

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 Healthcare Operations Directorate. This component of DHA is responsible for a broad portfolio of programs encompassing clinical care, TRICARE, wounded warrior care, pharmacy, public health, and readiness, serving 9.4 million service members, their families and other beneficiaries.

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 DCoE’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.

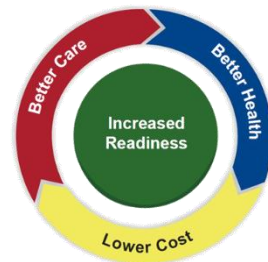
DHCC Strategic Drivers

Strategic drivers for the DHCC psychological health mission

DHCC's strategic priorities are guided by the MHS, DHA, and DCoE 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

DCoE Strategic Framework

The DCoE Strategic Framework displays the organization’s strategic components, which work together toward the achievement of its mission and vision. The Framework provides a structured approach for assessing DCoE’s performance against the mission and vision.



The DCoE Strategy Map is a succinct, visual depiction of DCoE’s mission, vision, and objectives along four strategic perspectives – Stakeholder Value, Enabling Processes, Organizational Readiness, and Resource Stewardship. The DCoE Strategy Map allows stakeholders and personnel to visualize the connections between the organization’s strategic components.

The Stakeholder Value



This perspective depicts the unique value that is created by DCoE. It includes products and best practices that DCoE develops as well as other ways that DCoE contributes to improving care.

The Enabling Processes



This perspective depicts objectives aimed at improving, changing, or implementing internal processes which turn inputs into the outputs necessary for creating stakeholder and beneficiary value and fulfilling DCoE’s mission.

Organizational Readiness



This perspective depicts the different ways that DCoE supports its staff in their execution of the DCoE Mission. It also aims to improve DCoE’s ability to respond to emerging needs from stakeholders in a timely manner.

Resource Stewardship







This perspective depicts the objectives targeting improving and changing the way in which DCoE conducts its financial or resource management activities and are inputs for internal processes. This perspective aims to align resources against strategic priorities and improve fiscal accountability.



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 Stakeholders

DHCC maintains engagements across numerous customer levels while focusing on improving care quality, increasing access to care while minimizing barriers and advancing the science of psychological health.

DHCC's multiple stakeholder group includes:

- Clinical and non-clinical providers
- Services (medical and line)
- MHS/DHA leadership
- Service members and families
- Academia
- Veterans
- United States Congress
- President of the United States
- Media

DHCC Partnerships

DHCC partners with national and international organizations to complete its mission. These partnerships include:

- Air Force
- Army
- Canadian Department of National Defence
- Center for Deployment Psychology
- Clearing House for Military Family Readiness, a Penn State Applied Research Center
- Coast Guard
- Denmark Ministry of Defence
- Defense Health Board
- Defense Suicide Prevention Office
- DoD Family Advocacy Program
- DoD Health Affairs Office of Women's Health, Ethics and Patient Rights
- DoD Sexual Assault Prevention and Response Office
- DoD Psychological Health Council
- DoD PHC Sexual Assault Advisory Group
- DoD Health Affairs Women's Health Issues Work Group
- DoD Addictive Substances Misuse Advisory Committee
- DoD Mental Health Workgroup
- Federal Ministry of Defence, Germany
- Health and Medicine Division (HMD) of the National Academies of Sciences, Engineering, and Medicine
- International Initiative on Mental Health Leadership
- Manpower and Reserve Affairs
- Military Operational Medicine Research Program
- Ministry of Defence, United Kingdom
- National Guard
- Navy
- New Zealand Defence Force
- RAND Corporation
- RTI International
- Uniformed Services University of the Health Sciences
- U.S. Army Medical Command
- U.S. Army Medical Research and Materiel Command
- U.S. Department of Health & Human Services
- U.S. Federal Partners Committee on Women and Trauma
- U.S. Substance Abuse and Mental Health Services Administration
- 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