



The Office of Warrior Care
Communications & Outreach
Standard Operating Procedure

December 2025



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1.0 Background

1.1. Purpose

The Warrior Care (WC) Recovery Coordination Program (RCP) Communications & Outreach Standard Operating Procedure (SOP) describes the role the Communications & Outreach team plays within WC RCP, the communications tools and products as outlined in the 2024-2026 WCP Communications & Outreach Plan available to WC RCP government and support personnel, rules of engagement for interacting across WC RCP and with public affairs and media relations stakeholders across the Military Departments, the Military Health System (MHS), and the Office of the Secretary of Defense (OSD), and guidance for executing common outreach practices on behalf of WC RCP. WC RCP Communications & Outreach team members must read and abide by this SOP to ensure effective execution of WC RCP communications efforts to support WC RCP, overall, and in support of individual programs. This SOP provides general guidance, and advice and will be updated periodically to account for evolving communications priorities and needs. In addition, to this SOP, the Communications and Outreach program has a Warrior Care Communication Plan that is annual update requirement, that works together to execute the overall SOP task. All these products are available on the O: Drive - O:\ASD (HA)\WCP\OfficialRecords\Strategic Communications\2025 GB.

1.2. Warrior Care Guiding Strategy and Brand

This SOP describes the role WC RCP Communications & Outreach plays in WC RCP's mission "to proactively support wounded, ill, and injured Service members in their recovery and reintegration or transition to civilian life." Its vision is "to ensure the nation's wounded, ill, and injured Service members, their families, and caregivers are not forgotten." The WC RCP brand includes elements that should be consistently present and applied across all WC RCP communications, promotional, and informational materials.

2.0 Role of WC RCP Communications & Outreach

2.1. Responsibilities

WC RCP Communications & Outreach is responsible for the following major tasks, including but not limited to:

Develop and Execute WC RCP Office-Wide Communications Plan. The plan outlines key tenets of WC RCP Communications & Outreach, including the communications goal and supporting objectives, definition of customers, stakeholders, and audiences, office-wide messaging, program-specific messaging, and communications tools and products. Associated work includes executing the plan, socializing plan contents with WC RCP government and support personnel, and evaluating communication effectiveness using qualitative and quantitative methods. Periodic updates ensure the plan remains aligned with WC RCP senior leadership priorities and the DoD and wounded, ill, and injured communications environment.

Develop and Maintain Print Outreach Materials. WC RCP's physical outreach materials are produced in a tailored fashion and disseminated to target audiences to increase awareness of WC RCP resources. WC

RCP Communications & Outreach works with designers to produce print products; reviews updates periodically to incorporate key messages, information, and resources; and manages the distribution processes.

Develop and Execute WC RCP Digital Engagement Strategy and Analytics Program. The strategy defines how the office engages its customers, stakeholders, and audiences through social media and web channels. WC RCP Communications & Outreach is responsible for ensuring that digital engagement practices remain compliant with all DoD, Washington Headquarters Services, and HA/DHA social media guidelines, and that WC RCP practices the right procedures to monitor, mitigate, and proactively address any issues. WC RCP Communications & Outreach establishes baseline performance measures for digital engagement and on a weekly, monthly, and ad hoc basis, and produces snapshots and detailed analysis to track impact and opportunities.

Establish Strategy for, and Facilitate, Face-to-Face Interactions. Possessing the greatest potential for motivating and engaging WC RCP audiences, face-to-face communications include a range of interactions, from personal (between military leadership and Service members) to larger, more unidirectional situations (a speaker at a conference or ceremony). WC RCP Strategic Communications plays an integral role in planning and executing—in close collaboration with WC RCP senior leadership—trainings, WC RCP-sponsored efforts, WC RCP-supported events, testimony and briefings, executive engagements, site assistance visits, and others.

Support OSD and HA/DHA Media and Public Relations Outreach. In collaboration with the appropriate OSD and HA/DHA public affairs and media relations points of contact.

Establish and Strengthen Strategic Stakeholder Collaborations. WC RCP Communications & Outreach conducts analyses to identify influential stakeholders and recommend outreach strategies to develop and maintain its partnership and collaboration efforts. WC RCP Communications & Outreach also manages relationships as appropriate with mission-similar governmental and intergovernmental organizations – e.g., Military Community and Family Policy (MC&FP) – to sustain key organizational interactions to further WC RCP’s mission.

The following sections outline, at a high level, the current and planned tools, and products within WC RCP Communications & Outreach’s scope, organized by the categories of: Print Products, Digital Engagement, Face-to-Face Interactions, Public Relations and Media Outreach, and Community Engagement.

2.2. Monthly Data Collection and Reporting

WC RCP Communications & Outreach is responsible for collecting social media data and reporting to leadership.

- Ensure timely and accurate collection of all relevant data to support decision-making.
- Maintain transparency and consistency in reporting.
 - Pull data directly from platform analytics (Facebook Insights, LinkedIn Analytics, Instagram Insights) and or our third-party application – Sprout Social
 - Use top profile posts from each platform that includes Engagements, Followers, Impressions, & Visits
- Provide actionable insights that align with organizational goals and compliance requirements.

- Key Metrics, Key Observations and Future Improvements
- Monthly Data Analytics Presentation can be found on our O:/ Drive
 - O:\ASD (HA)\WCP\OfficialRecords\Strategic Communications\2025 GB\Analytics\Monthly Data Analytics Presentations

3.0 Print Products

Print products encompass a variety of physical outreach materials that are disseminated to stakeholders, customers, and target audiences to increase awareness and understanding of WC RCP's programs and resources. All print materials must undergo an annual review to ensure accuracy, relevance, and compliance with current standards and guidelines. These hard-copy materials should always include the office's and/or program's key messages, information, and resources. Highest profile and most frequently used materials are detailed below.

- WC RCP Overview brief (slide deck): Provides a general overview of WC and its programs and resources; primary presented or distributed within DoD and to other collaborating organizations (e.g., members of the Community Engagement Network)
- WC RCP Style Guide: WC RCP staff's official guidance on proper branding and style practices
- WC RCP Fact Sheet: Includes office-wide and program fact sheets with a consistent look and feel, in line with the WC RCP Style Guide; primary audience: installation level commanders and senior leaders, attendees at WC sponsored or supported events
- Caregiver Resource Directory: Web compilation of vetted resources specifically for caregivers of wounded, ill, and injured Service members
- WC RCP Branded Templates: Branded PowerPoint, Word, and flyer templates for WC RCP staff and Regional Coordinators
- WC RCP Communications Calendar: Captures communications activities for specified periods of time; intended for WC staff and HA/DHA awareness

WC RCP Communications & Outreach manages production of additional materials, such as branded banners, pop-up screens, tablecloths, folders, brochures, and others. WC RCP programs interested in producing these materials should contact WC RCP Communications & Outreach to determine specific needs and requirements.

4.0 Digital Engagement

Digital products provide a dynamic outreach opportunity beyond the reach of print materials, allowing end-users to develop a deeper understanding of WC RCP and its programs and resources. Digital platforms allow users to receive WC RCP information more immediately—policy updates, program messages, good news stories, and other pertinent wounded, ill, and injured content—and to connect with WC RCP through interactive, social activities and informational resources, such as:

- Social Media (Facebook, Instagram, LinkedIn, YouTube, and Flickr): Provides program information, event details, policy facts, live event coverage, photographs, partner content, and video to WC RCP followers
- Website: WC RCP topical content appears in several sections of Health.mil

WC RCP Communications & Outreach develops and manages the office’s social media and web analytics to automate and more precisely monitor and report trends and activity, leveraging data from multiple sources. Trends and highlights inform weekly, monthly, and ad hoc digital engagement reports and leadership briefings.

4.1 Web and Social Media Policy and Security

Operating social media and web accounts under a DoD/federal government authority is a responsibility that requires careful attention to compliance, security, and OPSEC guidance and best practices. The following resources and practices help ensure WC RCP’s social media and webpages are always in compliance with policy set by the Washington Headquarters Service, the Office of Management and Budget, and DoD.

- Adhere to DoD Web and Social Media Policies: Web and Internet-based Capabilities (IBC) Policies - U.S. Department of Defense - <https://dodcio.defense.gov/DoD-Web-Policy/>
- Periodically review current practices and policies, adjust as needed

4.2 WC RCP’s Social Media and Online Presence

WC RCP has a strong, and growing presence. To effectively continue to share program information, news, and updates, WC RCP and its partners are asked to follow and incorporate WC RCP social media in all outreach tactics, as appropriate. (Facebook, Twitter, Instagram, LinkedIn, YouTube, and Flickr):

- Facebook: <https://www.facebook.com/WarriorCare>
- X: WarriorCare (not active)
- YouTube: <https://www.youtube.com/@WarriorCare/>
- Instagram: <https://www.instagram.com/warriorcarephotos/>
- LinkedIn: <https://www.linkedin.com/company/national-resource-directory/>
- Warrior Care Website: <https://warriorcare.dodlive.mil/>
- Health.mil web presence: <http://www.health.mil/About-MHS/Defense-Health-Agency/Healthcare-Operations/Warrior-Care-Program>

Social Media Approval Process

As of January 2025, DoD issued a memorandum for social media managers which included WC RCP Communications and Outreach. All social media posted on WC RCP platforms must have prior approval from the DHA comms team. After the team receives approval then the content can be scheduled for posting. Here are the steps to submitting social media post for approval:

1. Content Planning:
 - Receiving content from Warrior Care RCP teams and partnering agencies
 - Identify the post for approval
 - Draft initial concepts for each post (theme, message and platform)
2. Prepare the Social Media Toolkit:
 - Graphics: branded images, infographics or illustrations
 - Text: draft messaging
 - Links: URLs to resources or call to action
3. Send email to DHA Communications POC
 - Brenda Campbell @ brenda.l.campbell.civ@health.mil

- Allow 5 business days for feedback and approval

5.0 Face-to-Face Interactions

5.1 Supporting WC Leaders Attending Events

Oftentimes WC RCP senior leadership will generate or receive requests from internal (DoD) and external organizations to participate in events and provide formal remarks. These events allow WC RCP leadership to speak directly to WC RCP stakeholders, audiences, and customers. Therefore, these face-to-face interactions are critical to increasing awareness and understanding of WC RCP and its programs.

WC RCP Communications & Outreach support for WC RCP senior leadership event participation may include:

- Live or remote social media coverage
- Onsite support to distribute outreach materials and interact with stakeholders on behalf of WC RCP
- Photography and videography support to capture interactions between WC RCP senior leadership and stakeholders or customers
- Onsite outreach support to generate a blog post for the WC site, demonstrating WC RCP senior leaderships' willingness to engage with stakeholders and customers

5.2 Supporting WC RCP Regional Coordinators

WC RCP maintains a roster of more than 19 regional coordinators, who work remotely throughout the United States to provide a variety of in-person services to wounded, ill, and injured Service members and their caregivers. These coordinators cover Operation Warfighter and the Education and Employment Initiative. While regional coordinators have many responsibilities within each of their respective service areas, they play a considerable role in conducting outreach on behalf of WC RCP and its programs. Oftentimes, regional coordinators are the “face” of WC RCP and the single point of contact many stakeholders and customers will have with the organization. As a result, WC RCP Strategic Communications must maintain an oversight role with the coordinators to ensure message consistency, while also helping to outfit the coordinators with outreach materials that will effectively help them engage and educate wounded, ill, and injured Service members, caregivers, Recovery Care Coordinators, Cadre, and other military leaders—across all military services. In turn, coordinators can offer valuable insights into WC RCP’s stakeholders, audiences, and customers.

WC RCP Communications & Outreach generates, and updates approved program messaging, as outlined in the 2024-2026 WCP Communications/Outreach Plan and reflected in content found online and in WC RCP factsheets. To ensure message consistency, WC RCP Communications & Outreach must provide oversight to regional coordinators, from a communications perspective, by working closely with, and through, WC RCP senior leadership to ensure all coordinators are aware of and using the most up-to-date program and office-wide messaging when representing WC RCP and their specific program.

In addition, WC RCP Communications & Outreach primary support of regional coordinators includes creating and providing custom outreach materials for use at a variety of local events and engagements. These events and engagements include internship fairs, employment fairs, veteran transition conferences, annual military expos, caregiver summits, and adaptive sports competitions, among others. WC RCP Strategic Communications has traditionally provided:

- WC RCP and program branded pop-up banners
- WC RCP and program branded tablecloths
- Program postcards
- WC RCP program fact sheets
- WC RCP branded regional coordinator business cards

WC RCP Communications & Outreach leads the development of marketing collateral, overseeing the creative/graphic design process on any revisions to current products or requests for new materials. WC RCP Communications & Outreach makes decisions on when or how to update current products, and when to create new products, based on feedback from regional coordinators or other WC RCP staff. After Action Reports created at the conclusion of events and engagements serve as the primary forum for feedback on the effectiveness of marketing collateral. WC RCP Communications & Outreach will also revise or create new products as requirements dictate and based on any significant shifts in program operations.

6.0 Public Relations and Media Outreach

By and large, WC RCP encourages media to talk with Service members and caregivers who are participating in WC RCP programs, while embracing opportunities to provide factual and accurate information about what the programs are, why they exist, and how they are providing support now and into the future. However, WC RCP is governed by some specific media engagement guidelines that must be adhered to.

As a matter of process, WC RCP is required to work through Media Operations at the Defense Health Agency / Military Health System (DHA/MHS) for all media engagements (both proactive and reactive). This requires dedicated coordination between WC RCP Communications & Outreach and DHA/MHS's communication team to ensure WC's media engagement strategies align with, and are supported by, DHA/MHS. In addition, the military services are the primary lead for any media engagements that include requests to interview Service members or require access to a military installation.

Accordingly, WC RCP must identify and coordinate with the appropriate public affairs officers within each military service should media engagements include Service members or access to military installations.

Communication planning and formal media engagement strategies are critical to ensuring WC RCP receives the desired media coverage for its programs, policies, resources, and events. By identifying the "who, what, when, and why" for media engagement well in advance of execution, WC RCP Communications & Outreach provides DHA/MHS with the necessary information to coordinate media engagement on behalf of WC RCP. WC RCP's media engagement strategies should be submitted to DHA/MHS 30 days prior to execution and should, at a minimum, include:

- An overview of the purpose for the proactive media engagement and desired outcomes, demonstrating how the engagement enhances WC RCP and aligns with MHS priorities
- A draft media alert and/or press release (dependent on the type of media engagement desired)
- A target media list (outlets and specific reporters, if desired)
- A detailed fact sheet or background document on the topic or event

- WC RCP senior leadership talking points related to the topic or event

As within any organization, WC RCP Communications & Outreach is occasionally put in a reactive position with media. Media may approach WC RCP or its regional coordinators directly with questions or requests for comment. Media may also approach OSD public affairs or DHA/MHS to address topics relevant to WC RCP. In either instance, WC RCP is required to allow OSD public affairs or DHA/MHS to establish the primary strategy for responding to media. OSD PA or DHA/MSH will also have the first right of refusal as the official DoD spokespersons to address the inquiry. WC RCP senior leadership acts solely as the subject matter experts on topics relevant to its portfolio unless otherwise authorized.

In addition, WC RCP contractor staff are prohibited from speaking to media on behalf of WC RCP. Currently, all WC RCP regional coordinators are contractors and must be mindful not to speak with media, either formally or informally. Coordinators should also refrain from directing media to interview specific Service members or military caregivers.

7.0 Bringing It All Together

WC RCP Communications & Outreach sets the tone for how WC RCP communicates with its stakeholders, customers, and audiences. While much of that tone is established through the messaging strategies, tactics, and techniques included in the 2024-2026 WCP Communications & Outreach Plan, there are inevitably situations and issues that will arise and require a change in tactic or technique or require immediate action outside the scope of the communications plan. However, the standardized operating procedures by which WC RCP Communications & Outreach must adhere to are both firmly rooted in how the 2024-2026 WCP Communications & Outreach Plan must be implemented and as the guide for how the day-to-day work of the WC RCP Communications & Outreach team must be carried out.

As the subject matter experts for communications, the WC RCP Communications & Outreach team dictates much of how WC RCP communicates through its digital, print, face-to-face, and other communication channels. Collaboration with WC RCP senior leadership, DHA/MHS, OSD public affairs, and the military services' public affairs is critical to ensuring WC RCP Communications & Outreach is disseminating the right messages, to the right people, at the right time.

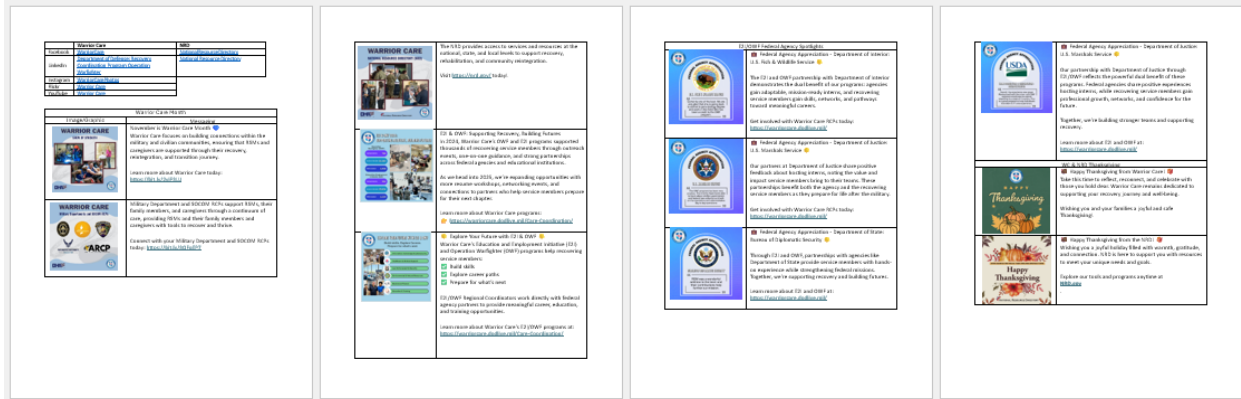
WC RCP Communications & Outreach is only as strong as the collaborative approach the entire office takes to communicating about its mission, programs, and offerings to wounded, ill, and injured Service members, and their family members and caregivers, as well as influence organizations that help carry WC RCP's message. WC RCP staff and support personnel play an important role in proactively working with the WC RCP Communications & Outreach team on a regular basis to:

- Identify and share, in a timely manner, leads on viable good news stories and other material for WC RCP Communications & Outreach to leverage through appropriate communications platforms
- Notify Communications & Outreach, with as much lead time as possible, to ensure live or remote social media coverage for upcoming events
- Generate messaging and other products in a timely manner
- Follow WC RCP social media accounts and promote social media presence as much as possible

- Use approved WC RCP branded materials and messaging
- Articulate the WC RCP brand story accurately when speaking with stakeholders

8.0 Appendix

Appendix A: Social Media Toolkit Example



Appendix B: Monthly Analysis Presentation Example



Appendix C: Program Postcard Examples

