stop Soldier Suicide
- Strong Families Strong Forces
- Student Veterans of America
- Substance Abuse & Mental Health Services Administration (SAMHSA)
- Suicide Awareness Voices of Education
- Suicide Prevention Resource Center
- Swords to Plowshares
- Talking With Heroes
- Team Red, White & Blue
- Team River Runner - Atlanta
- Tee it up for the Troops
- TeenCentral.net
- The American Legion
- The Brain Injury Recovery Network
- The Coming Home Project
- The Home Base Program
- The Mission Continues
- The National Center on Family Homelessness
- The Soldiers Project
- The Virginia Wounded Warrior Program
- There & Back Again
- Tragedy Assistance Program for Survivors
- Trauma and Resiliency Resources
- U.S. Army Ready & Resilient (R2)
- U.S. Department of Veterans Affairs
- U.S. Department of Veterans Affairs - National Center for PTSD
- U.S. Department of Veterans Affairs OEF/OIF Outreach Teams
- United Service Organizations (USO)
- United States First Responders Association
- United States Special Operations Command (USSOCOM) Preservation of the Force and Family (POTFF)
- United Through Reading
- University of Colorado Depression Center
- University of Michigan Depression Center
- USA Cares
- Veteran Artist Program
- Veterans 360
- Veterans Conservation Corps



- Veteran's Heart Georgia
- Veterans Upward Bound
- Veterans Yoga Project
- VeteransPlus
- Warrior Care Policy
- Warrior Family Community Partnership
- Warrior Salute
- Warrior Transition Command
- Warriors for Freedom Foundation
- WarWithin
- Wingman Project
- Work First Foundation
- Working Minds
- Yellow Ribbon Registry Network
- Yellow Ribbon Reintegration Program
- You Matter
- Zero To Three