



Warrior Care Recovery Coordination Program Communications & Outreach Plan

2024 - 2026





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1.0 Introduction

1.1 Purpose

The Warrior Care Recovery Coordination Program (WC RCP), operating within the Defense Health Agency (DHA), provides oversight of the Military Departments and U.S. Special Operations Command (SOCOM) RCPs. It also provides support to the RCPs through the Education and Employment Initiative (E2I), Operation Warfighter (OWF), and a case management system. To achieve its mission, WC RCP needs to effectively communicate with stakeholders across all levels—both internally and externally.

This communications and outreach plan outlines an approach to ensure WC RCP engages stakeholders and audiences in a consistent, deliberate, and coordinated manner. It provides an actionable framework for the types of communication, frequency, and activities and tools required to meet strategic objectives and communications goals. Success will be measured by periodically collecting and analyzing both qualitative and quantitative data to evaluate the effectiveness of the planned communications methods and activities. When needed, WC RCP will develop program and initiative-specific communications plans and products to address unique requirements. This strategy will ensure all communications materials align with and support WC RCP's office-wide communications and outreach plan.

The WC RCP Communications & Outreach Plan is a living document that will be updated, as needed, to meet the evolving needs of WC RCP and the Department of Defense.

1.2 Critical Components

This plan is constructed around the following critical components:

- **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 WC RCP.
 - **Key Messages** – Consistent office-wide and program-specific messages tailored to stakeholder and audience needs and designed to produce desired outcomes.
- Measurement and Evaluation** – Recommended approaches to determine the effectiveness of communications tactics, document successes, and identify opportunities for improvement.





Implementing a communications and outreach plan enables WC RCP to fulfill its mission through:

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

1.3 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))

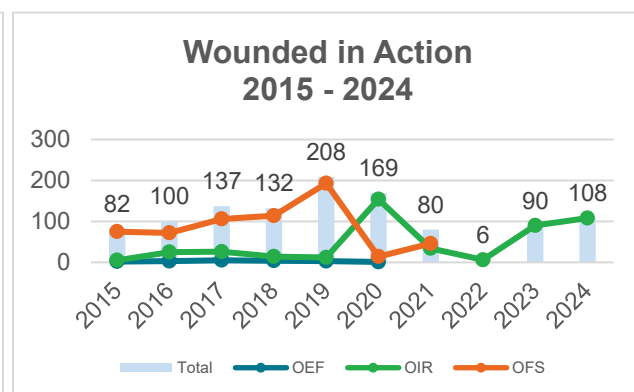
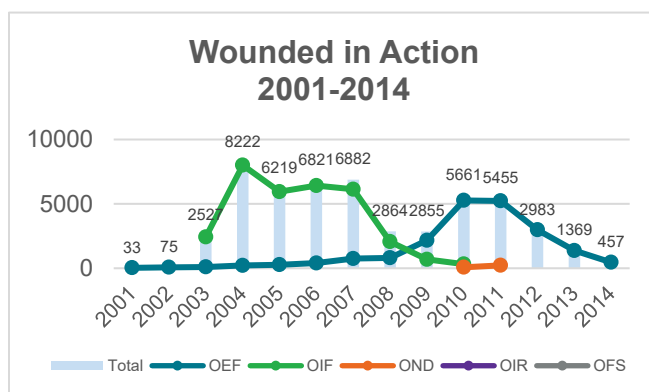


2.0 Current State

In recent years, DoD developed policies, programs, and processes for providing high-quality warrior care. The Military Departments and SOCOM RCPs implement policies, manage staff programs, and execute processes while identifying personnel and resources needed 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. forces in Iraq and Afghanistan, the complexities for care and support from warrior care programs remain the same. The current steady state reflects the following considerations:

- With an emphasis on career readiness, it is essential for wounded, ill, and injured Service members to build their professional skills during recovery. Doing so ensures they remain competitive for future opportunities, whether they return to duty or transition out of the military.
- DoD policies, programs, and processes define roles, responsibilities, resources, and staffing that dictate 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 support to recovering Service members (RSMs) during the recovery, rehabilitation, and reintegration process.



Aligned with the priorities set by the [Office of the Under Secretary of Defense for Personnel and Readiness \(OUSD\(P&R\)\)](#), WC RCP is committed to enhancing the well-being and support for our RSMs, their families, and caregivers.

WC RCP priorities aligned with DoD leadership priorities:

- **Force Readiness** – By ensuring wounded warriors receive timely and effective care, the program minimizes long-term disability and maximizes the potential for return to duty, contributing to overall military readiness.



- **Retention and Recruitment** – Demonstrating a commitment to Service members' well-being after their service strengthens recruitment and retention efforts. Potential recruits are more likely to enlist, and current Service members more likely to continue their service or later re-enlist, when they know the Department values their future.
- **Fiscal Responsibility** – The program can lead to long-term cost savings by reducing disability claims, promoting return to duty, and facilitating successful transition to civilian life, minimizing reliance on long-term support groups.
- **National Security** – Veterans possess invaluable skills and experience that are vital to national security. A smooth transition ensures this population remains engaged in civilian roles.
- **Public Trust and Confidence** – Commitment to transitioning Service members, especially wounded warriors, builds trust with the American public, strengthening civil-military relations and securing vital resources.

WC RCP directly aligns with the OUSD (P&R) strategies to enhance overall well-being and readiness of our RSMs. This WC RCP Communications & Outreach Plan leverages legislative mandates and policies, focusing on people-centric care, integrity, and continuous improvement across the program. We continuously strive for excellence in all aspects of our program.

To meet the evolving needs of our RSMs, DoD maintains centralized oversight to guide the Military Departments and SOCOM RCPs in executing a scalable and flexible model of care. This is achieved by focusing on:

- Comprehensive recovering Service member support
- Dedicated family and caregiver support
- Dual-path transition and readiness
- Streamlined interagency collaboration
- Centralized access to resources

WC RCP communication activities will focus on reporting and providing context to policy, sharing program information and updates, highlighting WC RCP efforts, and providing standards and guidance to the Military Departments and SOCOM RCPs. WC RCP 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)

3.0 Goal and Objectives

3.1 Goal

WC RCP's communications and outreach goal is to provide stakeholders with accurate and timely information through WC RCP 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.

3.2 Objectives

WC RCP has identified the following objectives to achieve the above-mentioned goal:

- Streamline outreach planning and implementation across WC RCP to maximize efficiencies and ensure message consistency.
- Increase the frequency and variety of stakeholders interactions through print, web and online, social media, and face-to-face communications.
- Strengthen partnerships with Military Departments and SOCOM RCPs, military service organizations (MSOs), and Military Community & Family Policy (MC&FP) to promote message consistency and broaden reach to Service members and their caregivers and families.
- Expand and refine outreach measurement capabilities to better determine the impact of communications products and activities.





4.0 Customers, Stakeholders, and Audiences

To 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 guide engagement with each segment, the WC RCP Communications & Outreach team identified key communications drivers by considering the following questions:

- Why are we communicating with this stakeholder or audience?
- What is their current level of engagement?
- Is there a need to inform, educate, or solidify relationships?
- What do they need to have a full understanding of WC RCP and engage in program-related activities?
- Should communications be proactive or reactive?

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

Customers: WC RCP customers are those who use, or are eligible to use, WC RCP services and resources. WC RCP customers are comprised of wounded, ill, and injured Service members, caregivers, and family members.

Stakeholders: WC RCP stakeholders are those who perform an integral role in WC RCP execution. Stakeholders are comprised of the Military Departments and SOCOM RCPs, commanders, Recovery Care Coordinators (RCCs), DoD, Physical Evaluation Board Liaison Officers (PEBLOs), Veterans Affairs Liaisons, 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: WC RCP audiences include RSMs, caregivers, and their families across all military branches. They also include military healthcare professionals, Military Departments and SOCOM RCPs, RCCs, and partnering organizations. This diverse audience seeks information, resources, and support related to WC RCP.





5.0 Key Messages

Key messages are core statements that serve as a foundation for communicating with and engaging stakeholders and audiences. They convey WC RCP's vision and ensure consistency across all forms of communication. Key messages should adhere to the following:

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

Understanding stakeholders and audiences is critical for effective communications planning. The following sub-sections provide 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 to fit each respective stakeholder or audience group.

5.1 WC RCP Key Messages

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

- The DoD is steadfast in its commitment to our nation's wounded, ill, and injured service members, their families, and caregivers. We honor them by providing comprehensive support that empowers their recovery, maximizes their potential, and enhances their quality of life.
- WC RCP is a strategic asset in our military community and for national security. By helping recovering Service members (RSMs) return to duty or transition successfully to civilian life, the program directly strengthens force readiness, aids recruitment and retention, and ensures fiscal responsibility.
- To ensure tailored support, WC RCP connects RSMs to their specific Military Departments and SOCOM RCPs. Once RSMs are referred, those programs assign a dedicated Recovery Care Coordinator (RCC) to each RSM to create a personalized Comprehensive Recovery Plan (CRP) focused on their health, career, and family goals.
- WC RCP provides two pathways: a return to military service or a successful transition to civilian life. Through key initiatives like Education and Employment Initiative (E2I) and Operation Warfighter (OWF), we connect RSMs with meaningful career and educational opportunities that leverage their skills.
- Families and caregivers are essential to recovery. To ensure they receive proper support, WC RCP connects them with their respective Service and SOCOM RCPs.





These military programs provide RSMs, their families, and caregivers with dedicated resources to help them navigate challenges, access assistance for their own needs, and maintain their well-being.

- WC RCP ensures a connected support system by managing the National Resource Directory (NRD), which connects military and veteran communities to thousands of vetted services.
- Caring for the nation's wounded, ill, and injured Service members, their families, and their caregivers remains a Department of Defense priority.
- WC RCP continuously refines the Recovery Coordination Programs (RCPs) to integrate various programs and processes, increase flexibility, and maintain scalable programs that support the recovery, rehabilitation, and transition or reintegration of wounded, ill, and injured Service members and their caregivers.
- WC RCP develops and oversees policy that standardizes non-medical care provided to wounded, ill, and injured Service members, families, and caregivers across Military Departments and SOCOM RCPs 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 (NRD), and the DoD Case Management System (DoD-CMS).
- WC 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.
- WC RCP develops the training standards for Recovery Care Coordinators (RCCs) to ensure that standardized non-medical care is provided to all wounded, ill, and injured Service members.





6.0 RCP Governance

6.1 Care Coordination Working Group (CCWG)

- The Care Coordination Working Group (CCWG) operates under the leadership of the Health Executive Committee (HEC) and is co-chaired by representatives from Health Services Policy & Oversight (HSP&O) and Veterans Health Administration (VHA). This structure represents a collaborative DoD-Department of Veterans Affairs (VA) approach to care coordination within WC RCP.
- The primary purpose of the CCWG is to provide joint DoD and VA leadership in driving continuous integration of care, benefits, and services for Service members within the Military Department and SOCOM RCPs as they transition to VA support.

6.2 Recovery Coordination Advisory Council (RCAC)

- The Recovery Coordination Advisory Council (RCAC) evaluates the effectiveness of Recovery Coordination Programs (RCPs) and ensures that policies align with the evolving needs of RCPs and recovering Service members (RSMs).
- Through quarterly meetings between the Deputy Assistant Secretary of War (DASW) for Health Services Policy and Oversight, Dr. Susan Orsega; representatives from the Military Department and SOCOM RCPs; and WC RCP, the RCAC facilitates collaboration and feedback to enhance the quality and responsiveness of RCPs.
- By evaluating programs' effectiveness and ensuring policies meet the dynamic needs of RCPs and RSMs, the RCAC demonstrates the DoD's commitment to continuous improvement and excellence in warrior care coordination.





7.0 Program and Initiative-Specific Key Messages

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

7.1 Recovery Coordination Program (RCP)

- Sec. 1611 of the Fiscal Year 2008 National Defense Authorization Act (NDAA) established the requirements for the Recovery Coordination Program (RCP) to provide oversight and uniform care standards for recovering Service members (RSMs). DoDI 1300.24, RCP, directs the Military Department and SOCOM RCPs to implement these requirements.
- Each Military Department and SOCOM RCP 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 \(NWW\)](#)
 - [SOCOM Warrior Care Program](#)
 - [Marine Corps Wounded Warrior Regiment \(WWR\)](#)
- Each Recovery Coordination Program (RCP) provides uniform care for RSMs their families and caregivers across three phases of the continuum of care:
 - **Recovery** – Returning to a normal state of health, mind, or strength.
 - **Rehabilitation** – Restoring a sick or disabled person to a normal life through therapeutic measures and reeducation.
 - **Reintegration** – Returning an RSM to military duty.OR
 - **Transition** – Returning an RSM 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">• Has a mild injury or illness• Is expected to return to duty within a time specified by their Military Department• Receives short-term inpatient medical treatment or outpatient medical treatment and/or rehabilitation
Category 2 (CAT 2)	<ul style="list-style-type: none">• Has a serious injury or illness• Is unlikely to return to duty within a time specified by their Military Department
Category 3 (CAT 3)	<ul style="list-style-type: none">• Has a severe injury or illness• Is highly unlikely to return to duty

- RSMs are supported by a care management team (CMT) comprised of non-medical, medical, and unit team members. The CMT 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 develop 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 updated throughout the continuum of care phases to reflect 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). Key initiative-specific programs to the RCPs include:
 - Caregiver Support
 - Military Adaptive Sports Program (MASP)
 - Education and Employment Initiative (E2I)
 - Operation Warfighter (OWF)
 - National Resource Directory (NRD)





7.2 Caregiver Support

- The Military Department and SOCOM RCPs provide dedicated support, resources, and information for military caregivers. Caregivers are individuals designated by recovering Service members (RSMs) to assist with activities of daily living, including medication management, personal safety, and hygiene.
- Caregivers do not have to be family members or dependents of the RSM; they can be anyone chosen by the RSM.
- To support military caregivers, WC RCP offers the [Caregiver Resource Directory \(CRD\)](#). The CRD empowers military caregivers with comprehensive information about national and local resources and programs tailored for them.
 - All resources and programs in the CRD are vetted through the National Resource Directory (NRD) to ensure they meet high standards of reliability and relevance.
 - Military caregivers can use this directory to decrease stress and empower them during their journey. The CRD helps find resources and programs that cater to their RSM's and family needs.
 - Topics 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 CRD is accessible on all devices, allowing users to view and download their own copy for reference.





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

- SCAADL offers crucial assistance to permanently catastrophically ill and/or injured recovering Service members (RSMs) who require caregiver assistance 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 DoD's commitment 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 quality of life.
- By offering specialized compensation for assistance with activities of daily living, SCAADL empowers RSMs and their caregivers to focus on recovery and well-being, easing the financial burden associated with extensive caregiving responsibilities.





7.4 Military Adaptive Sports Program (MASP)

- MASP gives wounded, ill, and injured Service members opportunities to participate in adaptive sports and reconditioning activities. Adaptive sports and reconditioning activities are essential in the recovery process by helping recovering Service members (RSMs) understand what they can achieve – focusing on levels of ability rather than disability.
- Each Military Department and SOCOM RCP independently executes their Military Adaptive Sports Program, tailoring it to the needs and capabilities of their RSMs. Participation fosters camaraderie, resilience, skill development, and potential mentorship opportunities.
- Physical fitness and reconditioning activities have therapeutic benefits on overall well-being, helping to reduce risks of secondary infections, depression, and anxiety.
- MASP encourages new opportunities for growth and achievement through early engagement in individualized physical and cognitive activities that improve RSMs' overall quality of life throughout the continuum of recovery and transition.
- Each 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.





7.5 Education and Employment Initiative (E2I)

- Education and Employment Initiative (E2I) is a vital program under WC RCP. This program assists recovering Service members (RSMs) early in their recovery process by identifying their skills and matching them with education and career opportunities for a successful transition to civilian life.
- E2I operates regionally, assisting RSMs by identifying skills, career opportunities that match those skills, and any additional skills needed to be successful in desired education and/or employment opportunities.
- E2I offers personalized assistance and career counseling to help identify RSMs' 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 for RSMs transitioning into civilian life.
- In 2024, E2I Regional Coordinators (RCs) assisted 580 RSMs enrolled in the program with identifying and matching their skills and experience to education and career opportunities and hosted 992 education and outreach events, which attracted over 15,000 attendees.





7.6 Operation Warfighter (OWF)

- Operation Warfighter (OWF) is a vital program under WC RCP. This program places qualified recovering Service members (RSMs) in non-funded federal internships that provide 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 the military, federal agencies, and military and veteran organizations to promote a seamless transition process for RSMs. This empowers RSMs with disabilities by offering equal access to employment opportunities and support throughout their recovery journey.
- Participating wounded, ill, and injured Service members gain knowledge, skills, and career experience in the Operation Warfighter (OWF) and Education and Employment Initiative (E2I) programs. These expanded skills and abilities ensure a successful transition to civilian status or can contribute to mission success should the RSM return to active duty.
- In 2024, OWF worked with 500 federal agency partners and placed 419 RSMs in internships during their rehabilitation process to transition military skills into civilian occupational success. OWF hosted 786 education and outreach events with over 11,000 attendees.





7.7 National Resource Directory (NRD)

- The National Resource Directory (NRD) is one of the largest online collections of government and non-government resources designed for Service members, veterans, families, and military caregivers, with an emphasis on the wounded, ill, or injured Service member and veteran community.
- Visitors of the NRD (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.
- All listed resources on the NRD are reviewed regularly to ensure they meet the evolving needs of Service members, veterans, their families, and military caregivers. The NRD's participation policy uses crowdsourced data points, in addition to government data sources, to ensure the quality of the resources on the site.
- In 2024, the NRD recorded 1.7 million page views and over 625,000 visitors, demonstrating significant engagement and utilization by the military and veteran community.
- As of August 2025, The NRD hosts a comprehensive database of vetted resources:
 - 55% non-profit organizations
 - 35% government resources
 - 5% educational resources
 - 5% fall under other categories





8.0 Communications Tools & Products

The tools and products listed below are accessible [here](https://usr.osd.mil/Org/osd/ousdp-r\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\103-02.1_Instruction Files\SOP\Communications & Outreach\Comms & Outreach Plan\Communications Tools & Products): \\usr.osd.mil\Org\osd\ousdp-r\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\103-02.1_Instruction Files\SOP\Communications & Outreach\Comms & Outreach Plan\Communications Tools & Products

Tactic	Description	Frequency	Audience
WC RCP Briefs	General overview briefs of WC RCP programs and resources intended for varied audiences	Reviewed and updated as necessary	DoD/DHA leadership, stakeholders, and partnering organizations
	WC RCP Overview Brief		
	E2I & OWF Brief		
	IDES Brief		
	NRD Brief		
	MHS WC RCP Overview (pamphlet)		
WC RCP Fact Sheets	WC RCP's factsheets provide essential information and key 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)		
	Compensation & Benefits Handbook Factsheet		
OWF Frequently Asked Questions (FAQs)	Federal Agency FAQs	Reviewed and updated annually	
	RSM and Command FAQs		





Marketing Collateral	WC RCP and RCs use marketing materials that promote program awareness and support. This includes program pop-up banners, merchandise, and program business cards	Updated as needed	Outreach event attendees and stakeholders
	WC RCP Postcards		
WC RCP Branded Templates	<p>Branded and customizable templates for a variety of activities</p> <p>Templates include:</p> <ul style="list-style-type: none"> • MS PowerPoint • MS Word • E2I/OWF upcoming event flyers 	Reviewed and updated as necessary	DoD, DHA, and partnering organizations
WC RCP Key Messages	Ensures consistent and effective messaging across WC RCP	Reviewed and updated as necessary	DoD/DHA leadership, stakeholders, and partnering organizations

Digital: Digital products expand outreach opportunities beyond the reach of print materials. While still 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
Compensation & Benefits Handbook (electronic)	A comprehensive guide outlining benefits available to RSMs and recovering military communities	Annually	Wounded, ill, and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Web metrics
Caregiver Resource Directory (CRD)	Directory of vetted resources for military caregivers. Hosted on NRD.gov and featured on Warrior Care Military Caregiver Resources page	Continuously updated monthly, and as new resources become available	Military caregivers of RSMs and external organizations that support military caregivers	Web metrics





Social media Shares program information, events, photo and video content, and partner content	WC RCP social media platforms: Facebook, LinkedIn, 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 and monthly
	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 and monthly
	WC RCP Communications Calendar – Centralized calendar used to plan and schedule WC and NRD content and activities	As needed/daily	WC RCP, partnering agencies	N/A
	Social media toolkits – Pre-approved toolkits that package program information, graphics, and sample posts for use across WC RCP and NRD platforms. Toolkits ensure consistency, compliance with DoD/DHA requirements, and streamlined approval before publishing.	Developed and distributed as needed		

Tactic	Description	Frequency	Audience	Measurement
Websites	Warrior Care Recovery Coordination Program www.warriorcare.dodlive.mil	As needed	Wounded, ill, and injured service members, DoD and DHA organizations, OWF federal agency partners, military caregivers, RCCs, MSOs/VSOs, general public	Digital Analytics Program (DAP) - Google Analytics (GA4) Web metrics





	National Resource Directory www.NRD.gov	As needed	Wounded, ill, and injured service members, DoD and DHA organizations, military caregivers, RCCs, MSOs/VSOs, general public	Google Analytics (GA4) Web metrics
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Face-to-face: Face-to-face interaction offers the strongest potential for building meaningful connections that can motivate end-users to use WC RCP resources. These interactions can be personal or in a larger more structured situation.

Tactic	Description	Frequency	Audience	Measurement
Direct interaction with recovering military community, MSOs/VSOs, DoD and DHA leadership	WC RCP leadership, NRD, 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
WC RCP 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 participate in in-person conferences, briefings, and other supporting activities	As requested	Internal <ul style="list-style-type: none"> • Secretary of Defense • OSD P&R & HA • Military RCP leadership • Joint Chiefs of Staff External <ul style="list-style-type: none"> • White House • Congress • Media • MSOs/VSOs 	Post-event summary, media engagement, and social media metrics





WC RCP Branded Conference & Event Collateral	Program and office factsheets, business cards, Microsoft Office branded templates, program postcards, WC RCP merchandise (table clothes, banners, etc.)	N/A	Stakeholders, recovering military community, event participants, organizations, general public	N/A
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9.0 Communications Measurement and Evaluation

Evaluating communications effectiveness throughout the lifecycle of an effort is essential to ensuring that stakeholders are informed, educated, and motivated to engage with WC RCP. The following quantitative and qualitative evaluation methods are designed to measure these objectives. Though each method has specific limitations, using a combination of methods will provide insight into overall communications effectiveness and guide the WC RCP Communications & Outreach team to modify communications, as needed, to better meet stakeholder needs.

Method	Description	Intended Outcome	Limitations
Social media monitoring	Measure social media activity including engagements, followers, page views, etc. Progress is shown by establishing a baseline and identifying increases and trends over time.	Capture quantitative and qualitative data and feedback	Requires active participation from stakeholders, audiences, and WC RCP team
Website activity	Measures page views, site visits, etc. Progress is shown through establishing an activity baseline and identifying increases and trends over time.	Provides valuable insights into user's engagements and resource utilization	Requires knowledge of GA4, additional applications, and software to provide specialized data
Media monitoring	Tracking and analyzing various media channels (news outlets, social media	By leveraging media monitoring, the Comms & Outreach team stays informed, responsive, and	Large volumes of data can be overwhelming; analysis requires time,





	platforms, forums, etc.) to gather information relevant to WC RCP and NRD	strategic in communication efforts, despite challenges.	resources and adaptability to rapid media changes.
Reports	Comms & Outreach weekly and monthly reports are crucial for monitoring and tracking effectiveness.	Provides insights into Comms & Outreach efforts, engagement levels, and overall program impact	Report formats and data access can change, affecting the overall results of reports.

Platform	Warrior Care Recovery Coordination Program	National Resource Directory
Website	https://warriorcare.dodlive.mil/	https://nrd.gov/
Facebook	https://www.facebook.com/WarriorCare	https://www.facebook.com/NationalResourceDirectory
LinkedIn	https://www.linkedin.com/company/department-of-defense-recovery-coordination-program-operation-warfighter	https://www.linkedin.com/company/national-resource-directory/
Instagram	https://www.instagram.com/warriorcarephotos/	





Appendix A – Customers, Stakeholders, and Audiences

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



Table 2: Stakeholders

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

Table 3: Audiences

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

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



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
- E2I – Education and Employment Initiative
- 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 – Recovery 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
- VA – Department of Veterans
- VHA – Veteran Health Affairs
- VSO – veteran service organization

