

DHCC Strategic Plan



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History of DHCC

The Deployment Health Clinical Center (DHCC) was first established in 1995 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 along with the Armed Forces Health Surveillance Center (AHFSC) and the Naval Health Research Center (NHRC). 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 (2017-2019) 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

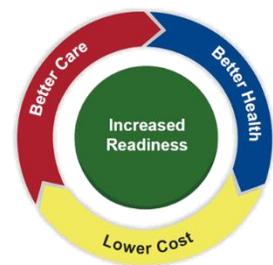
We are moving “from health care to health” by reducing generators of ill health by encouraging healthy behaviors and reducing the likelihood of illness through focused prevention and the development of increased resilience.

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

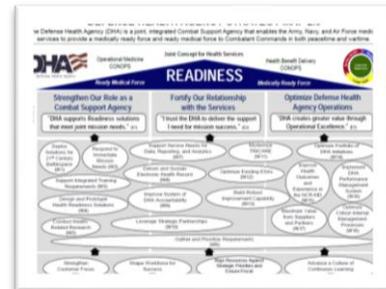
- Solidify role as a Combat Support Agency aimed at providing a medically ready force to combatant commands during war and peacetime
- Support patient beneficiaries

Optimize DHA operations

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

DHA's Strategy Map

DHA's Strategy Map 2.0 outlines the Means, Ways, and Ends DHA will use to operationalize Vice Admiral Bono's three priorities. DHCC has aligned all strategic priorities to this map to ensure DHCC is working towards these same goals.



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.
-  **KNOWLEDGE TRANSLATION, 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 DHA'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 five core strategic priorities that align to DHA's strategy map:

1. Support the Services and Combatant Commands
2. Improve care quality
3. Increase access, reduce barriers, and encourage optimal use of psychological health resources
4. Advance the science of psychological health
5. 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 Support the Services and Combatant Commands

DHCC assists the Services and Combatant Commands with enhancing the psychological health of Service members and families¹.

- 1.1 Strengthen collaborative relationships with psychological health leads for Services, and for Combatant Commands to support the Joint Warfighter
- 1.2 Assess the needs of the Services and Combatant Commands regularly as they relate to psychological health of the Joint Warfighter
- 1.3 Provide consultation, resources, and recommendations to enhance the psychological health of Services and Combatant Commands
- 1.4 Evaluate DHCC's impact in supporting the Services and Combatant Commands

¹ 1.0 Support the Services and Combatant Commands: This strategic priority aligns with the following DHA Strategy Map Objectives: E-1, Strengthen Our Roles as a Combat Support Agency; E-2, Fortify our Relationship with the Services; W-2, Respond to Immediate Mission Needs; W-3, Support Integrated Training Requirements; W-4, Design and Prototype Health Readiness Solutions; W-5, Conduct Health-Related Research; W-6, Gather and Prioritize Requirements; W-7, Support Service Needs for Data, Reporting, and Analytics; W-9, Improve System of DHA Accountability; W-10, Leverage Strategic Partnerships; W-13, Build Robust Improvement Capability.

2.0 Improve care quality

DHCC works to improve the quality, effectiveness, and efficiency of psychological health care and prevention of psychological health disorders in the Defense Department to support better health and enhanced readiness².

Activities include:

- 2.1 Translate existing knowledge and evidence-based practice into mechanisms of clinical care
- 2.2 Increase adherence to evidence-based practice
- 2.3 Facilitate improved quality and efficiency of psychological health programs
- 2.4 Provide expert training and clinical consultation
- 2.5 Evaluate DHCC's impact in improving care quality

3.0 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 MHS³.

Activities include:

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

² 2.0 Improve care quality: This strategic priority aligns with the following DHA Strategy Map Objectives: E-1, Strengthen Our Roles as a Combat Support Agency; E-2, Fortify our Relationship with the Services; W-2, Respond to Immediate Mission Needs; W-3, Support Integrated Training Requirements; W-4, Design and Prototype Health Readiness Solutions; W-7, Support Service Needs for Data, Reporting, and Analytics; W-13, Build Robust Improvement Capability.

³ 3.0 Increase Access, Reduce Barriers and Encourage Optimal Use of Psychological Health Resources This strategic priority aligns with the following DHA Strategy Map Objectives: E-1, Strengthen Our Roles as a Combat Support Agency; E-2, Fortify our Relationship with the Services; W-2, Respond to Immediate Mission Needs; W-3, Support Integrated Training Requirements; W-4, Design and Prototype Health Readiness Solutions; W-6, Gather and Prioritize Requirements; W-7, Support Service Needs for Data, Reporting, and Analytics; W-13, Build Robust Improvement Capability.

4.0 Advance the Science of Psychological Health

DHCC creates and manages knowledge to support optimal psychological health across the enterprise⁴.

Activities include:

- 4.1 Surveil and identify trends in mental health data to develop recommendations to improve the system of care
- 4.2 Identify critical research and practice gaps
- 4.3 Evaluate effective prevention and treatment strategies for psychological health
- 4.4 Translate psychological science into practice
- 4.5 Disseminate evidence for emerging psychological health concerns and treatments
- 4.6 Produce research and evidence synthesis products that directly inform translational science
- 4.7 Increase shared knowledge through scientific consultation
- 4.8 Evaluate DHCC's impact in advancing the science of psychological health

5.0 Foster Organizational Development

DHCC strives for excellence in organizational performance through continuous workforce development and building a culture of mutual trust⁵.

Activities Include:

- 5.1 Cultivate a learning environment and continually improve processes
- 5.2 Build a culture of prosperity, trust, teamwork, innovation, and productivity
- 5.3 Promote workforce development, expertise and agility
- 5.4 Recruit and retain a high quality workforce
- 5.5 Evaluate DHCC's impact in fostering organizational development

⁴ 4.0 Advance the Science of Psychological Health. This strategic priority aligns with the following DHA Strategy Map Objectives: E-1, Strengthen Our Roles as a Combat Support Agency; E-2, Fortify our Relationship with the Services; W-2, Respond to Immediate Mission Needs; W-4, Design and Prototype Health Readiness Solutions; W-5, Conduct Health-Related Research; W-7, Support Service Needs for Data, Reporting, and Analytics; W-13, Build Robust Improvement Capability.

⁵ 5.0 Foster Organizational Development. This strategic priority aligns with the following DHA Strategy Map Objectives: E-3, Optimize Defense Health Agency Operations; W-13, Build Robust Improvement Capability; W-18, Optimize Critical Internal Management Processes; M-2, Shape Workforce for Success; M-3, Align Resources Against Strategic Priorities and Ensure Fiscal Accountability; M-4, Advance a Culture of Continuous Learning.