



# Warrior Care Communications / Outreach Plan

2024 - 2026





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## Introduction

### Purpose

The Warrior Care, Recovery Coordination Program (RCP), operating within the Defense Health Agency (DHA), provides oversight of the Military Departments and US Special Operations Command (SOCOM) RCPs and provides support to the RCPs through the Education and Employment Initiative (E2I), Operation Warfighter (OWF), and a case management system. To succeed in its mission, Warrior Care needs to effectively communicate with a large number of stakeholders both vertically and horizontally, as well as internally and externally.

This communications and outreach plan outlines an approach to ensure Warrior Care communicates with its stakeholders and audiences in a consistent, deliberate, and coordinated manner. It provides an actionable framework for communications that includes types of communication and frequency, as well as specific activities and tools required to meet communications goals and strategic objectives. Communications success will be measured by periodically collecting and analyzing qualitative and quantitative information to evaluate the effectiveness of the prescribed communications methods and activities. As dictated by specific needs and requirements, Warrior Care will develop program and initiative-specific communications plans and products. This strategy will ensure all communication materials align with and support Warrior Care's office-wide communications and outreach plan.

The Warrior Care Communications Plan is designed as a living document to be modified over time, as necessary, to meet the evolving needs of Warrior Care and the Department of Defense. It is constructed around the following critical components:

### Communications Goals

- **Communications Goal, Objectives, and Tactics** - Communications planning, activities, tools, and products that will be utilized to convey appropriate messages and information to stakeholders and audiences to obtain desired outcomes.
- **Stakeholders and Audiences** - Individuals and groups who can influence or be influenced by Warrior Care.
- **Key Messages** - Consistent office-wide and program specific messages tailored to stakeholder and audience needs and interests and designed to produce desired outcomes.
- **Measurement & Evaluation** - Recommended approaches to determine the effectiveness of communication tactics and messages to better document success and ascertain areas for improvement.





Implementing a communications and outreach plan enables Warrior Care to fulfill its mission through:

- Identifying and implementing clear communications goals, objectives, and effectiveness measurements.
- Building and maintaining DoD-wide leadership support and relationships with key stakeholders, while engaging audiences to shape opinions and provide critical information about Warrior Care's mission.
- Educating and informing stakeholders and audiences about targeted Warrior Care related efforts.
- Messaging ongoing Warrior Care progress and successes in a timely and effective manner.

## Background

2008

The National Defense Authorization Act (Public Law 110-181) directed DoD to improve the care, management, and transition of recovering service members.

In November, the Principal Deputy under Secretary of Defense, Personnel and Readiness (P&R) Directive Type Memorandum established the Office of Transition Policy Care and Coordination (TPCC)

2009

Transition Policy Care and Coordination (TPCC)'s name is changed to Office of Wounded Warrior Care & Transition Policy (WWCTP)

2014 - 2016

Wounded Warrior Care & Transition Policy (WWCTP)'s name is changed to Warrior Care Policy (WCP) and becomes aligned under the Office of the Assistant Secretary of Defense for Health Affairs (OASD (HA))

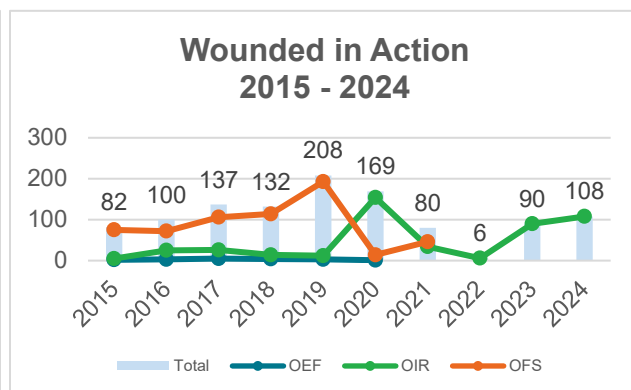
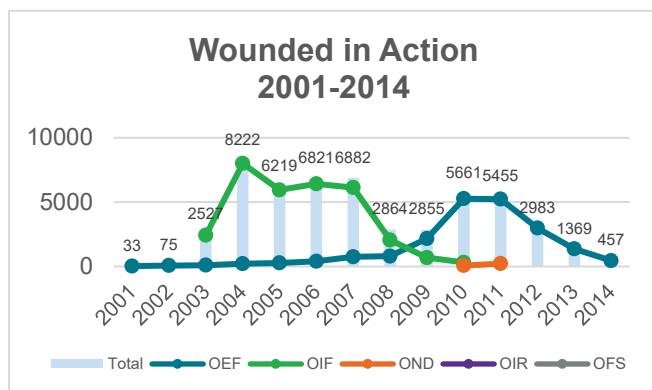


## Current State

In recent years, DOD developed policies, programs, and processes for providing high quality warrior care. The Military Departments and SOCOM RCPs implemented policies, staff programs, and execute processes accordingly, while also identifying personnel and resources capabilities required to support the current and future wounded, ill, and injured Service member population.

While the number of combat wounded Service members decreased following the reduction of U.S. combat force deployed in support of operations in Iraq and Afghanistan, the complexities for care and support from Warrior Care programs remain the same. The new steady state reflects the following considerations:

- The force of the future will be smaller and more permeable. As the Department shifts to a more competitive work environment, wounded, ill, and injured Service members will need to maintain and build skillsets and capabilities during periods of recovery and rehabilitation to remain competitive and successful – whether returning to duty or transitioning out of the military.
- DOD has developed policies, programs, and processes that define roles, responsibilities, resources, and staffing dictating care for all wounded, ill, and injured Service members. DOD policy and oversight ensures the Military Services and SOCOM maintain the capacity and capability to provide all necessary support to Service members during the recovery, rehabilitation, and reintegration process.





Aligned with the priorities set forth by the Under Secretary of Defense for Personnel and Readiness (OUSDP&R), Warrior Care is committed to enhancing the well-being and support for our RSMs, their families, and caregivers. Priorities aligned with P&R's Strategy:

- **Strengthening Military families, caregivers, and communities** – Warrior Care RCP prioritizes the well-being of RSMs and their families by providing comprehensive support services and fostering a sense of belonging and resilience.
- **Ensuring Total Force Fitness** – RCP is dedicated to promoting well-being and resilience among RSMs, their caregivers, and families. Through initiatives like the Comprehensive Recovery Plan (CRP) and standardized training for RCCs, the program fosters readiness and ensures that our forces remain resilient and prepared for their future.
- **Sustaining a Ready Force** – RCP adheres to legislative mandates, such as the Wounded Warrior Act and National Defense Authorization for FY 2008, that directs the DoD to enhance the care, management, and transition of RSMs. Moreover, Policy DoDI 1300.24 emphasizes the importance of CRPs and standardized training for RCC.
- **Building Resilient Warriors** – RCP ensures that service members receive the support they need to overcome challenges and thrive both during and after their recovery. Policy DoDI 1300.27 on Service Dogs underscore the program's commitment to exploring innovative approaches to enhance the well-being of RSMs.

By aligning the Office of Warrior Care RCP's current state with OUSD (P&R) strategy, we reinforce our commitment to excellence, people-centric care, integrity, collaboration, respect, and overall well-being and readiness of our RSMs. Warrior Care's strategic communications plan leverages these legislative mandates and policies to ensure a holistic approach to Warrior Care, focusing on comprehensive support, standardized training, and continuous improvement in line with OUSD(P&R). We continuously strive for excellence in all aspects of our program.

DOD will maintain centralized oversight and help guide the Military Departments and SOCOM RCPs in adjusting their scalable and flexible model of care to best align with the needs of its population by:

- Providing consistent care coordination and improving relationships with the Department of Veteran Affairs
- Ensuring education and career preparation for successful transition
- Providing adaptive sport and reconditioning opportunities
- Ensuring support for military caregivers





Warrior Care’s communications activities will remain oriented to reporting and providing context to policy, while communicating program information and updates, messaging the progress of the Office of Warrior Care efforts, and providing standards and guidance to the Military Departments and SOCOM RCPs. Warrior Care conducts and participates in a variety of ongoing outreach activities and is responsible for managing communications for the:

- Recovery Coordination Program (RCP) Governance
  - Care Coordination Working Group (CCWG)
  - Recovery Coordination Advisory Council (RCAC)
- Recovery Coordination Program (RCP)
- Education and Employment Initiative (E2I)
- Operation Warfighter Program (OWF)
- National Resource Directory (NRD)
- Special Compensation for Assistance with Activities of Daily Living (SCAADL)





## Goal and Objectives

### Goal

Warrior Care's communications goal is as follows:

Provide stakeholders with accurate and timely information through Warrior Care outreach platforms, and in collaboration with internal and external organizations, on programs and policies that aid the rehabilitation, recovery, and reintegration of wounded, ill, and injured Service Members.

### Objectives

Warrior Care has identified the following objectives to achieve the above-mentioned goal:

- Streamline outreach planning and implementation across Warrior Care to maximize efficiencies and ensure message consistency
- Increase the frequency and types of interactions between Warrior Care and its stakeholders through print, web and online, social media, and face to face communications
- Enhance/leverage partnerships with Military Departments and SOCOM RCPs, Military Service Organizations (MSOs), and Military Community & Family Policy (MC&FP) to promote message consistency and maximize exposure with Service members and their families
- Enhance/leverage existing and implement new outreach measurement capabilities to better determine the value of and refine communication products and activities





## Customers, Stakeholders, and Audiences

To successfully achieve the goal and objectives outlined in this plan, strategic communication must occur across all levels of the Department and with external organizations. A comprehensive list of customers, stakeholders, and audiences along with their key attributes is included in Appendix A. To determine how to best engage with each segment, the team identified individual communications drivers through consideration of the following questions:

- Why are we communicating with this stakeholder or audience?
- What is this stakeholder or audience's current level of engagement?
- Is there a need to inform, educate, or solidify relationships?
- What will this stakeholder or audience need to have a full understanding of Warrior Care and engage in Warrior Care -related activities?
- Should communications efforts be proactive or reactive?

Analyzing these communication drivers provided a foundation for determining the strategic objectives and identifying the most effective tactics, products, and tools to reach each audience.

**Customers:** Warrior Care customers are defined as those who use or are eligible to use Warrior Care services and resources. Warrior Care's customers are comprised of wounded, ill, and injured Service members, caregivers, and family members.

**Stakeholders:** Warrior Care stakeholders are defined as those who perform an integral role in Warrior Care program execution. Warrior Care 's stakeholders are comprised of the Military Departments and SOCOM RCPs, Recovery Care Coordinators (RCCs), Department of Defense Physical Evaluation Board Liaison Officers (PEBLOs) Veterans Affairs Liaisons and Federal Recovery Consultants (FRC), Military Service Coordinators (MSCs), OWF Regional Coordinators, E2I Regional Coordinators, Military Family Life Counselors, non-medical case managers, doctors, nurses, and other medical professionals.

**Audiences:** Warrior Care audiences include recovering service members, caregivers, and their families across all military branches. Additionally, it targets military healthcare professionals, Military Departments and SOCOM RCPs, RCCs, and partnering organizations. This diverse audience seeks information, resources, and support related to the Recovery Coordination Program.





## Key Messages

Key messages are a series of statements that serve as a platform for communicating with and engaging key stakeholders and audiences. They effectively communicate the vision of the organization and increase consistency across all forms of communication. Key messages should adhere to the following:

- **Informational** – what we want people to know
- **Inspirational** – what attitude we want to influence
- **Aspirational** – what we want people to do in the future

Understanding key stakeholders and audiences is critical for successful communications planning. The following sub-sections provide a summary of suggested key messages for office-wide and program specific messaging to aid in communications with internal and external stakeholders and audiences. All messages need to be evaluated and tailored as needed with each respective stakeholder or audience group.

## Warrior Care Key Messages

Warrior Care's office-wide messaging platform includes the following core messages. All staff (government and contractor personnel) should use this messaging to describe the office's mission, vision, strategic posture, and relevance, when speaking about Warrior Care and its role.

- Caring for the nation's wounded, ill, and injured Service members, their families, and their caregivers will always be important, and doing so remains a Department of Defense priority
- Force reductions and decreased operational deployments have changed the nature of Warrior Care, but policy, process and baseline capability must still address the diverse needs of Service members, their families, and caregivers. Approximately 7,500 Service members are enrolled in an RCP.
- Warrior Care continuously seeks opportunities to refine the Recovery Coordination Program to integrate the various programs and processes, increase flexibility, and provide a scalable program to support the care, recovery and reintegration of wounded, ill, and injured Service members and military caregivers.





- The Office of Warrior Care RCP develops and oversees policy that standardizes non-medical care provided to wounded, ill, and injured Service members, families, and caregivers across military departments throughout the continuum of care. Additionally, the Office of Warrior Care RCP executes the following programs in support of the Military Departments and SOCOM RCPs: Employment and Education Initiative (E2I), Operation Warfighter (OWF), National Resource Directory, and the DoD case management system.
- The Office of Warrior Care RCP monitors and reports on the accessibility, utilization, quality, and performance of the Military Departments and SOCOM RCPs in accordance with DoDI 1300.24, Recovery Coordination Programs.
- The Office of Warrior Care RCP develops the standards of RCC training for Recovery Care Coordinators to ensure that standardized non-medical care is provided to all wounded, ill and injured Service member.





## RCP Governance

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### CARE COORDINATION WORKING GROUP (CCWG)

- The Care Coordination Working Group (CCWG) operates under the leadership of the Health Executive Committee (HEC) with assigned co-chairs from HSP&O and VHA, representing a collaborative approach to care coordination within the Warrior Care RCP.
- The Primacy purpose of the CCWG is to provide joint DoD and VA leadership in driving continuous integration of care, benefits, and services provided to Service members within the Military Departments and SOCOM RCPs as they transition to VA support.

### RECOVERY COORDINATION ADVISORY COUNCIL (RCAC)

- The Recovery Coordination Advisory Council plays a crucial role in evaluating the effectiveness of Recovery Coordination Programs (RCPs) and ensuring that policies align with the evolving needs of RC programs and recovering service members.
- Through quarterly meetings between the Director of the Office of Warrior Care RCP and representatives from the Military Departments and SOCOM RCPs, the RCAC facilitates the collaboration and feedback to enhance the quality and responsiveness of RCPs.
- The RCAC's dedication to evaluating program effectiveness and ensuring policies meet the dynamic needs of RCPs and RSMs reflects the Office of Warrior Care RCP's commitment to excellence and continuous improvement in warrior care coordination.





## Program – and Initiative-specific Key Messages

Outlined below are overall messages for government and contract staff to use when discussing a specific program.

### RECOVERY COORDINATION PROGRAM (RCP)

- Sec. 1611 of the Fiscal Year 2008 National Defense Authorization Act established the requirements for the Recovery Coordination Program to provide oversight and uniform care standards for recovering Service members. DoDI 1300.24, Recovery Coordination Program, implements these requirements for the Military Departments and SOCOM RCP.
- Each Military Department and SOCOM RCPs is tailored to meet the unique needs of its recovering service members, their families, and caregivers. The Military Department and SOCOM RCPs are:
  - [Air Force Wounded Warrior Program \(AFW2\)](#)
  - [Army Recovery Care Program \(ARCP\)](#)
  - [Navy Wounded Warrior](#)
  - [SOCOM Warrior Care Program](#)
  - [Marine Corps Wounded Warrior Regiment \(WWR\)](#)
- Each Recovery Coordination Program implements uniform care for RSMs their families and caregivers through the continuum of care: recovery, rehabilitation, and reintegration.
  - **Recovery** - A phase of the continuum of care which addresses a return to a normal state of health, mind, or strength.
  - **Rehabilitation** - A phase of the continuum of care which involves restoring a sick or disabled person to a normal life through therapeutic measures and reeducation.
  - **Reintegration** - A phase of the continuum of care which is the process of returning an RSM to military duty or returning them to civilian life and providing long term support through VA benefits services, if applicable.
- Service members eligible for the RCP are:
  - Those with a serious injury or illness, OR
  - Diagnosed with Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), or urotrauma
  - Their injury or illness is determined to be in the line of duty
  - They are designated as CAT 2 or CAT 3 as defined below:



Category 1 (CAT 1)	<ul style="list-style-type: none"> <li>• Has a mild injury or illness</li> <li>• Is expected to return to duty within a time specified by their Military Department</li> <li>• Receives short-term inpatient medical treatment or outpatient medical treatment and/or rehabilitation</li> </ul>
Category 2 (CAT 2)	<ul style="list-style-type: none"> <li>• Has a serious injury or illness</li> <li>• Is unlikely to return to duty within a time specified by their Military Department</li> </ul>
Category 3 (CAT 3)	<ul style="list-style-type: none"> <li>• Has a severe injury or illness</li> <li>• Is highly unlikely to return to duty</li> </ul>

- RSMs are supported by a care management team (CMT) comprised of non-medical, medical, and unit team members. The CMT member composition varies depending on the needs of the RSM their family and caregiver; the Recovery Care Coordinator (RCC) leads the non-medical part of the triad.
- RCCs conduct a needs analysis that leads to a Comprehensive Recovery Plan (CRP) which provides a holistic plan to address the RSM’s needs. The CRP encompasses eight pillars: daily living, career, family, finances, health, legal, military, and spirituality. The CRP is reviewed throughout the continuum of care phases to meet the evolving needs of RSMs, their families, and caregivers.
- There are many resources available to assist RSMs, their families, and caregivers across the eight pillars of the CRP. Most resources exist across the DoD, VA, other federal agencies, and military and veteran service organizations (MSO/VSO); however, the following programs are specific to the RCPs (see below talking points for more details on each):
  - Caregiver Support
  - Military Adaptive Sports Program (MASP)
  - Education and Employment Initiative (E2I)
  - Operation Warfighter (OWF)
  - National Resource Directory (NRD)



## CAREGIVER SUPPORT

- The Military Department and SOCOM RCPs provide support, resources, and information exclusively for military caregivers. Caregivers are individuals designated by Recovering Service members to assist with activities of daily living, which often includes addressing medication management, personal safety, and hygiene.
- Caregivers do not have to be a family member or a dependent of the RSM. Caregivers can be anyone designated by the RSM.
- To support our Military caregivers, Warrior Care RCP offers the [Caregiver Resource Directory \(CRD\)](#), which is also available electronically ([eCRD](#)) is designed to empower Military caregivers with comprehensive information about national and local resources and program tailored for them.
  - Resources and programs featured in the eCRD are vetted through the NRD, ensuring they meet high standards of reliability and relevance.
  - Military caregivers can use this directory to decrease stress and empower them during their journey. The eCRD helps find resources and programs that cater to their RSMs and family needs.
  - Topics in the eCRD include helplines, advocacy and benefit information, career transitions and employment opportunities, military caregiver support, children's needs, education and training, financial support, rest and relaxation, and more.
  - The eCRD is available on all devices, allowing users to view and download their own copy for reference.





## Special Compensation for Assistance with Activities of Daily Living (SCAADL)

- SCAADL offers crucial assistance to permanently catastrophically ill and/or injured Recovering Service Members who require caregiver support with daily activities or supervision/protection.
- Eligible Service Members or their designated representatives can voluntarily apply for SCAADL by submitting a DD Form 2948, "Application for Special Compensation for Assistance with Activities of Daily Living (SCAADL).
- The SCAADL program reflects the commitment of the DoD to providing comprehensive support to Service members facing significant challenges due to catastrophic illness or injury, ensuring they receive the assistance they need to maintain their quality of life.
- By offering specialized compensation for assistance with activities of daily living, SCAADL empowers Service members and their caregivers to focus on recovery and well-being, easing the financial burden associated with extensive caregiving responsibilities.





## MILITARY ADAPTIVE SPORTS PROGRAM (MASP)

- MASP provides opportunities for all wounded, ill, and injured Service members to participate in adaptive sports and reconditioning activities. Adaptive sports and reconditioning activities are essential in the recovery process by helping RSMs understand what they can achieve -- focusing on levels of ability rather than disability.
- Each Military Departments and SOCOM RCPs independently executes their Military Adaptive Sports Program, tailored to the unique needs and capabilities of their RSMs. Participating fosters camaraderie, resilience, skill development, and even potential mentorship opportunities.
- Physical fitness and reconditioning activities have therapeutic benefits on overall wellbeing and help to alleviate or lessen secondary infections, depression, and anxiety, as well as other conditions that individuals with disabilities are prone to experience.
- MASP seeks to encourage new opportunities for growth and achievement through early engagement of wounded, ill and injured Service members through individualized physical and cognitive activities to improve their overall quality of life throughout the continuum of recovery and transition.
- Military Department and SOCOM RCP's MASP offers a competitive track for RSMs who desire to compete at the DoD Warrior Games or the Invictus Games.





## EDUCATION AND EMPLOYMENT INITIATIVE (E2I)

- Education and Employment Initiative (E2I) is a vital program under the Office of Warrior Care RCP. This program assists RSMs early in their recovery process to identify their skills and match them with the education and career opportunities that will help them successfully transition to civilian life.
- E2I operates on a regional basis with the goal of assisting RSMs by identifying skills, career opportunities that match those skills, and any additional skills they will need to be successful and participate in desired education and/or employment opportunities.
- E2I empowers RSMs with personalized assistance and career counseling to help identify their career goals, explore educational pathways and navigate the job market effectively.
- E2I collaborates with government agencies, educational institutions, and military and veteran organizations to expand opportunities and resources for RSMs transitioning into civilian life.
- In 2023, E2I Regional Coordinators (RCs) assisted over 400 RSMs in identifying and matching their skills and experience with education and career opportunities and hosted 744 education and outreach events, which attracted over 20,000 attendees.





## OPERATION WARFIGHTER (OWF)

- Operation Warfighter (OWF) is a vital program under the Office of Warrior Care RCP. This program matches qualified RSMs with non-funded federal internships for them to gain valuable work experience during their recovery and rehabilitation.
- OWF offers meaningful employment opportunities through internships for RSMs, ensuring they maintain professional development and readiness for civilian careers.
- OWF fosters collaboration between military, federal agencies, and military and veteran organizations to promote a seamless transition process for RSMs. Empowering RSMs with disabilities equal access to employment opportunities and support throughout their recovery journey.
- Wounded, ill and injured Service members obtain expanded career preparation, knowledge, skills, and abilities by participating in the Operation Warfighter Federal Internship Program and the Education and Employment Initiative. These expanded skills and abilities often help to ensure a successful transition to civilian status or can contribute to mission success should the Service member return to active duty.
- In 2023, OWF worked with 533 federal agency partners and placed over 400 RSMs in internships during their rehabilitation process to transition military skills into civilian occupational success. OWF hosted 639 education and outreach events with over 19,000 attendees.





## NATIONAL RESOURCE DIRECTORY (NRD)

- The National Resource Directory (NRD) represents one of the largest online collections of government and non-government resources specifically designed for service members, veterans, families, and military caregivers, with a particular emphasis on wounded, ill, or injured service members and veterans.
- Visitors to the NRD ([nrd.gov](http://nrd.gov)), will find information on a variety of topics, including benefits and compensation, education and training, family and caregiver support, health, homeless assistance, housing, and other services and resources.
- The NRD is a tri-agency initiative among the Departments of Defense, Department of Labor, and Veterans Affairs.
- The organizations, agencies, and programs listed as resources on the NRD are reviewed regularly to ensure they continue to meet the changing needs of service members, veterans, families, and military caregivers. The NRD's participation policy uses crowdsourced data points from watchdog organizations, in addition to government data sources, to ensure the quality of the resources on the site.
- In 2023, the NRD recorded 2.3 million page views and 1.2 million visitors, demonstrating significant engagement and utilization by the military community.
- The NRD hosts a comprehensive database of over 8,000 validated resources:
  - 48% non-profit organizations
  - 44% government resources
  - 4% educational resources
  - 4% fall under other categories.





## Communication Tools & Products

Tactic	Description	Frequency	Audience
Warrior Care Brief	General overview brief of Warrior Care Programs and resources intended for varied audiences	Reviewed and updated as necessary	DoD and other partnering organizations
Warrior Care Fact Sheets	The Office of Warrior Care RCP's factsheets are designed to equip partners, audiences, and stakeholders with the essential aspects and benefits of each program.	Reviewed and updated annually.	Event attendees, internal and external stakeholders.
	Education and Employment Initiative (E2I)		
	Integrated Disability Evaluation System (IDES)		
	National Resource Directory (NRD)		
	Operation Warfighter (OWF)		
	Recovery Coordination Program (RCP)		
	Special Compensation for Assistance with Activities of Daily Living (SCAADL)		
Marketing Collateral	Warrior Care RCP and Regional Coordinators (RCs) are provided with marketing materials that promote program awareness and support. This includes program pop-up banners, flyer templates, and program business cards	Updated as needed	Outreach events
Warrior Care Branded Templates	Branded and customizable templates to be used for a variety of activities. Templates include: <ul style="list-style-type: none"> <li>• MS PowerPoint</li> <li>• MS Word</li> <li>• E2I/OWF upcoming events flyers</li> </ul>	Reviewed and updated as necessary	DoD, DHA, and partnering organizations
Warrior Care Key Messages	Ensures consistent and effective messaging.	Provided and updated as necessary	DoD and other partnering organizations



**Digital: Digital products provide dynamic outreach opportunities beyond the reach of print materials alone. While still mainly unidirectional, digital products allow end-users to develop a deeper understanding of the office and/or program. Digital platforms allow users to connect with policy updates, program messages, and success stories.**

Tactic	Description	Frequency	Audience	Measurement
<a href="#">Compensation &amp; Benefits Handbook</a> (electronic)	A comprehensive guide outlining benefits available to RSMs and recovering Military communities.	Yearly	Wounded, ill and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Web metrics
<a href="#">Electronic Caregiver Resource Directory (eCRD)</a>	Directory of vetted resources for military caregivers. Hosted on NRD.gov and featured on <a href="#">Warrior Care Military Caregiver Resources page</a>	Electronic version continuously updated monthly, and as new resources become available	Military caregivers of recovering service members, wounded, injured, and ill service members, and external organizations that assist military caregivers	N/A
Social media Shares program information, events, photo and video content, and partner content.	Warrior Care social media platforms: Facebook, LinkedIn, Instagram, and Instagram	Daily	Wounded, ill and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Impressions, engagements, and number of followers measured weekly, monthly, and quarterly
	NRD social media platforms: Facebook and LinkedIn	Daily	Wounded, ill and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Impressions, engagements, and number of followers measured weekly, monthly, and quarterly
	Warrior Care Communications Calendar	As needed/daily	Warrior Care RCP, partnering agencies	
	Social media content calendar			



Tactic	Description	Frequency	Audience	Measurement
Websites	Warrior Care <a href="http://www.warriorcare.dodlive.mil">www.warriorcare.dodlive.mil</a>	As needed	Wounded, ill and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Digital Analytics Program (DAP) - Google Analytics (GA4) Web metrics
	National Resource Directory <a href="http://www.NRD.gov">www.NRD.gov</a>	As needed	Wounded, ill and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Google Analytics (GA4) Web metrics





**Face-to-face: Face-to-face interaction holds the most potential for making the types of connections that can motivate end-users to use Warrior Care resources. Face-to-face communications can be personal or in a larger more unidirectional situation.**

Tactic	Description	Frequency	Audience	Measurement
Direct interaction with recovering military community, MSOs/VSOs, DoD and DHA Military leadership	WCRCP Leadership and E2I and OWF RCs routinely engage directly with RSMs, Military leadership, and stakeholders	Daily	RSMs, Military RCPs, Federal Government Organizations, RCs, MSOs/VSOs, general public	Outreach events, event participation, program enrollment
Warrior Care Sponsored Events	Warrior Care Month AFW2 Day Of Healing	Annually (November)	Military RCPs, recovering military community, including RSMs and their caregivers and families.	Attendance
Executive Engagements	Senior leadership in-person conferences, briefings, and supporting activities.	As requested	Internal <ul style="list-style-type: none"> <li>- Secretary of Defense</li> <li>- OSD P&amp;R &amp; HA</li> <li>- Military RCP leadership</li> <li>- Joint Chiefs of Staff</li> </ul> External <ul style="list-style-type: none"> <li>- White House</li> <li>- Congress</li> <li>- Media</li> <li>- MSOs/VSOs</li> </ul>	Post event summary, media engagement, and social media metrics.
Warrior Care Branded Conference & Event Collateral	Program and office factsheets, business cards, Microsoft Office branded templates, program postcards, Caregiver Resource Directory (CRD and eCRD), WCRCP merchandise (table clothes, banners, etc.).	N/A	Stakeholders, recovering military community, event participants, organizations, general public.	N/A





## Communications Measurement and Evaluation

Evaluating communications effectiveness throughout the lifecycle of the effort will be essential to ensuring communications are succeeding and resulting in stakeholders who are informed, educated, and driven to engage in Warrior Care programs. The following quantitative and qualitative evaluation methods are designed to meet these objectives. Though each method listed below has specific limitations, employing a combination of methods will provide insight into overall communications effectiveness and guide the Warrior Care Outreach team to modify communications, as needed, to better meet stakeholder needs.

Method	Description	Intended Outcome	Limitations
Social Media Monitoring	<p>Measure social media activity including visitors, postings, views, etc.</p> <p>Progress is shown through establishing an activity baseline and identifying increases and trends over time</p>	Capture quantitative and qualitative data/feedback	Requires stakeholders, audiences, and WCRCP team to participate in social media activities and discussions
Website activity	<p>Measures page views, site visits, etc.</p> <p>Progress is shown through establishing an activity baseline and identifying increases and trends over time.</p>	To gain valuable insights into user's engagements and resource utilization.	Requires knowledge of GA4 and additional applications and software to provide specialized data.
Media monitoring	Tracking and analyzing various media channels (news outlets, social media platforms, forums, etc.) to gather information relevant to WC and NRD.	By leveraging media monitoring, the StratCom team can stay informed, responsive, and strategic in communication efforts, despite challenges.	Data overload, limited resources and time, and rapid media changes. The vast amount of media data can be overwhelming and may require considerable time and resources to analyze effectively.
Reports	StratCom weekly and monthly reports are crucial for monitoring and tracking effectiveness.	These reports provide insights into StratCom efforts, engagement levels, and overall program impact.	Reports and data access can change, which can affect the overall results of reports.





Platform	Warrior Care	National Resource Directory
Website	<a href="https://warriorcare.dodlive.mil/">https://warriorcare.dodlive.mil/</a>	<a href="https://nrd.gov/">https://nrd.gov/</a>
Facebook	<a href="https://www.facebook.com/WarriorCare">https://www.facebook.com/WarriorCare</a>	<a href="https://www.facebook.com/NationalResourceDirectory">https://www.facebook.com/NationalResourceDirectory</a>
LinkedIn	<a href="https://www.linkedin.com/company/department-of-defense-recovery-coordination-program-operation-warfighter">https://www.linkedin.com/company/department-of-defense-recovery-coordination-program-operation-warfighter</a>	<a href="https://www.linkedin.com/company/national-resource-directory/">https://www.linkedin.com/company/national-resource-directory/</a>
Instagram	<a href="https://www.instagram.com/warriorcarephotos/">https://www.instagram.com/warriorcarephotos/</a>	
YouTube	<a href="https://www.youtube.com/user/WarriorCare">https://www.youtube.com/user/WarriorCare</a>	
Flickr	<a href="https://www.flickr.com/photos/warriorcarephotos/">https://www.flickr.com/photos/warriorcarephotos/</a>	





## Appendix A – Customers, Stakeholders, and Audiences

The following table lists Warrior Care RCP customers, stakeholders, and audiences. Key attributes and communications drivers are listed for each stakeholder or audience group.

Table 1: Customers

Name	Key Attributes	Communication Drivers
<b>Wounded, ill, and injured Service members</b>	<ul style="list-style-type: none"> <li>Relies mainly on the RCC, regional program coordinator, or Military RCPs to provide awareness on specific WW programs.</li> <li>On the frontline and has insight into field- level awareness, activities, etc.</li> <li>Limited direct engagement with Warrior Care</li> </ul>	<p>Needs periodic updates on Warrior Care activities, results, etc. Reach this stakeholder group through military services</p>
<b>Active Duty Service Members</b>	<ul style="list-style-type: none"> <li>Relies on the RCC or regional program coordinator to provide awareness on specific WW programs.</li> <li>On the frontline and has insight into field- level awareness, activities, etc.</li> <li>Limited direct engagement with Warrior Care</li> </ul>	<p>Needs periodic updates on Warrior Care activities, results, etc. Reach this stakeholder group through military services</p>
<b>Caregivers supporting wounded, ill, and injured Service members</b>	<ul style="list-style-type: none"> <li>Relies on the RCC or Military RCPs to provide awareness on specific WW programs.</li> <li>On the frontline and has insight into field- level awareness, activities, etc.</li> <li>Limited direct engagement with Warrior Care.</li> </ul>	<p>Needs periodic updates on Warrior Care activities, results, etc. Reach this stakeholder group through military services</p>
<b>Spouses, children, and other family members of wounded, ill, and injured Service members</b>	<ul style="list-style-type: none"> <li>Relies mainly on the RCC or Military RCPs to provide awareness on specific WW programs.</li> <li>On the frontline and has insight into field- level awareness, activities, etc.</li> <li>Limited direct engagement with Warrior Care.</li> </ul>	<p>Needs periodic updates on Warrior Care activities, results, etc. Reach this stakeholder group through military services</p>





Table 2: Stakeholders

Name	Key Attributes	Communication Drivers
<b>Military Department and SOCOM Recovery Coordination Programs</b>	<ul style="list-style-type: none"> <li>Leads Wounded Warrior Military Service- related activities.</li> <li>Implements Warrior Care -related policies and initiatives.</li> <li>Responsible for communicating with their respective Services about Wounded Warrior activities through providing information, training, and tools to Service members.</li> <li>Provides input and feedback on Congressional reports and research initiatives through formal coordination.</li> <li>Relies on Warrior Care to provide requirements in order to meet Congressional mandates.</li> <li>Relies on Warrior Care to provide awareness on specific initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Needs ongoing updates on Warrior Care activities, results, etc.</li> <li>Needs regularly updated material information, data to effectively message the effort.</li> <li>Needs ongoing awareness of Warrior Care messaging initiatives.</li> </ul>
<b>Recovery Care Coordinators, non- medical case managers, and other non-medical care coordinators</b>	<ul style="list-style-type: none"> <li>Provides field-level Warrior Care support.</li> <li>Relies on Military Service Leadership to provide awareness on specific programs and resources.</li> <li>Warrior Care provides information when requested by Military Service programs.</li> </ul>	<ul style="list-style-type: none"> <li>Needs regularly updated materials, information, and data to effectively message the effort.</li> </ul>
<b>Doctors, nurses, and medical professionals</b>	<ul style="list-style-type: none"> <li>Provides field-level Warrior Care medical care.</li> <li>Relies on Warrior Care and Military Service Leadership to provide awareness on specific programs and resources.</li> </ul>	<ul style="list-style-type: none"> <li>Needs regularly updated materials, information, and data to effectively message the effort.</li> </ul>



Table 3: Audiences

Audiences			
Audience Segment	Name	Key Attributes	Communication Drivers
<p>On the Ground Influencers</p> <p>(frequently interact with Warrior Care customers by explaining services and resources available).</p>	Military Service Commanders	<ul style="list-style-type: none"> <li>Relies mainly on the RCPS to provide awareness on specific Warrior Care initiatives.</li> <li>On the frontline and has insight into field-level awareness, activities, etc.</li> <li>Receives information directly from Warrior Care through limited engagements.</li> </ul>	<ul style="list-style-type: none"> <li>Need initial briefing on Warrior Care programs, resources, and updated on Warrior Care activities, programs, resources, etc.</li> </ul>
	Military Service Organizations (MSOs) and Veteran Service Organizations (VSOs)	<ul style="list-style-type: none"> <li>Provide advocacy and information to RSMs, Service members, Veterans, and their families.</li> </ul>	
	Non-Government Organizations (NGOs)	<ul style="list-style-type: none"> <li>Provides advocacy and information to Service members, Veterans, and their families and caregivers.</li> </ul>	
Warrior Care Staff	WC Staff	<ul style="list-style-type: none"> <li>Should be involved with all communication efforts.</li> <li>Stove-piped program areas may lead to inconsistent and uncoordinated communication efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Needs coordinated communication processes.</li> <li>Needs general awareness of Warrior Care communication efforts and activities.</li> <li>Needs regularly updated materials, information, and data to effectively message the effort.</li> </ul>

<p><b>Congressional Committees</b></p>		<ul style="list-style-type: none"> <li>• On the frontline and has insight into field-level awareness, activities, etc.</li> <li>• Key partners in developing national strategy to support wounded, ill, and injured Service members             <ul style="list-style-type: none"> <li>• Provides legislation on Warrior Care to implement via National Defense Authorization Acts (NDAAs) and Defense Appropriation Acts</li> <li>• Many members highly engaged in the issue of Warrior Care in the military.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Needs coordinated communication processes.</li> <li>• Briefings are completed upon request and invitation from Congressional Committees.</li> </ul>
<p>General Public</p>	<p>Influencers (e.g., Counselors, Civilian Experts, and Educators)</p>	<ul style="list-style-type: none"> <li>• May share a general concern about warrior care in the military</li> <li>• May have an interest in DoD's major programs and policies to support wounded, ill, and injured Service members.</li> </ul>	<ul style="list-style-type: none"> <li>• Interested in general program and updated information.</li> </ul>



## Appendix B – Acronyms

- AFW2 – Air Force Wounded Warrior Program
- ARCP – Army Recovery Care Program
- CCWG – Care Coordination Working Group
- CMT – Care Management Team
- CRD – Caregiver Resource Directory
- CRP – Comprehensive Recovery Plan
- DHA – Defense Health Agency
- DOD – Department of Defense
- DOL – Department of Labor
- E2I – Education and Employment Initiative
- eCRD- Electronic Caregiver Resource Directory
- FRC – Federal Recovery Consultants
- HEC – Health Executive Committee
- Marine Corps WWR – Marine Corps Wounded Warrior Regiment
- MASP – Military Adaptive Sports Program
- MC&FP – Military Community & Family Policy
- MSC – Military Service Coordinators
- MSO – Military Service Organization
- NRD – National Resource Directory
- NWW – Navy Wounded Warrior
- OWF – Operation Warfighter
- PEBLOS – Physical Evaluation Board Liaison Officers
- PTSD – Post Traumatic Stress Disorder
- RC – Regional Coordinator
- RCC – Regional Care Coordinator
- RSM – Recovering Service Member
- RCAC – Recovery Coordination Advisory Council
- RCP – Recovery Coordination Program
- SCAADL – Special Compensation for Assistance with Activities of Daily Living
- TBI – Traumatic Brain Injury
- OUSD(P&R) – Under Secretary of Defense for Personnel and Readiness
- USSOCOM – U.S. Special Operations Command
- VHA – Veteran Health Affairs

