Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury Status Update

CAPTAIN PAUL S. HAMMER, MC, USN DIRECTOR

14 NOVEMBER 2011
To provide an update of the activities and way ahead for the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE)

- Value Proposition, Unique Competencies, & Capabilities
- Role as Psychological Health (PH)/Traumatic Brain Injury (TBI) Integrator in the System of Care
- PH/TBI Current Initiatives & Emerging Areas of Interest
- Gray Team 4 Summary
- Future Governance
DCoE serves as the principal integrator and authority on PH/TBI knowledge and standards for the DoD. We are uniquely positioned to accelerate improvements in PH/TBI outcomes and policy impacting the continuum of care and further reducing variability across the Services.
Unique Competencies & Capabilities

We are differentiated in the following competencies and capabilities that demonstrate how DCoE will add value as a center of excellence:

- We bring objectivity, credibility, and a collaborative scientific approach to the evaluation, analysis, and standardization of PH/TBI information, pathways of care, clinical tools, and programs.

- We prioritize identified needs in PH/TBI research; we promulgate the most promising evidence based practices and standards, rapidly develop associated criteria and measures of effectiveness that translate research into practice upon implementation.

- We are the DoD’s comprehensive resource for current and emerging PH/TBI clinical, educational, and research information to advance knowledge exchange, program integration, interoperability, and transparency.

- We are the nucleus of DoD’s multidisciplinary, interdisciplinary, interagency collaborative network enabling extensive access to PH/TBI subject matter expertise and a unique perspective to address stakeholder inquiries.
DCoE: PH/TBI Integrator in the System of Care

"Effectively leveraging our knowledge and clinical expertise to improve the system of care"
DCoE’s Impact on the Continuum of Care (cont.)

**Impacts Across the Continuum**

- Identify and Evaluate Mission Relevant and Active DoD PH/TBI Training Programs (AP 1.7 a/b)**
- Promote Translation of MH Research into Innovative Programs and Policies (IMHS 26)
- Identify all DoD Funded PH & TBI Research (AP 1.1)
- Synthesize all DoD Funded PH & TBI Research (AP 1.8)
- Program Evaluation (AP 1.3)
- Rapid Fielding Program (RS7)
- PH & TBI Network Platform (RS5)
- PH/TBI Supplemental Issue of Military Medicine (Journal) (RS10)
- Gender Differences and Military Sexual Trauma: Explore gender differences in the delivery and effectiveness of MH services (IMHS 28)
- Concept Submission Program (AP 1.6)
- Facilitate Access to Web-Mediated Resources (IMHS 21)
- Military Culture Training: Courses based on integrated DoD/VA curriculum (IMHS 25)
- Review of Pilots (Innovative Programs) (IMHS 27)
- 24/7 Outreach Center
  - METC Curriculum Collaboration
  - Research Joint Programmatic Committee IPR Participation (JPC-5, JPC-6 and JPC-8) (RS15)
  - Host Annual Conferences (WRC, TSC, SPC)
  - Training Effectiveness Toolkit
- 24/7 Outreach Center
- Concept Submission Program (AP 1.6)
- Facilitate Access to Web-Mediated Resources (IMHS 21)
- Military Culture Training: Courses based on integrated DoD/VA curriculum (IMHS 25)
- Review of Pilots (Innovative Programs) (IMHS 27)
- 24/7 Outreach Center
  - METC Curriculum Collaboration
  - Research Joint Programmatic Committee IPR Participation (JPC-5, JPC-6 and JPC-8) (RS15)
  - Host Annual Conferences (WRC, TSC, SPC)
  - Training Effectiveness Toolkit
- 24/7 Outreach Center
- Concept Submission Program (AP 1.6)
- Facilitate Access to Web-Mediated Resources (IMHS 21)
- Military Culture Training: Courses based on integrated DoD/VA curriculum (IMHS 25)
- Review of Pilots (Innovative Programs) (IMHS 27)
- 24/7 Outreach Center
  - METC Curriculum Collaboration
  - Research Joint Programmatic Committee IPR Participation (JPC-5, JPC-6 and JPC-8) (RS15)
  - Host Annual Conferences (WRC, TSC, SPC)
  - Training Effectiveness Toolkit
- 24/7 Outreach Center
- Concept Submission Program (AP 1.6)
- Facilitate Access to Web-Mediated Resources (IMHS 21)
- Military Culture Training: Courses based on integrated DoD/VA curriculum (IMHS 25)
- Review of Pilots (Innovative Programs) (IMHS 27)
- 24/7 Outreach Center
  - METC Curriculum Collaboration
  - Research Joint Programmatic Committee IPR Participation (JPC-5, JPC-6 and JPC-8) (RS15)
  - Host Annual Conferences (WRC, TSC, SPC)
  - Training Effectiveness Toolkit

**Other**

- [Formalize coordination of DoD/VA research platforms (CP Task 3.1.5)]
- [Establish a Central IRB for PH and TBI Research (AP 1.5) NOTE: Temporarily on hold]
- Identify and propose mechanisms for reviewing the activities of relevant outside organizations and developing collaborations or partnerships (IMHS 18)
- Identify partnerships and pursue MOUs/MOAs with government and non-government agencies, public private partners and academia (CP Task 2.1.7)
  - Leadership Training (LA3-A)**
  - Stakeholder Reports and Inquiries

**Note:** The Impact on the Continuum of Care largely represent initiatives by DCoE with plans to include Component Center initiatives as a next step.
### Sample Activities Across the Continuum of Care

#### Surveillance Initiatives
- TBI Exposure Tracking System (AP 2.2b)
- Expand DoDSER Program (AP 3.2b)

#### Prevention Initiatives
- R&P Study Project (RP 10)
- Joint Publication on Total Force Fitness

#### Screening & Assessment Initiatives
- In Theater Protocols for PTSD & Depression
- Mood Tracker Mobile App
- PSTD Coach Mobile App

#### Diagnosis Initiatives
- In Theater CPGs (DoD-I) (AP 2.2a)
- DTM 09-033: Management of Concussion / mTBI in Deployed Setting

#### Treatment Initiatives
- Co-Occurring Conditions Toolkit: mTBI & PH
- Respect-MIL
- Web-based TBI Case Studies

#### Rehabilitation Initiatives
- Cognitive Rehabilitation Pilot Program (13 MTFs) (AP 2.1)
- Family Caregiver Guide (TBI)

#### Reintegration Initiatives
- inTransition (IMHS 13)
- Real Warriors Campaign
- Afterdeployment.org

#### Across the Continuum Initiatives
- Promote Translation of MH Research into Innovative Programs & Policies (IMHS 26)
- Program Evaluation (AP 1.3)
- METC Curriculum Collaboration
- Host Annual Conferences (WRC, TSC, SPC)
## Summary of IMHS Efforts

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal #1:</strong></td>
<td>Expand access to behavioral health care in DoD and VA</td>
</tr>
<tr>
<td><strong>Strategic Goal #2:</strong></td>
<td>Ensure quality and continuity of care across the departments for service members, veterans, and their families</td>
</tr>
<tr>
<td><strong>Strategic Goal #3:</strong></td>
<td>Advance care through community partnerships, education, and successful public communication</td>
</tr>
<tr>
<td><strong>Strategic Goal #4:</strong></td>
<td>Promote resilience and build a better behavioral health care system for tomorrow</td>
</tr>
</tbody>
</table>

### Strategic Actions:

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA 01</td>
<td>Screening Policies</td>
</tr>
<tr>
<td>SA 02</td>
<td>Primary Care</td>
</tr>
<tr>
<td>SA 03</td>
<td>Vet Center</td>
</tr>
<tr>
<td>SA 04</td>
<td>Mobile Vet Centers</td>
</tr>
<tr>
<td>SA 05</td>
<td>Sharing Mental Health Staff</td>
</tr>
<tr>
<td><strong>SA 06</strong></td>
<td>Telemental Health</td>
</tr>
<tr>
<td>SA 07</td>
<td>Rural Area Providers</td>
</tr>
<tr>
<td>SA 08</td>
<td>Mental Health Provider Gap</td>
</tr>
<tr>
<td>SA 09</td>
<td>Evidence-Based Psychotherapies</td>
</tr>
<tr>
<td><strong>SA 10</strong></td>
<td>Quality Measures</td>
</tr>
<tr>
<td><strong>SA 11</strong></td>
<td>Impact of Caregivers</td>
</tr>
<tr>
<td>SA 12</td>
<td>Patient Outcomes</td>
</tr>
<tr>
<td><strong>SA 13</strong></td>
<td>inTransition</td>
</tr>
<tr>
<td>SA 14</td>
<td>Clinical Info Sharing</td>
</tr>
<tr>
<td><strong>SA 15</strong></td>
<td>Suicide Risk and Prevention</td>
</tr>
<tr>
<td><strong>SA 16</strong></td>
<td>Family Resilience</td>
</tr>
<tr>
<td><strong>SA 17</strong></td>
<td>Family Members’ Roles</td>
</tr>
<tr>
<td><strong>SA 18</strong></td>
<td>Community Partnership</td>
</tr>
<tr>
<td><strong>SA 19</strong></td>
<td>Mental Health Message</td>
</tr>
<tr>
<td><strong>SA 20</strong></td>
<td>Web-Based Self Help Strategies</td>
</tr>
<tr>
<td><strong>SA 21</strong></td>
<td>Access to Web Tech</td>
</tr>
<tr>
<td><strong>SA 22</strong></td>
<td>Mental Health Justice Outreach Pilot</td>
</tr>
<tr>
<td><strong>SA 23</strong></td>
<td>Chaplains Role</td>
</tr>
<tr>
<td><strong>SA 24</strong></td>
<td>Resilience Programs</td>
</tr>
<tr>
<td><strong>SA 25</strong></td>
<td>Military Culture Training</td>
</tr>
<tr>
<td>SA 26</td>
<td>Translation of Mental Health Research</td>
</tr>
<tr>
<td>SA 27</td>
<td>Review of Pilots</td>
</tr>
<tr>
<td><strong>SA 28</strong></td>
<td>Gender Differences</td>
</tr>
</tbody>
</table>

Note: DCoE is the DoD lead for all strategic actions highlighted in blue.
Gray Team 4: Background

- Hand selected experts on “invisible wounds of war” matters, representing:
  - Service chiefs
  - Combatant commands (COCOMs)
  - Chairman of the Joint Chiefs of Staff (CJCS)

- Used OODA (Observe, Orient, Decide, Act) loop methodology
  - Theory develop by Air Force strategist Col John C Boyd

- Driven by the line leadership’s desire for action, yet maintains the medical traditions of quality improvement cycles

- Unique mechanism for accelerating positive change, aligning line and medical efforts toward actions across the spectrum
Gray Team 4: Charter from JCS & CENTCOM

- **Stigma**
  - Mental Health Prevention and Treatment
- **Sleep Hygiene**
- **Standards of Practice in Both TBI and Behavioral Health (BH)**
  - “The Lottery of Luck and Location”
- **Role of Leadership**
  - Prevention of BH and the Exacerbation of BH Problems (“Toxic Leadership”)
- **Feasibility and Deployment of a Behavioral Health Directive-Type Memorandum (DTM)**
- **TBI and DTM 09-033**
  - State of Play In Theater and Concussion Care Centers
    - Blast Dosimeter Fielding
    - MRI Fielding
## Gray Team 4: Findings & Recommendations

<table>
<thead>
<tr>
<th>Findings</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Found Variations in Care</td>
<td>Embedded TBI Care for High Risk Units</td>
</tr>
<tr>
<td>Need to Improve Sleep Hygiene</td>
<td>Embedded Behavioral Health Providers</td>
</tr>
<tr>
<td>Need to Improve Behavioral Health Extenders</td>
<td>Mobile Care Team Concept Expansion</td>
</tr>
<tr>
<td>Complementary Alternative Medicine (CAM) Approaches Are Well Accepted</td>
<td>Automated Neuropsychological Assessment Metrics (ANAM) Use for Return to Duty</td>
</tr>
<tr>
<td>Pre-Deployment Screening Can Work</td>
<td>Supplement Use</td>
</tr>
<tr>
<td>TBI DTM Works</td>
<td>Unit Resilience Training</td>
</tr>
<tr>
<td>Concussion Care Centers</td>
<td>Integrated Warfighter Management</td>
</tr>
<tr>
<td>Leadership</td>
<td>Psychological First Aid</td>
</tr>
</tbody>
</table>
In April 2011 the Under Secretary of Defense for Personnel and Readiness directed:

- The establishment of a **Military Health System (MHS) Centers of Excellence (CoEs) Advisory Board** that is responsible for providing policy guidance and oversight of all MHS CoEs, including the DCoE
- The **transfer of support responsibility** for the DCoE from TRICARE Management Activity to the U.S. Army Medical Research and Materiel Command (MRMC)

Under this new governance construct, **DCoE will continue to carry out its mission** defined by the Assistant Secretary for Health Affairs and approved by Congress

Although the formal transfer of DCoE to MRMC has not occurred, both parties are currently meeting to develop a way ahead for the proposed realignment, identifying and addressing potential barriers

**Formal transfer of support is expected by October 2012**

---

1As documented in the April 2011 Report to Congress on the Department of Defense Medical Centers of Excellence
DCoE’s Proposed Future Governance (cont.)

MRMC

DEFENSE CENTERS OF EXCELLENCE PH/TBI

Headquarter Functions

Execution Functions

DEFENSE AND VETERANS BRAIN INJURY CENTER
- TBI Focus

DEPLOYMENT HEALTH CLINICAL CENTER
- PH Focus

NATIONAL CENTER FOR TELEHEALTH AND TECHNOLOGY
- Technology and Innovation for PH/TBI