

# WOUNDED WARRIOR REGIMENT

UNITED STATES MARINE CORPS



## STRATEGIC PLAN 2011–2012

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## Report Documentation Page

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# A MESSAGE FROM THE COMMANDING OFFICER



I am pleased to present the Strategic Plan of the United States Marine Corps Wounded Warrior Regiment for years 2011 through 2012. As the Commanding Officer of the Wounded Warrior Regiment, I am charged with ensuring the nation's wounded, ill, and injured Marines and their families receive the best non-medical care and support possible. I am grateful for this opportunity. These Marines and their families selflessly made sacrifices that have resulted in life-changing events—some catastrophic.

This plan follows guidance from our Commandant, General James F. Amos, to enhance the capabilities of the Wounded Warrior Regiment to provide added care and support to our wounded, ill, and injured. As it illustrates, we will build on our successes, execute programming adjustments, and refine our mission—all to better serve our wounded, ill, and injured Marines and their families. I agree with General James Conway, the 34<sup>th</sup> Commandant of the Marine Corps, that although the Regiment has been successfully taking care of Marines for more than three years, we should strive for more. In General Conway's words, "We continue to live off the Regiment's initial success and we continue to look at improvements...How can we do more?...What can we do better?" When developing this strategic plan, these very questions drove our actions.

Whether wounded in combat, injured in a training exercise, or fallen ill, these fine Marines and their families deserve top-notch support. They must be able to transition through their recoveries unencumbered by unnecessary bureaucracy. Moreover, they should be equipped with the resources and tools they need for a successful transition back to duty or civilian life.

"Once a Marine, always a Marine" is an enduring commitment the Wounded Warrior Regiment will uphold. We stand steadfast to serve the total wounded, ill, or injured force: Active duty, Reserve, Retired, and Veteran Marines."

—Colonel John L. Mayer  
Commanding Officer  
United States Marine Corps  
Wounded Warrior Regiment

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# Wounded Warrior Regiment

**Single Command  
with Strategic Reach**



***“At the Wounded Warrior Regiment, decisive pro-active leadership is applied to all aspects of non-medical care management for each Marine and Sailor throughout the recovery process.”***

***— Sergeant Major Carlton Kent  
16<sup>th</sup> Sergeant Major of the  
Marine Corps***

# INTRODUCTION

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With the duration of the wars in Iraq and Afghanistan, the physical and psychological health of our nation's warriors has become a central focus of their well-being both at home and on the battlefield. The Department of Defense and countless other federal, state, and private organizations have developed programs to help the military services meet the challenges of sustaining their warriors and families. The continued health and resiliency of service members and their families is a priority and essential to preserving the foundation of our nation's fighting forces. The United States Marine Corps supports the Department of Defense's commitment to service members and their families and has made warrior care a priority. When a Marine is wounded, falls ill, or is injured, comprehensive and coordinated medical and non-medical support becomes vitally important.

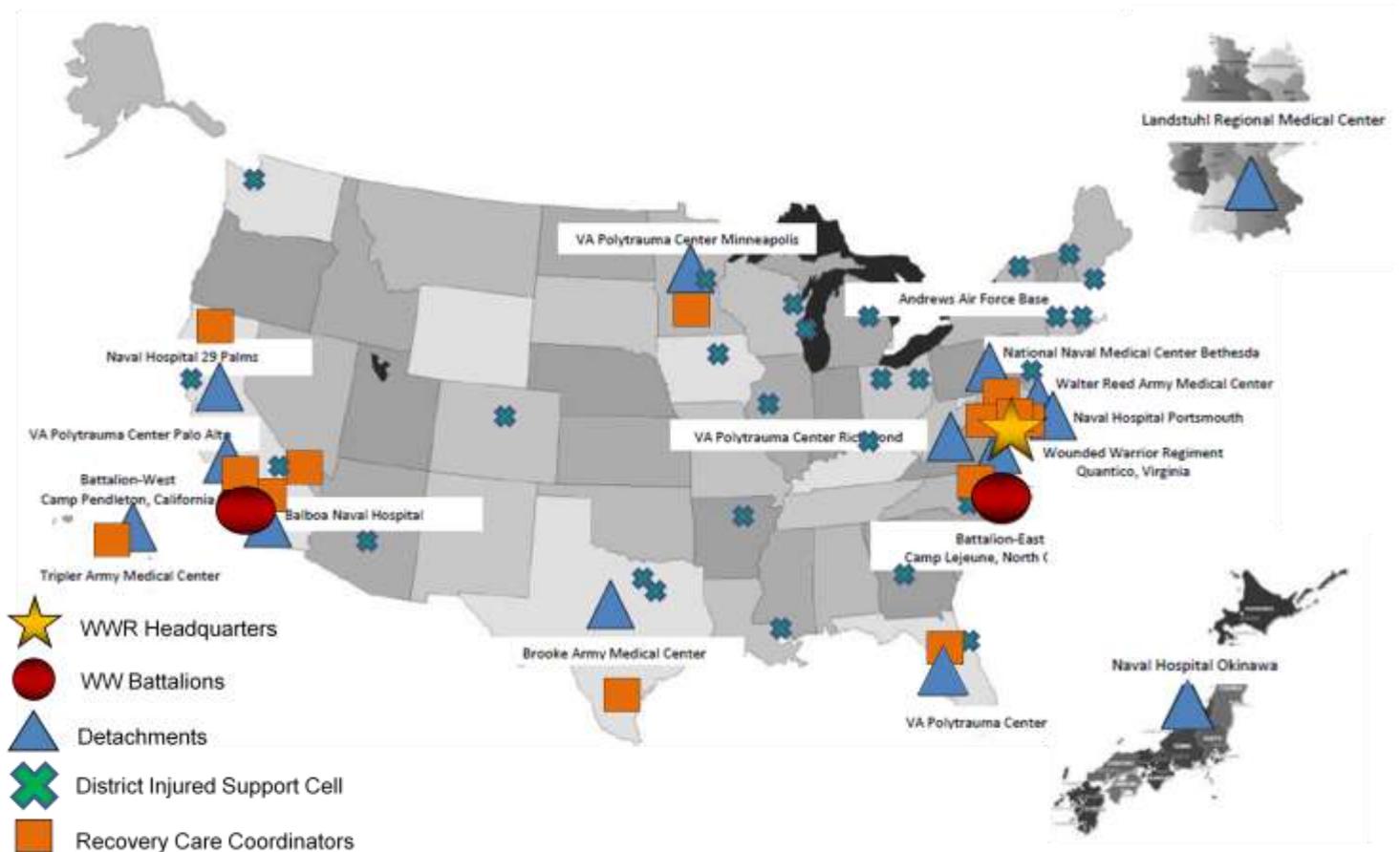
In his 2006 Planning Guidance, the 34<sup>th</sup> Commandant of the Marine Corps, General James Conway, highlighted his vision of taking care of wounded, ill, and injured (WI&I) Marines and their families. In April 2007, that vision was realized by the official establishment of the Wounded Warrior Regiment (WWR). In October 2010, the 35<sup>th</sup> Commandant of the Marine Corps, General James F. Amos, reconfirmed the Marine Corps' commitment to remain faithful to our wounded warriors by requiring the enhancement of the capabilities of the Wounded Warrior Regiment to provide added care and support to our wounded, injured and ill.

Since its establishment in 2007, the Regiment has primarily focused on the stand up of programs and services to address the immediate needs of Marines and families. Early efforts involved the identification of immediate requirements and the design and sourcing of a scalable organization that could expand or contract as needed. The Regiment is now adjusting its structure based upon confirmed requirements, sound assumptions, and findings in warrior care, and is continually making improvements to ensure program effectiveness that allows for the enduring care of WI&I Marines and their families.

# STRATEGIC REACH

The WWR strives to maintain a high level of coordination through a single-command structure that delivers or facilitates the delivery of non-medical care to WI&I Marines and their families. The Regiment serves the total Marine force—active duty, reserve, retired and veteran Marines and its strategic reach allows for resources and services to be delivered to WI&I Marines and their families regardless of where they are recovering.

The WWR is strategically positioned in locations around the country and abroad in order to establish a personal relationship with each WI&I Marine and their family. The Regiment maintains administrative and operational control of two Wounded Warrior Battalions located at Camp Pendleton, California and Camp Lejeune, North Carolina. Each battalion has detachments located at military treatment facilities and at Department of Veterans Affairs Polytrauma Rehabilitation Centers. The span of the Regiment extends across the globe from Landstuhl, Germany to Okinawa, Japan and throughout the continental United States.



# Care Philosophy

**“Etiam in Pugna”**



*“I think my personal opinion on the Wounded Warrior Regiment and the whole approach that has been taken to care for our wounded -- and our ill and injured, by the way -- we put our arms around all of them -- I think it's become legendary.”*

*— General James F. Amos  
Senate Confirmation Hearing  
September 2010*

# WOUNDED WARRIOR CARE

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“Etiam in Pugna”, Still in the Fight, is an essential conviction the Marine Corps instills in each of its WI&I Marines. Despite their injuries, WI&I Marines are focused on their abilities and are highly motivated to contribute to the Marine Corps’ war fighting mission. The Marine Corps needs and employs their skills, experience, and dedication in order to meet its mission to our nation. The approach to care ensures that recovering Marines return to their units as quickly as their medical conditions will allow. Allowing WI&I Marines to “stay in the fight” is what makes the Marine Corps’ care model unique and successful.

It is Marine Corps policy that Marines will remain attached to their operational units as long as that organization can ensure their medical condition is treated appropriately and recovery support is provided. The WWR has staff assets in place to support Commanders in providing the care their WI&I Marines require. While it is a priority for each command to take care of their unit’s Marines, there are some instances where a WI&I Marine may require on-going services and support that are not normally resident in an operational unit. Assignment to the WWR typically occurs when a WI&I Marine requires extended treatment and a higher degree of care coordination.

The Wounded Warrior Regiment strives to provide a comprehensive approach to care that focuses on the Marine’s whole recovery: mind, body, spirit, and family.

The WWR assists WI&I Marines and their families with their non-medical care needs through all phases of care from recovery to rehabilitation to community reintegration. With each phase brings new challenges for the Marine, their family, and the support staff. The complexity of their care does not allow for isolated decision-making and it requires a heightened level of coordination between medical and non-medical care providers. There is no “one size fits all” approach to care and the Regiment has a cross-section of services and resources to ensure WI&I Marines and families are provided for.



# Strategic Plan

## Overview of Mission and Strategic Plan



### MISSION STATEMENT

*The Regiment provides and facilitates assistance to wounded, ill, and injured Marines, sailors attached to or in support of Marine units, and their family members in order to assist them as they return to duty or transition to civilian life.*

# STRATEGIC PLAN

This two-year plan depicts the vision of the Command and describes the mission, goals, and objectives the WWR intends to pursue. The plan strives to integrate and appropriately synchronize all Regiment sections and support services to meet the current and future needs of the WWR, while aligning with higher authority strategic plans and guidance, such as: Department of Navy Fiscal Year 2011 High Priority Objectives (Taking Care of our People: Support Wounded Warriors) and the Department of Defense (DoD) Strategic Goals and Objectives (DoD Strategic Goal #4: Preserve and Enhance the All-Volunteer Force; DoD Strategic Objective 4.1.2M: Provide top quality physical and psychological care to Wounded Warriors, while reducing growth in overall healthcare costs). Additionally, this plan is closely aligned to and supports the WWR Handbook published in December 2010 as a resource for all WWR staff to ensure comprehensive support is provided to WI&I Marines and families to help them heal medically and strengthen their minds, bodies, spirits, and families.

## Wounded Warrior Regiment 2011-2012 Strategic Plan

### MISSION

The Regiment provides and facilitates assistance to wounded, ill, and injured Marines, sailors attached to or in support of Marine units, and their family members in order to assist them as they return to duty or transition to civilian life.

### Strategic Goals

GOAL #1	GOAL #2	GOAL #3	GOAL #4	GOAL #5
Support all Marine Corps leaders in the care and support of recovering Marines and their families in order to promote morale, esprit de corps, and self-sufficiency	Set up wounded, ill, and injured Marines for transition success—whether they return to duty or reintegrate into the civilian community	Expand strategic communications to capitalize on new technologies, improve awareness, and sustain charitable giving and governmental support	Foster existing and establish new partnerships with public and private medical providers (e.g., BUMED, VA, DOD) in order to coordinate access to available and emerging treatment options, with a specific focus on TBI, PTS, and regenerative medicine	Manage resources, funding, and infrastructure in order to sustain program efficacy

### Abbreviated Objectives

1.1 Provide WI&I Marines with dedicated and caring personnel to help them define and achieve their individual goals for recovery, rehabilitation, and reintegration 1.2 Empower WI&I Marines and families 1.3 Promote the spiritual, religious, moral, and personal well-being of WI&I Marines, their family members 1.4 Provide a robust family support program 1.5 Optimize the ability to fully support the Reserve Component 1.6 Provide WI&I Marines and family members anytime access to consistent, accurate, relevant, and timely information	2.1 Expand employment and education support capabilities 2.2 Enhance, publicize, and promote the capability of the District Injured Support Cells (DISCs) 2.3 Collaborate with the Department of Veterans Affairs 2.4 Ensure that WI&I Marines and family members reintegrating into the civilian community, have a structure to support recovery, and provide access to their local support programs and resources 2.5 Develop long-term coordination with Veterans Service Organizations (VSOs)	3.1 Improve internal and external audience awareness of the mission and support capabilities of the WWR 3.2 Cultivate and maintain rapport with Congress (primarily Defense and Veterans Affairs Committees) and Executive Branch agencies	4.1 Cultivate partnerships and a network of resources to ensure that WI&I Marines and their families have access to all available service providers 4.2 Educate Marines and family members on Post-Traumatic Stress and Traumatic Brain Injury	5.1 Effectively and efficiently manage operational resources and resource requirements 5.2 Create, publish, and implement comprehensive policies, procedures, and accountability practices 5.3 Continuously evaluate organizational structure 5.4 Assess the current and future needs of WI&I Marines and their families 5.5 Develop and deploy a comprehensive care management system 5.6 Ensure all WWR staff are knowledgeable of all available resources, policies, and procedures 5.7 Update the WWR website and create new online applications 5.8 Provide comprehensive, timely and responsive legal support
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# Goal 1

**Promote Morale,  
Esprit de Corps,  
and Self Sufficiency**



***Support all Marine Corps leaders in the care and support of recovering Marines and their families in order to promote morale, esprit de corps, and self-sufficiency.***

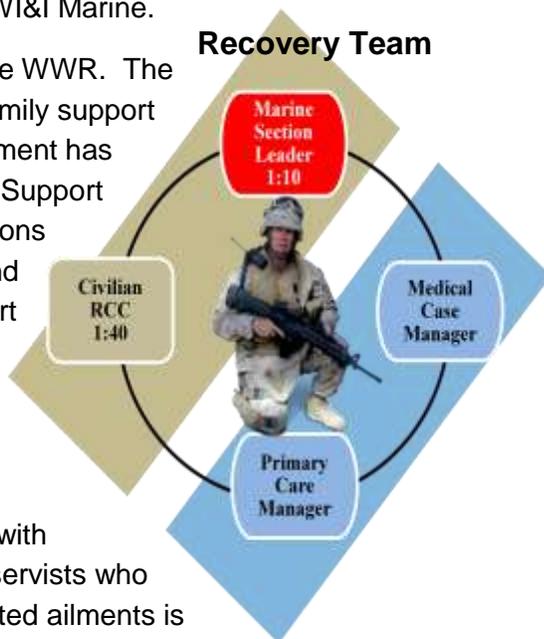
# GOAL 1

***Support all Marine Corps leaders in the care and support of recovering Marines and their families in order to promote morale, esprit de corps, and self-sufficiency.***

Whether a WI&I Marine is assigned to the Regiment or remains with their parent command, each one requires varying levels of support and care, depending on their stage of recovery. The Regiment has evolved its structure to ensure that WI&I Marines and families receive individualized care, proportionate to their existing needs. The Regiment achieves this individualized care by synergizing its diverse assets and support around the essential point of focus: the mind, body, spirit, and family of the WI&I Marine.

The needs of families of WI&I Marines are of particular concern to the WWR. The Regiment strives to proactively identify and solve the often unique family support needs of our WI&I Marines, their families, and caregivers. The Regiment has family support staff, including Family Readiness Officers, Family Support Coordinators, and Deputy Family Support Coordinators at all locations to address immediate needs, to provide resource identification and referral, and to serve as subject matter experts on family support requirements. They also provide individualize support and a one-on-one orientation to the many resources available to support them.

The majority of the Regiment's staff consists of reserve Marines who provide subject matter expertise and allow for heightened advocacy with regard to reserve-specific issues. Oversight of all cases involving reservists who require medical care beyond their contract period for service-connected ailments is provided by the WWR Reserve Medical Entitlements Determination (RMED) Section. Assigned reserve-specific Recovery Care Coordinators (RCCs) provide one-on-one support and resource identification for reservists who often reside in remote and isolated locations away from base and station support.



## OBJECTIVES

- 1.1 Provide WI&I Marines with dedicated and caring personnel to help them define and achieve their individual goals for recovery, rehabilitation, and reintegration and engage their multi-disciplinary team to improve the delivery of care.
- 1.2 Empower WI&I Marines and families by providing a variety of leisure/recreation activities and sporting opportunities to aid in their recovery process and to promote a healthy and productive lifestyle.
- 1.3 Promote the spiritual, religious, moral, and personal well-being of WI&I Marines, their family members, and WWR staff and advise the command on relevant religious and moral issues.
- 1.4 Provide a robust family support program that is responsive to all family members' needs, irrespective of location, throughout the recovery process.
- 1.5 Optimize the ability of RMED to fully support the Reserve Component by providing oversight of all Reserve cases requiring medical care beyond the contract period for service-connected ailments.
- 1.6 Provide WI&I Marines and family members anytime access to consistent, accurate, relevant, and timely information via the WWR Call Center and Battalion Contact Cells.

# Goal 2

## Set Up WII Marines for Transition Success



*Set up Wounded, Ill, and Injured Marines for transition success—whether they return to duty or reintegrate into the civilian community.*

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As WI&I Marines and their families transition through the phases of recovery, it is important that they have a consistent resource in place to help them navigate the system. The National Defense Authorization Act of FY 2008, required the establishment of RCCs, Comprehensive Transition Plans, and standardized training for RCCs in order to provide improved care, management and transition for all active duty WI&I Recovering Service Members (RSMs). The Marine Corps has a fully operational Recovery Coordination Program, to include RCCs, in accordance with the law and regulations.

An additional asset that supports transitioning WI&I Marines are the WWR's District Injured Support Cells (DISCs). DISCs are mobilized reserve Marines who are located throughout the country to conduct face-to-face visits and telephone outreach to WI&I Marines and their families within their assigned region. They maintain oversight of the welfare of WI&I Reserve Marines, active duty Marines convalescing at home, and all Operation Enduring Freedom/Operation Iraq Freedom WI&I Marine Veterans. They communicate with and assist these recovering Marines and their families in resolving problems involving financial, administrative, transitional, and other matters that arise during their care, recovery, and rehabilitation.

Many WI&I Marines will not return to duty and will pursue careers in their communities. The WWR understands the challenges associated with reintegration and in obtaining a rewarding career. To enhance community reintegration, the Transition Support Cell, manned by Marines and representatives from the Departments of Labor and Veterans Affairs (VA), proactively reaches out to identify employers and job training programs that help WI&I Marines obtain positions in which they are most likely to succeed and enjoy promising and fulfilling careers. The Regiment continually seeks to improve its transition and employment support to WI&I Marines and their families. The Regiment has created a comprehensive web-based employment toolbox to guide WI&I Marines and families through the employment process and provide a range of employment resources and referral information. Additionally, it serves as a resource for the staff by facilitating a standard process for assistance regardless of the location of the Marine.

Other transition support includes:

- **The Department of VA**—The Marine Corps works closely with the VA to facilitate health and medical benefits delivery to discharged veterans. The WWR's VA liaison officer works with personnel from the Veterans Health Administration and Veterans Benefits Administration to address health care, transition, benefits, and administrative and support needs of transitioning WI&I Marines and Marine veterans and their families, as well as reserve component Marines returning from combat theaters. This established relationship assists in both the Marine Corps' and VA's shared goal of providing a seamless transition for WI&I Marines and their families.
- **The Charitable Giving Office**—This office coordinates with a broad range of charitable groups and private individuals who provide financial and in-kind support and services to WI&I Marines and their families. The staff researches donors to ensure reliability and to identify non-prohibited sources, coordinates with legal officers on offers of gifts and/or donations, and serves as a conduit and coordinator for many of the Regiment's special events and programs. Donations are used to assist WI&I Marines and their families who have extreme circumstances and/or emergent needs.

- **Veterans Service Organizations (VSOs)**—VSOs are important partners in serving the Marine veteran population and are dedicated to improving the lives of veterans. The WWR maintains relationships with these organizations, partnering with them at both the strategic and tactical levels. VSOs offer valuable assistance to the WWR in providing localized services and identification of needs for Marines and families returning to their communities.

## OBJECTIVES

- 2.1 Expand employment and education support capabilities in order to better prepare WI&I Marines and their family members for productive careers of their choice.
- 2.2 Enhance, publicize, and promote the capability of the DISCs to support veteran WI&I Marines and their families.
- 2.3 Collaborate with the Department of Veterans Affairs through our imbedded liaison officer and VA representatives in order to facilitate a seamless transition of benefits from the Department of Defense to the Department of Veterans Affairs.
- 2.4 Ensure that WI&I Marines and family members reintegrating into the civilian community, have a structure to support recovery, and provide access to their local support programs and resources.
- 2.5 Develop long-term coordination with VSOs to facilitate maximum support for WI&I Marines throughout the phases of recovery.

# Goal 3

## Expand Strategic Communications



*Expand strategic communications to capitalize on new technologies, improve awareness, and sustain charitable giving and governmental support.*

## GOAL 3

***Expand strategic communications to capitalize on new technologies, improve awareness, and sustain charitable giving and governmental support.***

The WWR published a comprehensive strategic communication plan to integrate all of the Regiment's programs and education, outreach, and advocacy efforts to ensure consistent, effective, and timely internal and external messaging. The Regiment's strategic communication plan assists the Regiment in meeting its goal to support WI&I Marines and families through all phases of recovery. Enhanced communication and increased warrior care program awareness are established goals of DoD and the Regiment.

Two integral components of the Regiment's strategic communication plan and command structure are the resource and information center, known as the Sergeant Merlin German Wounded Warrior Call Center and the Wounded Warrior Operations Center (WWOC). The Sergeant Merlin German Wounded Warrior Call Center, named after a Marine who died of injuries sustained during combat in Iraq, enables the WWR to coordinate care, reach out to Marines, and receive calls on a 24/7 basis. Marines and families (active duty, reservists and veterans) can contact the resource and information center with questions regarding non-medical care issues. The resource and information center also makes proactive outreach calls to offer assistance on a wide range of issues including service disability ratings, medical care, employment, awards and charitable organizations. In September 2009, the Department of Defense recognized the achievements of the resource and information center as a DoD Best Practice. The Regiment's WWOC was established to provide oversight to a global injured support network and serves as the central point of contact for all non-medical care management issues.

Social media communication methods include the WWR website ([www.woundedwarriorregiment.org](http://www.woundedwarriorregiment.org)) and the WWR Facebook page which is used to disseminate information, fulfill support requests, generate interest, and increase awareness of the WWR.

### **SERGEANT MERLIN GERMAN**

*In December 2008, the resource and information center was dedicated to Sergeant Merlin German. Sergeant German was severely injured in a roadside blast in Iraq in February 2005. With burns over 97% of his body, medical personnel gave little hope for his survival. However, months later, the "Miracle Man", as he had come to be known, walked out of the hospital under his own power. Sergeant German met his challenges head on and for three years fought through countless surgeries and ongoing therapy.*

*Not content with merely surviving, he mentored and encouraged other Wounded Warriors receiving treatment at Brooke Army Medical Center. His good cheer and inspiring determination drew the attention of many. In 2008, Sergeant German established "Merlin's Miracles", a foundation to help burned children and their families. On April 11, 2008, Sergeant German passed away at the age of 22 from complications after one of his many surgeries.*

### **OBJECTIVES**

- 3.1 Improve internal and external audience awareness of the mission and support capabilities of the WWR.
- 3.2 Cultivate and maintain rapport with Congress (primarily Defense and Veterans Affairs Committees) and Executive Branch agencies to promote awareness of WWR programs and services and enhance coordination of legislative proposals and government tasks.

# Goal 4

## Coordinate Access to Available and Emerging Treatment Options



***Foster existing and establish new partnerships with public and private medical providers (e.g., Navy Bureau of Medicine and Surgery, the Department of Veterans Affairs, the Department of Defense) in order to coordinate access to available and emerging treatment options, with a specific focus on Traumatic Brain Injury, Post-Traumatic Syndrome treatment, and regenerative medicine.***

## GOAL 4

***Foster existing and establish new partnerships with public and private medical providers (e.g., Navy Bureau of Medicine and Surgery, the Department of Veterans Affairs, the Department of Defense) in order to coordinate access to available and emerging treatment options, with a specific focus on Traumatic Brain Injury, Post-Traumatic Syndrome treatment, and regenerative medicine.***

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While the WWR focus of effort is non-medical care, there are Regimental staff in place to liaison with the Navy Bureau of Medicine and Surgery (BUMED) to ensure that all care is coordinated. The Regimental headquarters has a Medical Section that advises the Commanding Officer regarding medical issues affecting WI&I Marines. This section includes the following:

- ✓ Regimental Surgeon
- ✓ Mental Health Advisor
- ✓ Nurse Case Manager
- ✓ Psychological Health Program Coordinator
- ✓ Traumatic Brain Injury Program Coordinator
- ✓ Licensed Clinical Consultants

The Licensed Clinical Consultants are located in the WWOC and the resource and information center, and at each Battalion to be immediately available when and where Marines are most likely to need their services. This staff supports a comprehensive Psychological Health and Traumatic Brain Injury program and works proactively to help every Marine receive the best prevention, identification, and treatment available. Additionally, the staff researches alternative therapies that may be of benefit to WI&I Marines. The Regiment also has an RMED team to address those medical issues specific to reserve Marines and serve as a liaison to BUMED.



### OBJECTIVES

- 4.1 Cultivate partnerships and a network of resources to ensure that WI&I Marines and their families have access to all available service providers.
- 4.2 Educate Marines and family members on PTS and TBI and promote the services that the WWR medical and psychological health staff offer to help their Marine's recovery.

# Goal 5

## Sustain Program Efficacy



*Manage resources, funding, and infrastructure in order to sustain program efficacy.*

## GOAL 5

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The Regiment's General Support section includes logistics, supply, finance, and information technology assets. They provide the framework and support that keeps the Regiment functioning. One of General Support's most important functions is advocating for government resources including Military Construction (MILCON) projects. The Marine Corps believes that in order to enhance healing and promote a Marine's full recovery, that assets must be centrally located and Marines should be allowed to heal together as a unit. Various types of infrastructure, including barracks, are necessary to accomplish this mission. Examples of WWR MILCON projects include:



- **Wounded Warrior Barracks**—Fully compliant with the Americans with Disabilities Act (ADA) and provide short- to intermediate-term quarters for WI&I Marines who are on active duty and are recovering from serious injuries. The barracks provide for special requirements and needs beyond standard Bachelor Enlisted/Officer Quarter Housing, and include a lounge area and game room, library, and basketball and volleyball courts. The barracks provide a place for WI&I Marines to recover together furthering the long tradition of “Marines taking care of Marines.” The new barracks will be a vital component in the Marine Corps’ long-term investment in Wounded Warrior care.
- **Warrior Hope and Care Centers**—Part of the Regiment’s vision for a campus-type environment that provides a holistic healing atmosphere. The Hope and Care Centers will provide “1-stop” services for Wounded Warriors and their families. The facilities will include spaces for:
  - ✓ Individual counselor offices
  - ✓ Conference rooms
  - ✓ Physical therapy
  - ✓ Examination rooms
  - ✓ Classroom/training rooms
  - ✓ Office spaces
  - ✓ Working areas for charitable donations, Veterans Affairs representatives, Department of Labor Representatives, education specialists, chaplain programs, family support, and transition office.

## Future Initiatives and Transformation Team

The Future Initiatives and Transformation Team (FITT) is a unique cell to the Marine Corps. It was installed to assess current capabilities and develop future programs to meet the Regiment's emerging requirements. The FITT has four primary components: Strategic Communications, Government Affairs, Research and Evaluation, and Future Operations. At the heart of the FITT mission is a requirement to ensure WWR programs and resources effectively posture our WI&I Marines and their families for success. This task involves coordinating with internal staff and making liaison and fostering relationships with external programs or agencies. Additionally, the Regiment places a high value on the views and experiences of our WI&I Marines and their families. The Research and Evaluation arm of the cell strives to sustain multiple methods of feedback to respond to the voices of those we serve. The various forms of feedback may include surveys, focus groups, or assessments. The voice of WI&I Marines and their families directly impact the Regiment's decision-making process and feedback allows for improved programs and services and an informed allocation of Regimental resources.

### OBJECTIVES

- 5.1 Effectively and efficiently manage operational resources and resource requirements.
- 5.2 Create, publish, and implement comprehensive policies, procedures, and accountability practices that standardize service delivery, provide clear guidance, and complement the WWR mission.
- 5.3 Continuously evaluate organizational structure to effectively recruit and retain highly qualified employees, comprised of military personnel, civilians, contractors, and volunteers dedicated to supporting the WWR mission.
- 5.4 Assess the current and future needs of WI&I Marines and their families to implement new and adapt existing programs and services that are responsive and predictive of needs and enhance the recovery, rehabilitation, and reintegration of WI&I Marines and families.
- 5.5 Develop and deploy a comprehensive care management system that offers an integrated, structured approach to sharing information within the WWR to ensure critical information is accessible to all WWR staff.
- 5.6 Ensure all WWR staff are knowledgeable of all available resources, policies, and procedures relevant to their area of responsibility.
- 5.7 Update the WWR website and create new online applications to provide accurate and timely information and resources to all WI&I Marines, family members, WWR Staff, and the general public on the programs and services provided by the WWR.
- 5.8 Provide comprehensive, timely and responsive legal support and services to WWR commanders, staff, and WI&I Marines focusing on military justice, administrative law, civil law, and ethics to ensure good order, discipline, and a high state of military readiness.

# Regimental Tasks



# REGIMENTAL TASKS

*The following list highlights key tasks to help ensure program success.*

## TASKS

1. Ensure qualified Section Leaders provide daily accountability, mentoring, and leadership to help WI&I Marines reach their recovery goals.
2. Ensure qualified WI&I Marines are assigned an RCC in order to develop and execute a Comprehensive Transition Plan (CTP) that will assist Marines in achieving a smooth transition to return to full duty or civilian life.
3. Vet charitable events and activities to meet the needs and interests of our WI&I Marines and their family members.
4. Implement a Warrior Athlete Reconditioning Program (WAR-P) and when appropriate, require that all WI&I Marines participate to the fullest extent of their abilities.
5. Annually participate in the Department of Defense Warrior Games.
6. Improve awareness, coordination and partnerships among Marine reservists, reserve leaders, and WWR staff to ensure reserve WI&I Marines' and their family members' medical and non-medical needs are addressed in order to ease the recovery process.
7. Leverage new technologies to improve the connection between WI&I Marines and prospective employers.
8. Foster and expand partnerships with employers, academia, and government (local, state, and federal) to enhance the career and education opportunities for WI&I Marines and families.
9. Identify innovative, non-traditional methods and adopt creative approaches (i.e. social networking, smart phone access, on-line training) to effectively communicate with WI&I Marines and family members and train staff members.
10. Inform senior leaders of the Navy and Marine Corps of emerging or alternative therapies for TBI / PTS, and advocate for their support and approval.
11. Advocate for policy changes within the Marine Corps and Department of Defense that would benefit of WI&I Marines and their family members.
12. Develop and initiate research studies to assess WWR programs and services in order to provide objective data to appropriately inform decisions and actions.
13. Ensure and maintain partnerships for critical interfaces and information assurance for all WWR systems and external applications (website, Employment Toolbox, Marine Corps Wounded, Ill, and Injured Tracking System (MCWIITS), Recovery Coordination Program-Support Solution (RCP-SS), Marine Corps Medical Entitlement Data System (MCMEDS), Comprehensive Health Care System (CHCS), and Marine For Life (M4L).

# Appendix



## ACRONYM GUIDE

<b>ADA</b>	Americans with Disabilities Act
<b>BUMED</b>	Navy Bureau of Medicine and Surgery
<b>CHCS</b>	Comprehensive Health Care System
<b>CTP</b>	Comprehensive Transition Plan
<b>DISC</b>	District Injured Support Cell
<b>DoD</b>	Department of Defense
<b>FITT</b>	Future Initiatives and Transformation Team
<b>M4L</b>	Marine For Life
<b>MCMEDS</b>	Marine Corps Medical Entitlement Data System
<b>MCWIITS</b>	Marine Corps Wounded, Ill, and Injured Tracking System
<b>MILCON</b>	Military Construction
<b>PTS</b>	Post-Traumatic Stress
<b>RCC</b>	Recovery Care Coordinator
<b>RCP-SS</b>	Recovery Coordination Program-Support Solution
<b>RMED</b>	Reserve Medical Entitlements Determination
<b>RSM</b>	Recovering Service Member
<b>TBI</b>	Traumatic Brain Injury
<b>VA</b>	Veterans Affairs
<b>VSO</b>	Veterans Service Organization
<b>WAR-P</b>	Warrior Athlete Reconditioning Program
<b>WI&amp;I</b>	Wounded, Ill, and Injured
<b>WWOC</b>	Wounded Warrior Operations Center
<b>WWR</b>	Wounded Warrior Regiment



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