

PHCoE Strategic Plan



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History of PHCoE

The Psychological Health Center of Excellence (PHCoE) 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 Department of Defense (DoD) 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. The program focused on individual and group therapy, patient education, physical and occupational therapy, and alternative medicine.

The Gulf War Health Center was then re-established in 1999 as the Deployment Health Clinical Center (DHCC)—one of three DoD centers of excellence for deployment health, along with the Armed Forces Health Surveillance Center and the Naval Health Research Center. The center was responsible for coordinating the evaluation of veterans seeking care for post-deployment health concerns using the DoD/VA Post-Deployment Health Clinical Practice Guidelines (PDH CPG), which replaced the CCEP in 2001. 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 traumatic brain injury within DoD. In turn, DHCC became a center under the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE). The NDAA charged 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. In October 2017, DHA completed the consolidation of DCoE and its centers and retired the DCoE brand. DHCC officially changed its name to the *Psychological Health Center of Excellence* to better align with its current mission to the lives of our nation's service members, veterans, and their families by advancing excellence in psychological health care, readiness, and prevention of psychological health disorders.

Executive Summary

The Psychological Health Center of Excellence (PHCoE) is the psychological health component of the Defense Health Agency (DHA) and resides in the Research and Development (J9) Directorate. PHCoE consists of eight operational domains: evidence synthesis; health services and population research; surveillance and medical intelligence; research and practice gaps; implementation science; evidence-based practice; prevention and early intervention; and special projects.

PHCoE has established a strategic framework to implement its own psychological health mission within the broader mission of the Military Health System and the DHA. This document details this strategic framework and communicates the priorities of PHCoE. The PHCoE Strategic Plan is the result of a center-wide effort aimed at guiding PHCoE for the next three years (2018–2020) while evolving to meet current and future mission requirements.

The PHCoE Strategic Plan is organized into the following sections:

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

PHCoE Mission and Vision

Mission

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

Vision

Be the trusted source and partner in facilitating implementation of evidence-based psychological health research and practices across the continuum of care that will enhance the readiness and resilience of the military community.

PHCoE Strategic Drivers

Strategic drivers for the PHCoE mission are guided by the Military Health System's (MHS's) and the DHA's strategic plans and priorities.

Military Health System

The Military Health System Quadruple Aim

The Quadruple Aim serves as the strategic framework of the MHS. The MHS Quadruple Aim is to increase readiness through better health, better care, and lower costs.



Defense Health Agency

The DHA is a joint, integrated Combat Support Agency enabling the Army, Navy, and Air Force Medical Departments to provide a medically ready force and a ready medical force to Combatant Commands in both peacetime and wartime.



Director's Priorities

The DHA is led by Vice Admiral Raquel C. Bono.

Vision

Unified and Ready

Mission

The DHA, a Combat Support Agency, leads the MHS integrated system of readiness and health to deliver the Quadruple Aim—increased readiness, better health, better care, and lower cost.

Agency Goals

1. Empower and care for our people.
2. Optimize operations across the MHS.
3. Co-create optimal outcomes for health, well-being, and readiness.
4. Deliver solutions to Combatant Commands.

Research and Development Directorate (J9)

Vision

Bridging the Future of Military Health and Readiness.

Mission

J-9 leads the discovery, development, and delivery of enhanced pathways to military health and readiness.

The Defense Health Agency's Strategy Map

The DHA's Strategy Map 2.0 outlines the Means, Ways, and Ends the DHA will use to operationalize the director's priorities. PHCoE has aligned its strategic priorities to this map to ensure PHCoE is working toward these goals.

VISION: Unified and Ready



Ready Medical Force

Medically Ready Force

INTEGRATED SYSTEM OF READINESS AND HEALTH





	WORKFORCE	MILITARY SERVICES	PATIENTS	COMBATANT COMMANDS
ENDS	<p>Empower and care for our people</p> <p><i>"I get joy from the work I do every day."</i></p>	<p>Optimize operations across the Military Health System</p> <p><i>"DHA provides the best training platforms to enhance readiness."</i></p>	<p>Co-create optimal outcomes for health, well-being, and readiness</p> <p><i>"Health better than I've ever known; care better than I've ever seen."</i></p>	<p>Deliver solutions to Combatant Commands</p> <p><i>"DHA provides health solutions that meet joint mission needs."</i></p>
WAYS	<p>Build Robust Improvement Capability (W1)</p> <p>Ensure that Everyone Can Succeed (W2)</p>	<p>Unify and Fully Integrate the Enterprise Support Activities (W4)</p> <p>Manage and Administer MTFs (W5)</p> <p>Modernize Private Sector Component of TRICARE Program in Support of Readiness and Health (W6)</p> <p>Deliver and Sustain Electronic Health Record (W7)</p> <p>Gather, Develop, and Prioritize Requirements (W3)</p>	<p>Improve Readiness, Health, and Experience (W8)</p> <p>Strengthen Strategic Partnerships and Alliances (W9)</p>	<p>Deploy Solutions for 21st Century Battlespace (W10)</p>
MEANS	<p>Optimize Critical Internal Management Processes (M1)</p>			

MISSION: The Defense Health Agency, a Combat Support Agency, leads the MHS integrated system of readiness and health to deliver Quadruple Aim: increased readiness, better health, better care, and lower cost.

PHCoE Value Proposition

PHCoE is uniquely positioned to collaborate across DoD, the Department of Veterans Affairs, 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, including health systems research aimed at improving quality and efficiency across the continuum of care.
-  **EVIDENCE-BASED 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 their 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.

PHCoE Strategic Priorities

PHCoE's strategic priorities align with the Quadruple Aim strategy of the MHS, the DHA's leadership goals, and the DHA's strategic plan to advance excellence in psychological health care and prevent psychological health disorders.

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

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

1.0 Support the Services and Combatant Commands

PHCoE will support the Services and Combatant Commands with psychological health consultation and expertise to enhance the readiness and resilience of the military community.

Activities include:

- 1.1 Strengthen collaborative relationships with psychological health leads for the Services and 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 PHCoE's impact in supporting the Services and Combatant Commands.

2.0 Improve Care Quality

PHCoE will become the leader for evidence-based research and practice to improve the quality, effectiveness, and efficiency of psychological health care and in the prevention of psychological health disorders in the military community.

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 PHCoE's impact in improving care quality.

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

PHCoE will facilitate the increased access to care while reducing barriers to care for psychological health across the MHS.

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 PHCoE's impact in increasing access, reducing barriers, and encouraging optimal use of psychological health resources.

4.0 Advance the Science of Psychological Health

PHCoE will create and manage empirically based information and products to support optimal psychological health and readiness across the enterprise.

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 PHCoE's impact in advancing the science of psychological health.

5.0 Foster Organizational Development

PHCoE will foster organizational performance through continuous workforce development and building a culture of mutual trust.

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 PHCoE's impact in fostering organizational development.