



Defense Health Agency

PROCEDURAL INSTRUCTION

NUMBER 5400.01
July 15, 2019

Communications

SUBJECT: Public Affairs (PA) and Strategic Communications

References: See Enclosure 1.

1. PURPOSE. This Defense Health Agency-Procedural Instruction (DHA-PI), based on the authority of References (a) and (b), and in accordance with the guidance of References (d) through (al), establishes the Defense Health Agency's (DHA) procedures for PA and the strategic communications reporting chain and approval authority.
2. APPLICABILITY. This DHA-PI applies to all personnel to include: assigned or attached Active Duty and Reserve members, federal civilians, contractors (supporting DoD mission-related activities, to the extent provided in the contract or other instrument by which such authorized support or access is provided), and other personnel assigned temporary or permanent duties at DHA, to include DHA regional and field activities (remote locations), and subordinate organizations administered and managed by DHA, to include Military Medical Treatment Facilities (MTFs) under the authority, direction, and control of the DHA.
3. POLICY IMPLEMENTATION. It is DHA's policy, pursuant to References (a) through (al), all PA and strategic communications policies, plans, programs, and tactics will be approved and executed under the supervision of the Director, Communications, DHA, or the Director's designee, in coordination with the Office of the Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)). Additionally, policies, plans, programs, and tactics will be shared with installation PA offices for installations supported by MTFs under the authorization, direction, and control of the DHA.
4. RESPONSIBILITIES. See Enclosure 2.
5. PROCEDURES. See Enclosure 3.

6. RELEASABILITY. **Cleared for public release.** This DHA-PI is available on the Internet from the Health.mil site at: www.health.mil/DHAPublications.

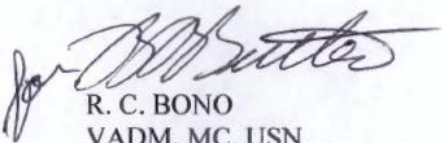
7. EFFECTIVE DATE. This DHA-PI:

a. Is effective upon signature.

b. Will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with Reference (c).

8. FORMS. Forms referenced in this document can be retrieved from the following locations:

DD Form 2870 can be found at: https://www.esd.whs.mil/Directives/forms/whs_forms/



R. C. BONO
VADM, MC, USN
Director

Enclosures

1. References
2. Responsibilities
3. Procedures

Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” August 24, 2018
- (d) DoD Directive 5122.05, “Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)),” August 7, 2017
- (e) DoD Directive 5230.09, “Clearance of DoD Information for Public Release,” August 22, 2008, as amended
- (f) DoD Manual 5400.07, “DoD Freedom of Information Act (FOIA) Program,” January 25, 2017
- (g) DoD Instruction 5400.11, “DoD Privacy Program,” October 29, 2014
- (h) DoD Instruction 5230.29, “Security and Policy Review of DoD Information for Public Release,” August 13, 2014, as amended
- (i) DoD Instruction 5400.13, “Public Affairs (PA) Operations,” October 15, 2008
- (j) DoD Instruction 5410.16, “DoD Assistance to Non-Government, Entertainment-Oriented Media Productions,” July 31, 2015
- (k) DoD Instruction 6000.14, “DoD Patient Bill of Rights and Responsibilities in the Military Health System (MHS),” September 26, 2011, as amended
- (l) DoD Manual 6025.18, “Implementation of the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule in DoD Health Care Programs,” March 13, 2019
- (m) DoD Captioning Style Guide, July 11, 2016
- (n) Director, Defense Health Agency, Memorandum, “Defense Health Agency Communications,” February 24, 2014¹
- (o) DoD Instruction 5405.03, “Development, Submission, and Approval of Proposed Public Affairs Guidance (PPAG),” February 18, 2016
- (p) DoD Instruction 5410.19, “Public Affairs Community Relations Policy Implementation,” November 13, 2001
- (q) DoD Instruction 5122.08, “Use of DoD Transportation Assets for Public Affairs Purposes,” December 17, 2014, as amended
- (r) Joint Publication 3-61, “Public Affairs,” November 17, 2015, as amended
- (s) DoD Instruction 8170.01, “Online Information Management and Electronic Messaging,” December 31, 2018
- (t) Principal Deputy Assistant Secretary of Defense Memorandum, “Health Affairs/TRICARE Management Activity Public Web Site Consolidation Directive,” May 24, 2012²
- (u) Deputy Director, Defense Health Agency, Memorandum, “Consolidation of Defense Health Agency Intranet Sites,” September 17, 2013³

¹ This reference can be found by calling DHA Communications mainline at 703.681.1770

² This reference can be found by calling DHA Communications mainline at 703.681.1770

³ This reference can be found by calling DHA Communications mainline at 703.681.1770

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- (v) Federal Register, Volume 67, Pages 8452-8460, February 22, 2002⁴
- (w) United States Code, Title 5, Section 552, "Freedom of Information Act," July 5, 1967
- (x) United States Code, Title 29, Section 794d
- (y) Plain Writing Act of 2010, October 13, 2010
- (z) TRICARE Policy Manual 6010.60M, May 30, 2018⁵
- (aa) DoD Instruction 8500.01, "Cybersecurity," March 14, 2014
- (ab) DoD Instruction 5200.01, "DoD Information Security Program and Protection of Sensitive Compartmented Information (SCI)," April 21, 2016, as amended
- (ac) DoD Instruction 8510.01, "Risk Management Framework (RMF) for DoD Information Technology (IT)," March 12, 2014
- (ad) DoD Instruction 8910.01, "Information Collection and Reporting," May 19, 2014
- (ae) Joint Publication 3-13.3, "Operations Security," January 4, 2012
- (af) Associated Press Style Guide, 2018⁶
- (ag) NARA Bulletin 2014-02, "Guidance on Managing Social Media Records," October 25, 2013
- (ah) DoD 5500.07-R, "Joint Ethics Regulation," November 17, 2011
- (ai) Air Force Instruction 35-105, "Community Engagement," June 23, 2017
- (aj) SECNAVINST 5720.44C with Change 1, "Department of the Navy Public Affairs Policy and Regulations, Chapter 5: Community Outreach," October 14, 2014
- (ak) NAVPERS 15665I, "United States Navy Uniform Regulations, Chapter 1: General Uniform Regulations," April 6, 2018
- (al) Army Regulation 360-1, "The Army Public Affairs Program," May 25, 2011

⁴This reference can be found at: <https://www.gpo.gov/fdsys/granule/FR-2002-02-22/R2-59>

⁵This reference can be found at: <http://manuals.tricare.osd.mil/pages/DisplayManual.aspx?SeriesId=TP15>

⁶This reference can be found at: apstylebook.com

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DHA COMMUNICATIONS. The Director, DHA Communications, will:
 - a. Serve as the release authority and official spokesperson to news media representatives for official DoD information and audio/visual materials for topics related to the DHA in accordance with References (b) through (m). The Director, DHA Communications, can delegate this authority to subordinate PA officers.
 - b. Develop communication products, plans, and programs in support of DHA's programs and operations in accordance with References (b), (i), and (o) through (r).
 - c. Lead, supervise, and provide oversight of DHA Communications.
 - d. Ensure a free flow of information to the news media, general public, and internal audiences of the DoD.
 - e. Establish and integrate DHA communications activities focused on mid- to long-range strategic communications planning goals, issues, trends, and objectives.
 - f. Ensure consolidation of DHA Intranet Sites and public websites in accordance with References (s) through (u) and (ab) through (ae).
 - g. Perform media analysis to build awareness of news coverage that may impact the DHA.
 - h. Support the ATSD(PA) in developing and distributing PA guidance (Reference (o)) to DHA organizations.
 - i. Prepare or review speeches, public statements, Congressional testimony, articles for publication, and other materials for public release by the Director, DHA.
 - j. Coordinate with ATSD(PA) to establish and execute a robust community relations and outreach program in accordance with Reference (p).
 - k. Lead, supervise, and provide oversight of DHA marketing communications (customer information campaigns).
 - l. Lead, supervise, and provide oversight of DHA communications and education campaigns targeted to TRICARE beneficiaries and customer service representatives.
 - m. Ensure all products under purview comply with References (v) through (y).

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n. Execute communications requirements as prescribed by Reference (z).

2. LEAD, DHA MEDIA RELATIONS. The Lead, DHA Media Relations, will execute and provide oversight of DHA media relations functions as delegated by Director, DHA Communications, to include, but not limited to:

a. Coordinating all media activity for matters that have national, international, or agency-wide (DHA-wide) policy implications.

b. Providing guidance to subordinate organizations regarding appropriate implementation of media relations functions.

c. Providing guidance to personnel with regard to media interaction for matters under DHA's purview and approve subordinate organization media interactions (or public releases) relating to national or agency-level policy.

d. Referring media queries to Military Departments' (MILDEPs) PA Officers for matters specific to the MILDEPs.

e. Coordinate all media requests received through FOIA requests and in compliance with Reference (f).

3. LEAD, DHA DIGITAL COMMUNICATIONS. The Lead, DHA Digital Communications, will execute and provide oversight of DHA public website functions as delegated by Director, DHA Communications, to include, but not limited to:

a. Approving all content on DHA enterprise public websites to include, but not limited to: health.mil and Tricare.mil.

b. Ensuring web content accurately reflects information in reference (aa), and is in accordance with References (e), (h), (k) through (m), (s), (u), (v), (y), and (z) through (ae).

c. Ensuring only certified government PA officers are provided publishing approval authority on DHA enterprise public websites and provide certification to PA officers who need access.

d. Controlling the workflow process to ensure public release actions are accomplished at the appropriate level.

e. Approving web content relating to national or agency-level policy on subordinate organization pages of the DHA enterprise websites.

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4. LEAD, DHA SOCIAL MEDIA. The Lead, DHA Social Media, will execute and provide oversight of DHA social media functions as delegated by Director, DHA Communications, to include, but not limited to:

- a. Approving all content on enterprise DHA social media accounts, and ensure it is in accordance with References (g), (i), (k), (l) through (m), (u), (y), and (aa).
- b. Approving new social media account creation, as appropriate, for DHA individual (official accounts) or entities from headquarters to subordinate organization levels.
- c. Approving social media content on subordinate organization channels relating to national or agency-level policy.

5. LEAD, DHA COMMUNITY RELATIONS AND OUTREACH. The Lead, DHA Community Relations and Outreach, will execute and provide oversight of community relations and outreach functions as delegated by Director, DHA Communications, to include, but not limited to:

- a. Coordinating and providing guidance on enterprise level external engagement, community relations, and outreach activities.
- b. Overseeing the Military Health System (MHS) Speakers Bureau.
- c. Leading efforts to maintain relationships between DHA and Military Support Organizations (MSO), Veterans Support Organizations (VSO), and senior military spouses' groups in order to keep these organizations up to date on DHA-wide issues.
- d. Referring any MSO/VSO issues related to Military Medical Department functional capabilities, operational security concerns, or other issues concerning the Military Medical Departments to the MILDEP Medical Command PA Officer.
- e. Referring any local community relations and outreach issues or opportunities to the appropriate subordinate organization PA officer.
- f. Ensuring Active Duty and Reserve members assigned to DHA or any of its subordinate organizations adhere to MILDEP specific policies when participating in approved engagements, events or activities in accordance with References (aj) through (al).

6. MARKET, SMALL AND STANDALONE MARKET OFFICE (SSO), AND DEFENSE HEALTH REGION (DHR) PA PERSONNEL. Market, SSO, and DHR PA personnel will:

- a. Coordinate PA issues for the Market(s), SSOs, DHRs and MTFs under their control, as delegated by the Director, DHA Communications.

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- b. Coordinate marketing communications (customer information campaigns) for the Market(s), SSO, DHRs, and MTFs under their control, as delegated by the Director, DHA Communications.
- c. Coordinate communications and education campaigns targeted to TRICARE beneficiaries and customer service representatives for the Market(s), SSO, or DHR and MTFs under their control, as delegated by the Director, DHA Communications.
- d. Follow instructions and guidance provided by Director, DHA Communications.
- e. Refer media queries and PA issues having national, international, or agency-wide policy implications from the MTFs or the Market to Lead, DHA Media Relations.
- f. Notify DHA Communications of any matters that are reported by the MTFs or Market, SSO or DHR personnel as DHA Director's Critical Information Requirements.
- g. Receive PA reports from the MTFs in their Market, SSO or DHR, analyze the information, and forward collated reports for the Market to the Director, DHA Communications.
- h. Refer all MILDEP-specific issues, matters and/or media queries to the MILDEP PA Officer.
- i. Coordinate local media queries for MTFs with no assigned PA personnel with the host Installation PA Office.

7. MTF PA PERSONNEL. MTF PA personnel will:

- a. Conduct PA and communications efforts relating to their MTF and local communities in coordination with the Installation PA Office, and subject to other guidance provided by Director, DHA Communications.
- b. Conduct marketing communications (customer information campaigns) relating to their local communities in coordination with the Installation PA Office, and subject to other guidance provided by Director, DHA Communications.
- c. Execute communications and education campaigns, as directed by Director, DHA Communications, targeted to TRICARE beneficiaries and customer service representatives.
- d. Provide media activity reports for all media interaction to Market PA Office.
- e. Refer media queries and PA issues having national, international, or agency-wide policy implications through the Market PA Office to Lead, DHA Media Relations.
- f. Refer all Service-specific issues, matters and/or media queries to the MILDEP PA Officer.

g. Notify Market PA Office of any matters that are reported by the MTF as DHA Directors Critical Information Requirements.

h. Ensure service members assigned to the MTF adhere to MILDEP-specific policies when participating in approved community relations and media engagements, events or activities.

i. When a PA officer is not present or assigned to the MTF, refer PA needs to next higher level DHA PA officer, who will coordinate with Installation PA Office as needed.

8. SUBORDINATE LEVEL DHA PA PERSONNEL. Subordinate level (not assigned to DHA Communications Division) including: Markets, SSO, and DHR or MTF DHA PA personnel will:

a. Conduct PA and communications efforts relating to their subordinate organization and local communities in coordination with the Installation PA Office (as applicable), and subject to other guidance provided by Director, DHA Communications.

b. Conduct marketing communications (customer information campaigns) relating to their local communities in coordination with the Installation PA Office (as applicable), and subject to other guidance provided by Director, DHA Communications.

c. Execute communications and education campaigns, as directed by Director, DHA Communications, targeted to TRICARE beneficiaries and customer service representatives.

d. Provide media activity reports for all media interaction to DHA Media Relations Office.

e. Refer media queries and PA issues having national, international, or agency-wide policy implications to Lead, DHA Media Relations.

f. Refer all MILDEP-specific issues, matters and/or media queries to the MILDEP PA Officer.

g. Ensure service members assigned to the subordinate organization adhere to MILDEP-specific policies when participating in approved community relations and media engagements, events or activities.

h. Refer PA needs to DHA Communications PA officer, when a PA officer is not present or assigned to the subordinate organization.

9. ALL PA PERSONNEL. All PA personnel will:

a. Ensure official photography in MTFs and during medical missions in support of DoD, command and unit PA goals is approved and released in compliance with Chapter 2, Section 0210 of Reference (k). When taking images (either through approved personally-owned devices

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or government owned), obtain written informed consent of the patient or legally authorized representative and must be appropriately labeled for storage. Consent for any clinical photography shall be provided on DD Form 2870, Authorization for Disclosure of Medical or Dental Information and include the following provision in block (8): "Photographs are for the purpose of inclusion in my medical records, educational purposes and/or possible use in medical exhibits, publications of medical knowledge, and lectures for the training of medical and paramedical personnel." Under no circumstances will any recording be made without the explicit consent of all whose identifiable image is captured. A parent or guardian must provide consent for any recording made of a minor and the legally authorized representative must provide consent for recording of human remains.

b. Advise patients and/or their family, caregivers, and friends about this policy regarding filming, recording, and/or taking photographs.

ENCLOSURE 3

PROCEDURES

When not specifically addressed, PA and communication activities will follow guidance provided in Reference (d).

1. RELEASE AUTHORITY

a. Director, DHA Communications, or designee, is the approval authority for DHA subordinate organizations on matters related to agency-wide policies and issues, delivery of the healthcare benefit, and DHA's responsibilities for administration and management of MTFs.

b. Director, DHA Communications, or designee is the sole approval authority for PA guidance for DHA operations, exercises, and events.

c. Market, SSO, and DHR PA lead has designated approval authority for external releases regarding operations, exercises and events limited to their assigned Market, SSO, and DHR in consultation with Market, SSO and DHR senior leadership.

d. MTF PA lead has approval authority for external releases regarding operations, exercises and events limited to their assigned MTF in consultation with MTF senior leadership. For MTFs with no assigned PA personnel, Market, SSO, and DHR PA Offices will coordinate with host Installation PA Office, and if necessary, the host installation higher headquarters PA Office to determine release authority and level.

e. MILDEP PAs have release authority for all uniformed personnel matters, readiness issues, operational requirements, installation-specific matters and other areas the MILDEPs retain under their purview.

2. COMMUNICATIONS PLANNING

a. The Director, DHA Communications, directs, approves, maintains, and manages DHA communications planning in accordance with DHA's communications goals and objectives. All communications products developed for external use must be written in accordance with References (m), (y), and (af).

b. National or agency-wide communications initiatives will be staffed through and approved by Director, DHA Communications, or designee. Subordinate organizations will have the authority to create and execute local-level communications plans not impacting national or agency-wide policy, subject to review at next higher-level echelon PA office.

3. MEDIA RELATIONS

a. DHA Communications will staff all media relations activities having national, international, or agency-wide policy implications. When a query involves issues that are both local and regional or national in scope, or if it also involves an issue that is MILDEP-specific and therefore there is a question about which PA office should take lead on the media effort, subordinate organizations should seek guidance from Director, DHA Communications, or designee.

b. Media interaction for matters relating to the administration and management responsibilities of DHA for subordinate organizations must be referred to DHA Communications by submitting a media activity report or calendar entry in advance of conducting interviews or responding to queries.

c. Media interaction relating to specific functions of the Military Medical Departments will be referred to the relevant MILDEP PA Officer.

d. Official photography in MTFs and during medical missions in support of DoD, command and unit PA goals is permitted. Approval and release of imagery will be in compliance with Chapter 2, section 0210 of Reference (k).

e. MTF PA personnel will forward media activity reports for all media interaction to Market, SSO or DHR PA Office.

f. Market, SSO or DHR PA Offices will collate media activity reports for all MTFs under their purview and forward those that might have high visibility, national or agency-wide significance to Lead, DHA Media Relations.

g. All personnel should refer media queries to their PA office for response and/or approval to address the media. If a subordinate organization government or military PA officer is not available, contact the next higher echelon for guidance. For MTFs with no assigned PA personnel, media queries and issues should be referred to the Market, SSO or DHR PA Office, and the Market, SSO or DHR PA Office will coordinate with the host Installation PA Office.

4. WEB ACTIVITIES

a. All DHA organizations, including subordinate organizations, will maintain all public website content on one of the two enterprise public websites, www.health.mil or www.TRICARE.mil, in accordance with Reference (t). Exceptions to this requirement must be approved by the Director, DHA Communications, or designee.

b. Subordinate organizations joining the DHA will be integrated into the enterprise public websites in a phased approach, maintaining the organization's legacy websites until the integration can be completed in a way to minimize impact on business rules.

c. All content on DHA public websites will be submitted through an established workflow process for approval by a qualified government PA officer at the subordinate organizations, or DHA Communications. Director, DHA Communications, or designee will certify PA officers who need publishing approval authority on enterprise public websites and control the workflow process to ensure public release decisions are accomplished at the appropriate level.

5. SOCIAL MEDIA

a. All content on the enterprise MHS and DHA social media accounts will be submitted to and approved by Director, DHA Communications, or designee.

b. Subordinate organizations have authority to publish information pertaining to their mission, local activities and events, facility hours of operation, and availability of services (change in operating hours, inclement weather notices) on existing social media accounts after approval by a government PA officer.

c. Co-located MILDEP-specific units may have separate social media accounts with approval by MILDEP PA Office or higher MILDEP HQ as appropriate. DHA and Service units may post the same content when appropriate and agreed upon by both entities.

d. Creation of all new official social media accounts representing DHA or subordinate organizations must be approved by Director, DHA Communications, or designee.

e. Social media content relating to national or agency-level policy will be approved by Director, DHA Communications, or designee.

f. Director, DHA Communications, or designee, has the authority to modify, terminate, or integrate social media channels in accordance with References (s) and (ag).

6. DHA COMMUNITY RELATIONS AND OUTREACH

a. DHA Community Relations and Outreach coordinates and provides guidance to DHA personnel on engagement, community relations, and outreach activities and oversees the MHS Speakers Bureau.

b. Subordinate organizations have authority to coordinate, host, and participate in local community relations and outreach events. Subordinate elements may contact DHA Community Relations and Outreach for standard enterprise-level messaging and content that may be applicable to their audiences.

c. Subordinate organizations will provide feedback to DHA Community Relations and Outreach on high-level engagements. Subordinate organizations must also ensure they do not promote policies contradicting national or agency-wide policy or appear to endorse any non-federal entity in accordance with Reference (ah). Subordinate organizations should seek

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guidance from Director, DHA Communications, or designee when questions arise as to whether participation in community relations and outreach events is appropriate.

d. DHA Communications is primarily responsible for maintaining relationships between the DHA and national MSOs/VSOs and senior military spouses' groups. Subordinate organizations may interact with local MSOs/VSOs and local military spouse groups on local issues, but will seek guidance from Director, DHA Communications, or designee, before engaging with national MSOs/VSOs, senior military spouse groups, and other key stakeholders that DHA headquarters engages with on a regular basis.

e. Uniformed personnel participating in any public engagement must adhere to Service-specific rules on community relations and outreach and wear of the uniform, in accordance with References (aj) through (al).

f. For MSO/VSO issues related to MILDEP functional capabilities, operational security concerns, or other issues that concern the MILDEPs, forward the query to the local Service PA officer.

7. TRADEMARK AND BRANDING

a. The Director, DHA Communications, or designee manages all trademarks and oversees branded materials associated with Assistant Secretary of Defense (Health Affairs), DHA, and subordinate organizations. For questions regarding the MHS, DHA, TRICARE, or MHS GENESIS trademark, call (703) 681-1770.

b. Branding guides exist for the MHS, DHA, TRICARE, and MHS GENESIS. All individuals and offices within the DHA are expected to use existing branding guides exclusively, unless prior authorization for an exception is given in writing by the Director, DHA Communications, or designee. Guides are available at <https://health.mil/MHSGENESIS> and <https://tricare.mil/About/Trademark>.

c. Official logos or seals for military hospitals and clinics or other DHA subordinate organizations may be used, provided the logo or seal has been created by the Institute of Heraldry. The Director, DHA Communications, will consider preserving the existing logos or seals of subordinate organizations on a case-by-case basis.

8. REPORTING REQUIREMENTS

a. PA assets at subordinate organizations under the authority, direction, and control of DHA will provide regular updates to Director, DHA Communications. In subordinate organizations where a PA billet doesn't exist or is not filled, the next higher command PA officer will provide regular updates of activity at lower levels.

b. Regular updates will follow prescribed guidance received from Director, DHA Communications, or designee and will meet provided suspenses.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

| | |
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| ATSD(PA) | Assistant to the Secretary of Defense for Public Affairs |
| DHA | Defense Health Agency |
| DHA-PI | Defense Health Agency-Procedural Instruction |
| MHS | Military Health System |
| MILDEP | Military Department |
| MSO | Military Support Organization |
| MTF | Military Medical Treatment Facility |
| PA | Public Affairs |
| VSO | Veterans Support Organization |

PART II. DEFINITIONS

Unless otherwise notes, these terms and their definitions are for the purpose of this DHA-PI.

external use. The intended audience is not restricted to DHA or DoD employees, but extends to public audiences, including but not limited to: Active Duty and Reserve members, family members, beneficiaries, contractors, providers, other government agencies, and other stakeholders.

public website. Otherwise referenced as a Public DoD Internet Service. A DoD internet service used to collect, disseminate, store, or otherwise process information that has been cleared and authorized for release to the public.