



National
Defence

Défense
nationale



CANADIAN
ARMED FORCES



Defence Team

Total Health and Wellness Strategy

Canada

For more information, contact:

Mail

Department of National Defence
101 Colonel By Drive
Ottawa, ON, K1A 0K2

Telephone: 1-888-995-2534

Email: information@forces.gc.ca

© 2022 Her Majesty the Queen in Right of Canada as represented by the Minister of National Defence.

Defence Team Total Health and Wellness Strategy

Cat. No.: D2-436/2020E-PDF (Electronic PDF, English)

ISBN: 978-0-660-36523-7

Cat. No.: D2-436/2020E (Print, English)

ISBN: 978-0-660-36524-4

DGM No.: DGM-24820-L0S

Defence Team

Total Health and Wellness Strategy

MINISTER'S FOREWORD

People are at the core of everything the Canadian Armed Forces and the entire Defence Team does to deliver for Canadians. It is why our Defence Policy, *Strong, Secure, Engaged*, puts an unprecedented focus on our people. The Defence Team Total Health and Wellness Strategy—built around our people, helps us support individuals in their personal health and wellness goals and promotes innovative approaches to health aimed at respecting individual differences, while advancing a shared understanding of health and wellness for all Defence Team members.

At any given time, our Defence Team members can be called upon for the defence of Canada and to protect Canadians, both at home and abroad. The success of Canada depends on our Canadian Armed Forces and the entire Defence Team, who are devoted to serving our country. It is our duty to improve the lives of these dedicated Canadians.

This strategy will help ensure that Defence Team members are confident, well supported, prepared and equipped to deal with the challenging work we ask of them by supporting the adoption of healthier lifestyles and creating healthy workplaces built around professionalism and an inclusive culture. We must continue to work together to build a workplace that is safe, free from racism and hateful conduct, and where every person is treated with the same dignity and respect that we protect and defend every day in service to Canada.

Leaders and managers within the Defence Team have one of the most important roles in promoting health and wellness among our Canadian Armed Forces members and civilian employees—they contribute to the success of this strategy by encouraging participation in health and wellness activities, supporting individuals' health and wellness goals, and by fostering a healthy, safe, and respectful workplace environment. We all have a part to play and I challenge every member of the Defence Team to read this strategy and to consider how making a dedicated personal investment in your own health and wellness can contribute to positive changes across the entire Defence Team. I thank all of you for your dedicated service and I trust that this strategy will provide you with the tools and support you require to lead a healthy, balanced lifestyle.



A handwritten signature in black ink that reads "Anita Anand". The signature is fluid and cursive.

The Honourable
Anita Anand
Minister of National Defence

DEPUTY MINISTER AND CHIEF OF THE DEFENCE STAFF FOREWORD

Our primary concern as Deputy Minister and Chief of the Defence Staff is the morale, safety, and well-being of all those who serve our nation as members of the Defence Team. We have placed an unprecedented focus on ensuring our people and their families are well-supported and resilient—physically, psychologically and socially—through initiatives distilled from Canada’s defence policy, *Strong, Secure, Engaged*. It is with great pride that we present the *Defence Team Total Health and Wellness Strategy*—a strategy that builds on our commitment to creating a work environment and supportive work conditions that enable all Defence Team members to reach their full potential.

Founded on an evidence-based innovative framework, this strategy establishes the foundation for a more holistic approach to health and wellness that considers factors both inside and outside of the workplace that affect the well-being of the Defence Team. It is designed to empower the institution, leaders and Defence Team members with the tools they need to improve their health and well-being. The strategy aligns several other key strategies and initiatives, including the *Federal Public Service Workplace Mental Health Strategy*, the implementation of Bill C-65 (Workplace Harassment and Violence Prevention), the *Canadian Army Integrated Performance Strategy*, the *Surgeon General’s Integrated Health Strategy* and *BALANCE – The CAF Physical Performance Strategy*, and builds on efforts to ensure our civilian and military Defence Team members are cared for and feel supported as they continue to work to defend Canada and Canadian interests.

Our commitment to wellness will be reinforced through continuous investment in health and wellness related strategies, programs and services; enhancing our Health Services is crucial to the health, future and operational effectiveness of the armed forces. Furthermore, the demands placed on the DND/CAF by COVID-19 have highlighted the necessity of Health Service’s advice and guidance in maintaining the total health and wellness of the entire Defence Team. In addition, we have many programs, projects and initiatives now underway aimed at creating a workplace that supports diversity, inclusivity and respect. This includes new measures to better support women’s health, combat sexual misconduct, to eliminate hateful conduct and racism, and to prevent violence in the workplace. These matters impact everything we do and everything we think about; for this reason, we are approaching resolution to these workplace issues as a team.

Building and sustaining a strong, healthy and resilient Defence Team is a shared responsibility between leaders, managers and each Defence Team member. For the *Defence Team Total Health and Wellness Strategy* to succeed, it must be embraced by leaders at all levels of the organization and become part of the culture within the Department of National Defence. We are asking leadership to remain steadfast in their commitment to promote total health and wellness among their Defence Team members and to create and maintain a healthy work environment, promote positive working relationships and model healthy behaviours. To the greater Defence Team, we are asking that you take this unprecedented opportunity to chart a personal course to improved wellness and contribute to creating a healthy workplace that supports diversity and is free of harassment and discrimination. Only together can we create the conditions necessary to achieve our individual and institutional potential in support of the Defence of Canada.



A handwritten signature in black ink that reads "Bill Matthews".

Bill Matthews
Deputy Minister
Department of
National Defence



A handwritten signature in black ink that reads "W.D. Eyre".

Gen W.D. Eyre
Chief of the Defence Staff
Canadian Armed Forces

EXECUTIVE SUMMARY

The Department of National Defence and the Canadian Armed Forces are jointly committed to the health and wellness of every member of the Defence Team. Members of the profession of arms and the broader Defence Team provide a unique service to Canadian society in the defence of the nation and in promotion of Canadian interests and values. This unique role obliges the Government of Canada to safeguard the health and wellness of the Defence Team, not only to recognize their tireless efforts, but to enable mission success.

The *Defence Team Total Health and Wellness Strategy* presents a renewed approach to the way we care for our people. This strategy focuses on improving the wellness of the Defence Team for a strengthened workforce, best able to meet the varied challenges of both work and life. Wellness contributes to mission success by providing the organization with the skilled, fit, and motivated personnel it needs to maintain operational effectiveness. People who are well are more empowered, productive, and engaged, which is critical given the high operational tempo of the business of Defence. This strategy affirms the Government of Canada's support for the health and wellness of the Defence Team through its Defence Policy, *Strong, Secure, Engaged*. It is also aligned with the *Defence Team Human Resources Strategy*, striving to optimize the workforce, increase operational and institutional effectiveness, and ensure that the DND/CAF is an employer of choice within Canadian society.

A comprehensive (or total) approach to health must reconcile three competing aspects of life: Work life (physical work environment and psychosocial work environment); Personal life (family, financial, social/cultural environment and physical living environment); and Individual health (physical, mental and spiritual health). There will rarely be adequate time in any day to achieve all of the obligations tied to work and personal life as well as individual health. Wellness is about finding an optimal strategy to prioritize and manage competing demands across all dimensions of health. The *Defence Team Total Health and Wellness Strategy* builds on cutting edge work in previous strategies, programs, and services that have led the charge on supporting a holistic approach to health and wellness. It aims to align and build on these initiatives by taking a Defence Team-wide approach to create the necessary conditions to empower our CAF members and Defence civilians to better balance competing demands at work and at home.



The *Defence Team Total Health and Wellness Strategy* places an unprecedented focus on creating a healthy work environment as a cornerstone for supporting Defence Team well-being. Healthy workplaces optimize psychosocial and physical factors that influence human performance, personal work experiences and overall wellness. Improving the psychosocial work environment involves not only ensuring compliance with legislation (e.g. Workplace Harassment and Violence Prevention (Bill C-65) or the Canadian Human Rights Act) but enhancing the quality of interactions with coworkers and supervisors. Incivility, toxic leaders, job stress, discrimination, racism and harassment are linked to psychological distress, reduced productivity, absenteeism and turnover. Further, a healthy workplace requires inclusivity, diversity, supportive infrastructure as well as programs and services that promote professionalism and a respectful working environment, thereby enabling full engagement and uncompromised focus on work obligations.

Individuals' health and wellness needs vary greatly and are influenced by many factors inside and outside of the workplace, such as gender, ethnicity, biology, and socioeconomic status—which can shape the health and wellness needs of Defence Team members. The *Defence Team Total Health and Wellness Strategy* is comprehensive in scope, presenting a renewed approach to the care of people that includes both professional and personal life. To the extent possible, it considers a full spectrum of health and wellness activities ranging from prevention initiatives (health promotion and education), to assessment, care and support. However, the Defence Team

consists of individuals working under a variety of employment arrangements governed by different contracts and legislation. The intent of the strategy is to be as inclusive as possible; policy, contracting and legislative differences will however, result in unavoidable practical differences regarding how the benefits of the strategy may be realized.

The *Defence Team Total Health and Wellness Strategy* is a holistic strategy that will drive positive behaviour and culture change to empower individuals and enable leaders with supportive organizational policies, programs, and services through five Lines of Effort (LOEs):

- LOE 1: Communicate, Educate, Collaborate
- LOE 2: Strengthen Governance
- LOE 3: Enable a Healthier Workplace
- LOE 4: Improve Access to Care and Support
- LOE 5: Align and Integrate

Each LOE has one or more strategic objectives that collectively define the core change agenda for the *Defence Team Total Health and Wellness Strategy*. A total of 16 strategic objectives have been identified for the strategy as outlined later in the document.

The strategy also includes an Action Plan (Annex A) that defines 40 distinct initiatives that are aimed at addressing critical capability deficiencies and improving the balance, integration, and alignment of health and wellness efforts across the institution. Investments in the health and wellness of the Defence Team include, but are not limited to, the following:

- Enhance Health Services for ill and injured service personnel by increasing support to occupational therapy and case management;
- Enable virtual care platforms to support secure and convenient health communications options for patients;
- Use of cutting-edge behavioural science research to create positive health changes through ‘nudges’;
- Build a Health Monitoring Dashboard to track Defence Team health and wellness indicators for continuous improvement;
- Grow the civilian Office of Disability Management;
- Achieve Full Operational Capability of the Return to Work and Return to Duty Programs;
- Modernize the Military Family Support Program;
- Develop Total Health and Wellness Sub-Committee Governance Framework that connects with Base and Wing health and wellness committees; and
- Operationalize the Integrated Conflict and Complaint Management program.



The *Defence Team Total Health and Wellness Strategy* emphasizes our collective role in creating the necessary conditions for a healthy and supportive work environment through our choices and behaviours, regardless of rank or position. Every member of the Defence Team must take ownership for their individual health and wellness. In turn, leaders influence the work environment by ensuring fairness, managing workloads, fostering positive relationships and balancing the needs of individuals against the needs of the DND/CAF. Through the implementation of action plans associated with the LOEs in this strategy, the DND/CAF will ensure leaders are enabled to prioritize health and wellness initiatives that will benefit both individuals and contribute to the overall success of the DND/CAF.

COVID-19 AND THE DEFENCE TEAM TOTAL HEALTH AND WELLNESS STRATEGY

The COVID-19 pandemic and the unforeseen challenges caused by it have shaken the globe and taken a significant toll on people across the world. The outbreak of COVID-19 has resulted in a high-degree of uncertainty and disruption to our lives, and it is not unusual to feel a heightened degree of anxiety and worry about the potential impact on ourselves, our families and those we care about.

The risk posed by COVID-19 is universal and applicable to the entire Defence Team. We will all be challenged to change our habits and behaviours, to protect each other, and support the Whole-of-Government efforts to overcome this pandemic. The challenges will become more acute as society and the DND/CAF begin to assume a “new normal.” Each region—and each Base or Wing—will encounter different scenarios based on local health conditions and the operational responsibilities they hold.

COVID-19 has reinforced the importance of health and wellness for the Defence Team, and this is of the highest priority to all levels of leadership within the DND/CAF. Adherence to public health measures will require fundamental changes to the way we operate. More members of the Defence Team will work from home, through virtual platforms. Those who are required to present themselves to the workplace will have to observe new rules and processes regarding the use of building spaces, such as: cubicle areas, stairwells, corridors, and other shared spaces. Bases and Wings across the country have already implemented health and safety measures such as limiting the number of personnel required on-site, controlling access points, installing floor tracking plans, designating one-way traffic in stairwells, restricting the use of common areas, and increasing the availability of hand washing stations.

This pandemic will demand adjustments to how we do business. Health and wellness programs have already begun to adapt their service delivery models to mitigate any deterioration in the level of service to their clientele. For example, virtual platforms have been leveraged to provide information, outreach, engagement, training, motivation, and support. The DND research capability is already moving forward to study the impact of COVID-



19 on health and wellness. As more research and information on the effects of the pandemic becomes available, health and wellness programs must adapt, adjust and respond to the changing needs of their clients.

In response to the COVID-19 pandemic, Director General Military Personnel Research and Analysis (DGMPPRA) conducted a survey to “better understand Defence Team members’ experiences and needs related to the COVID-19 pandemic, with a view to identify organizational approaches for supporting personnel and their families today, and as the current crisis subsides and personnel return to the workplace” (Goldenberg & Lee, 2020). Overall, the information obtained from surveying over 27,000 members of the Defence Team provides a direct view of how Defence Team members are coping with their current situations. The published scientific letter identified 22 recommendations to enable the DND/CAF leaders to better support Defence Team members which include: maintaining good communications to Defence Team members about the changing situation and work expectations; encouraging a healthy lifestyle through fitness and social connections (online); promotion of programs and services to assist Defence Team members to cope with stress, and remaining flexible and patient during this novel situation considering everyone’s unique situation and challenges.

Though envisioned pre-COVID-19, the *Defence Team Total Health and Wellness Strategy* supports the ongoing efforts of the DND/CAF, considering the full spectrum of health and wellness from both the workplace and personal life. Through this workplace strategy, the DND/CAF reinforces its commitment to creating a healthy work environment through the assessment of health and wellness needs, promotion and education, as well as the provision of care and support, regardless of the threats to health and wellness. This strategy is evergreen and provides the framework and strategic objectives necessary to remain responsive to the current pandemic and the evolving threat landscape.

The DND/CAF are steadfast in empowering Defence Team members to remain strong, secure, and engaged

both at work and in their personal lives. As we continue to navigate through this uncertain time, Defence Team members can access a variety of resources and information to help maintain and improve their health and wellness. For the latest information and resources related to the rapidly-evolving COVID-19 situation and the steps being taken to minimize the risk to our Defence Team, please visit the Defence Team—COVID-19 website at: <https://www.canada.ca/en/department-national-defence/campaigns/covid-19.html>.

The resilience and adaptability of the DND/CAF in the face of the current health crisis is also demonstrated by the wide variety of adaptations to COVID-19 the institution has made to date. These include:

Dimension	Impact Statement	Examples of Current Adaptations
Physical Health	No access to fitness facilities and in-person health promotion courses.	Daily, 12 x one-hour livestream fitness classes and 3 x one-hour Health Promotion videos.
		Building technology platform to enable storage/archiving of fitness sessions for future use.
Mental Health	Increased anxiety and stress due to pandemic-caused changes.	Customized Road to Mental Readiness (R2MR) resilience training packages to include COVID-19.
		Inform Defence Team members of resources available during pandemic to help reduce stress and anxiety. Includes reference to Employee Assistance Program (EAP) and CF Member Assistance Program (CFMAP) through HR Go and CAF smart phone applications.
Spiritual Health	Chapels and Sacred Spaces closed.	Virtual faith group services across the country and for CAF members posted OUTCAN. Drive-through religious services offered.
		Online counselling sessions available through both telephone and videoconferencing capabilities. Links for online pastoral counselling communicated through local Base/Wing chaplain Facebook pages and unit/wing/formation mailouts.

Dimension	Impact Statement	Examples of Current Adaptations
Psychosocial Work Environment	Novel work conditions, as people work remotely and communicate digitally.	Digital working solutions (Office 365 – MS Teams), virtual meetings and regular staff check-ins.
		Connectivity issues are mitigated by flexible work hours and adjusted expectations. Use of Office 365 has been utilized where appropriate for handling information up to Protected A.
Physical Work Environment	COVID-19 is considered a "Hazard" under the Canada Labour Code.	Promulgation of DM/CDS directive on Public Health Measures and Personal Protective Equipment (PPE) as well as guidance on Occupational Health and Safety (OHS) conditions for business resumption.
		Ability of Defence Team members to have access to their office and ergonomic equipment when and where possible to support working from home.
Family	Care of children at home with full-time work responsibilities for both partners.	Flexible work hours and leave code 699 provision (civilian). Virtual family counselling services and webinars (military).
		Work from home ability and flexible work hours. Spousal employment virtual job fair offered.

Dimension	Impact Statement	Examples of Current Adaptations
Social/ Cultural	Soldier On physical activity programming has been cancelled/postponed.	Virtual execution of program including virtual outreach, engagement, instruction and inspiration.
Financial	Change of home income for non-public servant and non-military spouses and partners.	<p data-bbox="841 730 1373 793">Virtual support/financial counselling services and digital outreach to members.</p> <p data-bbox="841 1045 1365 1171">SISIP launching new communications campaign/effort on social media, CF One community and Base/Wing media to educate and create awareness of SISIP services.</p>
Physical Environment (Home)	Delays in renovation projects due to contractor's inability to provide services in accordance with Public Health Measures (PHM).	As the plans for resumption of activities in the provinces are being activated, home modifications are restarting on a case-by-case basis.



TABLE OF CONTENTS

1.0 Purpose and Scope	16
1.1 Who is the strategy for?	17
1.2 Vision/Mission	17
2.0 Strategic Framework: Total Health and Wellness	18
2.1 Dimensions of Health	18
2.2 Spheres of Influence: A Shared Responsibility	19
2.3 Organizational Support: Enabling Total Health and Wellness	20
2.4 Wellness	22
3.0 Guiding Principles	23
4.0 Where We Are: Investing in the Defence Team	24
4.1 The Strategic Landscape	24
4.2 The Need: Why Does Health and Wellness Matter?	25
4.3 Current Efforts	31
5.0 A Ready and Resilient Defence Team	34
5.1 Striking Balance: A holistic approach	34
5.2 Empowered Individuals	34
5.3 Enabled Leaders	34
5.4 Supportive Organization	35
6.0 Lines of Effort and Strategic Objectives	36
LOE 1: Communicate, Educate, Collaborate	36
LOE 2: Strengthen Governance	36
LOE 3: Enable a Healthier Workplace	36
LOE 4: Improve Access to Care and Support	37
LOE 5: Align and Integrate	37
7.0 Conclusion	38
Annex A	40
Annex B	53
References	58

1.0 PURPOSE AND SCOPE

Mission success requires all of us to perform to the best of our abilities. The Department of National Defence (DND) and the Canadian Armed Forces (CAF) understand that empowering the entire Defence Team to improve their health and wellness is critical to the success of a high-performing organization. A healthier Defence Team is a stronger one, and strengthening the Defence Team is a departmental priority.¹

The *Defence Team Total Health and Wellness Strategy* is founded on an evidence-based innovative framework. It provides the architecture to promote a shared understanding of total health and wellness for all Defence Team members. It is focused on improving individual health outcomes. It is also informed by extensive consultation with subject matter experts (SMEs), organizational stakeholders, leadership, unions and bargaining agents, and members of the Defence Team.

This strategy is based on the simple idea that the commitment of Defence Team members to our success deserves a corresponding commitment by the DND/CAF to support their well-being. A core insight of the strategy is that delivering on this commitment requires an approach that transcends physical and mental health, and moves beyond compliance with occupational health and safety (OHS). It must include other factors from both the workplace and personal life; including spirituality, our psychosocial and physical work environment; our families; our social/cultural connections; our financial health; and the condition of our personal physical environment.

This *Defence Team Total Health and Wellness Strategy* is a renewed approach to the way we care for our people. It builds on cutting edge work in previous strategies that have led the charge on supporting a holistic approach to health and wellness. Strategies such as: the *Canadian Army Integrated Performance Strategy (Mission: Ready – CAIPS)*, the *Surgeon General's Integrated Health Strategy, BALANCE – The CAF Physical Performance Strategy*, and the *Federal Public Service Mental Health Strategy* have shown leadership in advancing the importance of integrated, aligned and balanced approaches to health and wellness.

People continue to be at the core of everything the Defence Team does to ensure Canada remains strong, secure and engaged in the world. Our mission success depends on having healthy, resilient, well-trained, and motivated personnel supported by talented and dedicated defence civilians working within the Department of National Defence (DND). This integrated civilian-military Defence Team is the heart of our institution.

2019-20 DND Departmental Plan

The strategy aims to align and build on these ideas by taking a Defence Team-wide approach that is captured in our Action Plan (Annex A). We will measure and report on our performance with the Performance Measurement Framework outlined in Annex B. The goal is to ensure an effective strategy that creates the necessary conditions which enables our CAF members and Defence civilians to better balance competing demands at work and at home, leading to greater productivity and success.

¹ Strong, Secure, Engaged [2017].

1.1 WHO IS THE STRATEGY FOR?

The Department of National Defence (DND) and the Canadian Armed Forces (CAF)² work together to fulfill the Government of Canada's enduring mission to defend Canadian interests at home and abroad. The collective wellness of the Defence Team is essential to sustaining a combat-ready and combat-effective military force. The *Defence Team Total Health and Wellness Strategy* is a workplace strategy that considers the entire Defence Team. The Defence Team is defined broadly to include all military members (Regular Force and Reserve Force) and their families, civilian public servants, and all other civilians (e.g., Non-public funds employees and contractors) supporting Defence goals. This definition does not represent a change in policy, entitlements or access to programs and services which continue to be subject to the terms of each individual's specific employment agreement. However, this broader definition recognizes the fact that every individual contributes to creating a healthy work environment and is entitled to work in an environment that is free of harassment, discrimination and hateful conduct.

This strategy also acknowledges the intersectionality of identity factors such as gender, race, age, religion, rank,

Reducing Conflict in the Workplace

Supporting Initiative:

Integrated Conflict and Complaint Management (ICCM) services are provided through 16 centres at Bases and Wings nationally and are accessible through telephone or email.

Benefits for the Defence Team:

ICCM aims to improve working conditions and working relationships for CAF members by resolving conflicts quickly with optimal outcomes.

and occupation. Furthermore, the strategy recognizes the differences in legal obligations, terms of employment, employment relationships, and the nature of work in which team members are engaged. Although we share common health and wellness needs, differences in the demands of work and the associated health impacts requires a flexible strategy that can be adjusted based on individual needs and eligibility. We are committed to creating an inclusive and equitable work environment which enables all Defence Team members to reach their full potential.

The *Defence Team Total Health and Wellness Strategy* is aligned with the *DND/CF Code of Values and Ethics*, and *Duty with Honour*, which identifies member well-being as a key enabler to mission success.

This strategy provides the necessary overarching structure and strategic framework to: align existing strategies; address gaps; and ensure integrated coordination across the DND/CAF. The strategy is enabled by all organizations in the DND/CAF and led by the following three organizations with key responsibilities for the health and wellness of Defence Team members:

1. Vice Chief of the Defence Staff (VCDS);
2. Chief of Military Personnel (CMP)/Military Personnel Command (MPC); and
3. Assistant Deputy Minister (Human Resources-Civilian) [ADM(HR-Civ)].

1.2 VISION/MISSION

Our **vision** is for a safe, fit and resilient Defence Team that is empowered to achieve its mission, confident in its ability to fulfill its potential, and enabled to balance the competing demands of work and life.

Our **mission** is to empower Defence Team members with the conditions, knowledge, and support necessary to improve their wellness in pursuit of personal and organizational goals.

² Components of the CAF are in accordance with Part II of the National Defence Act (NDA) as well as QR&O: Vol I, Ch 2 Gov't and Org.

2.0 STRATEGIC FRAMEWORK: TOTAL HEALTH AND WELLNESS

The Total Health and Wellness Strategic Framework moves beyond the focus on physical and mental health. It considers the full spectrum of health and wellness from our personal life to our workplace. It includes prevention activities such as health promotion and education, assessment, as well as care and support. The framework also identifies the spheres of influence that drive positive behaviour change throughout the organization.

This framework will guide the development of new initiatives. It will also help steer the management of existing programs and tools designed to help leaders support diverse members of the Defence Team in achieving health and wellness at home and in the workplace.

Ottawa Charter for Health Promotion's definition of "Health":

"the extent to which an individual or group is able, on the one hand, to realise aspirations and satisfy needs [fitness]; and, on the other hand, to change or cope with the environment [resilience]. Health is, therefore, seen as a resource for everyday life, not the objective of living; it is a positive concept emphasizing social and personal resources, as well as physical capacities."

(McCartney, et al 2019)

2.1 DIMENSIONS OF HEALTH

The *Defence Team Total Health and Wellness Strategy* is based on a dynamic view of health as outlined in the World Health Organization's *Ottawa Charter for Health Promotion*, 1986. This view proposes that health is not simply the achievement of certain physical, psychological and social states—it is the ability to live in a certain way, to manage ourselves and adapt to stressors (physical, mental or otherwise) in our environment. The Ottawa Charter's emphasis on the relationship between social and environmental factors (i.e., workplace factors) and our health is the reason it was chosen to underpin the conceptual framework for the *Defence Team Total Health and Wellness Strategy*.

The Strategic Framework for Total Health and Wellness identifies nine dimensions of health in three groups: workplace, individual, and personal life. The nine dimensions and their relationships are captured in Figure 1. It represents the individual (physical, mental and spiritual)



Figure 1: Dimensions of Health

in the centre, balanced between both the work environment (psychosocial and physical) and their personal life (family, social/cultural, financial and physical environment). It shows that maintaining a positive state of physical, mental and spiritual well-being requires balancing the competing demands of work and life (Workplace/Personal Life). A comprehensive (or “total”) approach to health demands that we look at factors across the workplace, including individual and personal dimensions of health.

2.2 SPHERES OF INFLUENCE: A SHARED RESPONSIBILITY

Supporting behavioural change toward the adoption of healthier lifestyles and creating a culture of health and wellness in the workplace is a shared responsibility among individuals, leadership, and the DND/CAF. To be successful, health and wellness initiatives must target all levels of the organization, with people at its core. Canada’s Defence Policy—*Strong, Secure, Engaged (SSE)*—echoes this sentiment with people at the top of the agenda. Figure 2 defines the main spheres of influence for improving health and wellness outcomes and driving positive behaviour change in the workplace.

Defence Team Members and Mediators

Individual Defence Team members are at the centre of change. Although leadership and organizational conditions have considerable influence over individual well-being, it is also important to recognize the control employees/members have over their personal health: through the choices they make and the lifestyles they adopt. Individuals also contribute in important ways to creating a positive psychosocial work environment through interpersonal and social interactions, and by adhering to our determined efforts to remove systemic behaviors that create toxic environments. They are supported by a variety of mediating organizations, such as unions and bargaining agents in the case of Defence civilians. The dotted line in Figure 2 captures the notion that mediating organizations are an enabler of individual health and wellness.

Leaders

Military and civilian leaders throughout the DND/CAF have considerable capacity to influence the well-being of Defence Team members, given their impact on the quality of the workplace through their leadership/manage-

ment style, role-modeling, coaching, and their capacity to inspire employees/members in the workplace. The example they provide, the expectations they set, the work conditions they create, and their knowledge and interpretation of personnel policy underpin a work climate and culture that, in positive instances, motivates and engages Defence Team members. Leaders are also on the front-line of organizational support as they are in the best position to identify employee/member health and wellness needs and encourage them to take advantage of available resources. Leaders are also critical to enforcing corrective action when negative workplace behaviours compromise the well-being of others.

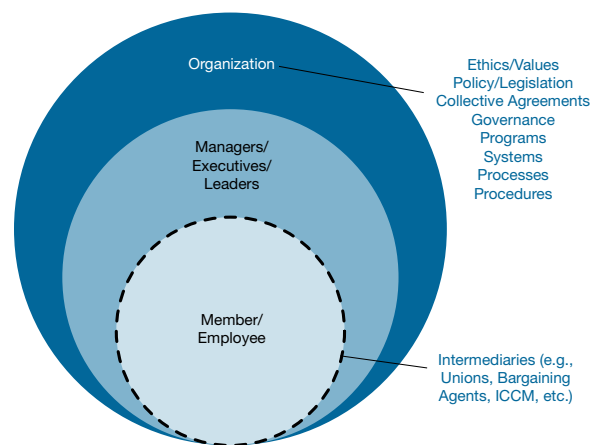


Figure 2: Spheres of Influence

Health Leadership

Every individual in the organization, regardless of rank or role, can lead by example through their choices and behaviours. Research shows that coworkers play an important role in influencing perceptions, attitudes and behaviours of work colleagues. The *Defence Team Total Health and Wellness Strategy* encourages DND employees and CAF members to be Health Leaders by embodying and promoting healthy behaviours.

The Organization (DND/CAF)

The Organization is responsible for abiding by legislation, Treasury Board regulations, and it sets the policies, programs, systems (e.g. compensation, grievance, information systems), and processes that direct and support both leaders and their staff in the performance of their jobs. The availability of the right organizational supports—programs and systems with supporting policies/legislation—provides the Defence Team leadership and its members with the necessary tools to address health and wellness issues in the workplace. For example, programs such as the Employee Assistance Program (EAP), for DND civilians and the equivalent Canadian Forces Member Assistance Program (CFMAP) both provide direct assistance, advice and referrals to leaders/employees/members. Organizational policies support positive behaviour changes and prohibit harmful activities. Administrative pay systems support timely compensation and financial well-being. These systems are critical organizational elements to health and wellness.

2.3 ORGANIZATIONAL SUPPORT: ENABLING TOTAL HEALTH AND WELLNESS

The improvement of health and wellness outcomes also requires the development of programming that directly targets the full spectrum of organizational supports. They include (i) assessment, (ii) promotion, empowerment and prevention, and (iii) care and support.

Assessment

Assessment activities are focused on the evaluation and measurement of health, wellness and well-being across individual, work and personal dimensions. The aim of assessment activities is to identify needs and opportunities for health and wellness improvement to support the development of programs and strategies that, in turn, support positive health and wellness outcomes.

Promotion, Empowerment and Prevention

Addressing the root causes of poor health can improve health and wellness outcomes and prevent illness and



injury before they happen. This includes prevention activities through empowering programs aimed directly at addressing the root causes (workplace, individual, and personal dimensions) of health and wellness issues.

Care and Support

Preventing health and wellness issues before they emerge is ideal, however when illness and injury do occur, we have an obligation to provide quality care and support. Across the Defence Team, a range of care and support services that span the dimensions of health are available to military members, their families, and civilian members of the Defence Team.

Examples of Organizational Supports include:

Assessment

- Surveys (Public Service Employee Survey, Health and Lifestyle Information Survey, Defence Workplace Well-being Survey); and
- Administrative Reporting (Occupational Health and Safety compliance, Departmental Results).

Promotion and prevention

- Communication campaigns;
- Education and training programs (Strengthening the Forces, PSP health promotion activities); and
- Prevention activities (DFit programs, Road to Mental Readiness (R2MR), Respect in the CAF Workshop and *The Path* online course).

Care and support

- Clinics;
- Transition Centres;
- Chaplain Services;
- Return to Duty Program;
- Casualty Support;
- National peer support programs;
- CF Member Assistance Program (CFMAP);
- Employee Assistance Program (EAP); and
- Office of Disability Management.

Helping Defence Team Members Manage Disabilities

Supporting Initiative: The Office of Disability Management (ODM) is a new organization that aims to help DND employees remain in the workplace or return to work as early as medically feasible. The ODM is an impartial, collaborative and inclusive service that supports employees and supervisors/managers dealing with disability-related matters.

Benefits for the Defence Team: DND employees managing a disability-related matter now have access to Disability Management Advisors (DMAs) who can provide advice and guidance, support and tools to help employees deal with injury, illness or impairment through to recovery, return to work, medical accommodation or medical retirement.





2.4 WELLNESS

Collectively, the dimensions, spheres of influence and organizational supports define the total health component of Total Health and Wellness. The concept of wellness builds on these ideas by looking at health challenges from a holistic perspective.

Efforts to improve one's physical health, mental health and spiritual health cannot be separated from all the demands from other parts of life. Time and resources are limited. Making progress in one area of one's life can lead to sacrifices in other areas, such as taking time away from family to focus on career development. However, some changes can have positive benefits across multiple dimensions. For example, exercising at the gym or doing regular cardiovascular fitness activities (running, biking, hiking, etc.) not only improves overall physical health, but also decreases stress. Decreasing stress improves mental health, which can, in turn, increase familial health and positive psychosocial health in the workplace.

Wellness is about maximizing potential³ and requires a holistic approach to better manage competing demands across all dimensions of health at the same time. By focusing on wellness, the *Defence Team Total Health and Wellness Strategy* is targeting the more global challenges faced by Defence Team members as individuals and leaders to balance, align, and integrate competing aspects of work and their personal lives.

To achieve optimal wellness, Defence Team members must take stock of their current health status in all nine dimensions of health and set health priorities and targets to work toward personal health goals. Once personal health goals are set, the alignment and integration of health priorities will facilitate an economy of effort towards those goals.

³Harari, Waehler & Rogers [2005].

3.0 GUIDING PRINCIPLES

Optimal health and wellness requires a **balance** of competing demands, an **alignment** of resources to meet needs and the **integration** of total health and wellness activities for higher levels of functioning. Balance, alignment and integration are guiding principles for achieving wellness and apply to each of the spheres of influence: organization, leaders and individuals.

Balance

Organizational Balance: Institutionally, the DND/CAF must balance the achievement of mission success while creating conditions that support member well-being and commitment.

Leadership Balance: Leaders must balance the need to meet organizational objectives with their parallel responsibility to support the health and wellness of Defence Team members.

Individual Balance: Individual Defence Team members must strive to balance the competing demands of work and their personal lives while leaders and the organization improve supporting conditions.

Alignment

Organizational Alignment: The alignment of organizational structures and systems is necessary to address any gaps in capability, equity and inclusivity, and optimize policies, programs and service delivery.

Leader Alignment: Leaders must establish health and wellness priorities to align their resources, within constraints, to meet organizational objectives while supporting the health and wellness of all Defence Team members.

Individual Alignment: Individuals must also align the available resources, including time and organizational supports, to optimize their ability to meet competing demands across all dimensions of health.

Integration

Organizational Integration: Integrating health and wellness principles into governance structures, policies, programs, and practices across the DND/CAF will focus efforts on shared outcomes and optimize organizational supports.

Leader Integration: Integrated policies, programs and systems will enable leaders to better coordinate their efforts to balance and align organizational demands and member well-being.

Individual integration: For individuals, integration requires taking steps to maximize limited time and resources at home and work by coordinating and combining activities to get more from the same activities.

4.0 WHERE WE ARE: INVESTING IN THE DEFENCE TEAM

4.1 THE STRATEGIC LANDSCAPE

Defence Team members provide a unique service to Canadian society. As such, we consider their health and wellness not only a practical duty to enable mission success, but also a moral obligation in recognition of their tireless efforts to defend our nation and promote Canadian values and interests. The Government of Canada's Defence Policy — *Strong, Secure, Engaged* — provides unprecedented support to Defence Team members. Its commitment of long-term funding signifies a genuine concern and respect for their quality of life at work and at home. The *Defence Team Total Health and Wellness Strategy* is aligned with the *Defence Team Human Resources Strategy*,

striving to optimize our workforce, increasing our operational and institutional effectiveness, and positioning the DND/CAF as an employer of choice within Canadian society.

The DND/CAF's commitment to wellness is reinforced through our continuous investments in health and wellness-related strategies, programs, and services. The *Defence Team Total Health and Wellness Strategy* is part of a larger continuous improvement effort to ensure people excel in the defence of the nation. Continuous improvement necessitates the alignment of efforts through a comprehensive approach to health and wellness. This, in turn, promotes collaboration, capitalizes on the institution's expertise, and helps to reduce barriers to wellness.



The Government of Canada's commitment to creating a healthy, respectful, and supportive workplace is reflected in the Federal Public Service Workplace Mental Health Strategy.

(GC, 2016)

4.2 THE NEED: WHY DOES HEALTH AND WELLNESS MATTER?

4.2.1 WORK AND PERFORMANCE

Wellness contributes to mission success by providing the Defence Team with the skilled, fit, and motivated personnel they need to meet their professional obligations and maintain operational effectiveness. People who are well are more empowered, productive, and inclined to remain in service—which is critical, given the high operational tempo faced by the DND/CAF.

Workplace factors such as autonomy, role clarity, and a sense of belonging contribute to greater levels of motivation, engagement, job satisfaction and productivity. Work overload, unclear roles, competing or conflicting demands, racism, discrimination, and bias increase the risk of workplace strain and may lead to disengagement

ABSENTEEISM

2014: 38,113 workdays (8 work days per member) were lost due to health-related absenteeism in the CAF (HLIS, 2016).

2018: 23% of executives reported taking sick or vacation leave days for stress at an average of 11.1 days in 12 months (APEX, 2018).

PRESENTEEISM

A typical employee works 6.7 days/year while ill or injured. Lost productivity is 7.5 times greater than productivity losses from absenteeism (Lowe, 2002).

2018: 68% of executives have gone to work sick or in a bad state of health (APEX, 2018).

and burnout. Our ability to remain effective now and into the future hinges on ensuring our people feel enabled, empowered and supported.

We recognize that crippling stress is not a ‘badge of honour’. It is a burden with inevitable negative health consequences that jeopardizes our success. Despite our efforts, the 2018 Defence Workplace Well-being Survey revealed that one third (34%) of the Defence Team has lower workplace well-being than their peers, including lower morale and job engagement, and higher levels of psychological distress. Low perceived organizational support, low relatedness (sense of belonging), excessive job stress and a lack of meaningful work were identified as the main factors contributing to lower workplace well-being. Similarly, senior public service leaders are also experiencing increased work stress. Lower-level Defence executives, while reporting fewer work hours than senior executives, are experiencing difficulties managing the demands of work, are less satisfied with their job, and are more likely to get burnt out from work (APEX, 2018).

Lower workplace well-being and high levels of psychological distress can have a negative impact on productivity in the workplace and can be linked to increased absence from work (Kelloway et al, 2005). Consequences resulting from absence from work due to issues such as illness, disability, or personal or family responsibility—known as absenteeism—can be far reaching and negatively affect productivity and workplace morale (The Conference Board of Canada, 2020). A more subtle but equally significant problem is presenteeism, whereby unwell individuals show up for work, but are not fully engaged in their jobs because of personal health and life issues (Catano et al, 2016). This is the result of one’s prioritization of work life over personal life and can be attributed to a variety of factors that include excessive workload, workplace culture and feeling compelled to put in long hours (Lowe, 2014).

A fit and resilient Defence Team requires a work environment which supports the pursuit of wellness. Through this strategy, the DND/CAF commits to better understanding the main causes of stress which can have a negative impact on productivity as well as the ways in which health and wellness can be supported by empowering those who have the most influence within the organization. COVID-19 survey results exemplify the importance of having a holistic strategy focused on the well-being of our Defence Team.

4.2.2 A HEALTHY WORK ENVIRONMENT IS THE FOUNDATION

Elements of the physical work environment, such as air quality, temperature, ergonomics, lighting, access to gyms, bike/running paths, layout/design and physical factors, have a direct relationship to our physical and mental well-being and have been the subject of occupational health and safety efforts to date. More recently, the psychosocial work environment is receiving greater attention due to the profound impact it has on employee engagement, job stress, and turnover intentions. This environment consists of the larger interpersonal and social relationships that define the social dimension of work.

Ensuring Professional Conduct and Culture

Supporting Initiative: The Chief, Professional Conduct and Culture (CPCC) leads cultural transformation. The CPCC will unify and integrate all associated culture change activities across the Defence Team. The CPCC works in coordination with existing groups to continuously progress our culture and governance to better embody shared professional values and ethos that embrace the diversity and values of Canada, wherein all members thrive in a dignified, equitable, respectful and inclusive institution, while continuously delivering and supporting operational excellence.

Benefits for the Defence Team: All members of the Defence Team can actively contribute to culture change where we strive for more authentic interactions through clear and simplified mechanisms to eliminate harmful mindsets and conduct.

According to the 2018 Defence Workplace Well-being Survey, a majority of the DND/CAF personnel (66%) report positive levels of workplace well-being. Notwithstanding these results, a significant minority of Defence Team members are experiencing a lower level of workplace well-being. Those more likely to fall into the lower well-being category reported low levels of perceived organizational support and relatedness, a lack of meaningful work, and high levels of job stress (DWWS, 2018). These results are consistent with the 2018 results from the Public Service Employee Survey which identifies areas such as workload, job stress and perceptions of organizational support as needing the most improvement (PSES, 2018).

“Everyone deserves a workplace that is healthy, safe, and inclusive regardless of gender, sexual or gender identity, disability, race, or religious beliefs. My top priority is to make sure that everyone in the Canadian Armed Forces and the Department of National Defence feels safe and protected. We must provide all necessary support when our members need it, and ensure that we have structures in place to ensure that justice is served.”

Anita Anand, Defence Minister

Creating a healthy work environment is essential to improving health and wellness in the DND/CAF population. Addressing stressors is fundamental to improving overall health in the workplace. These stressors include workload, time pressure, and offences like incivility, microaggressions, bullying, harassment, and even violence, sexual assault and racism. A fit and resilient Defence Team requires an inclusive work environment that supports the pursuit of wellness. The DND/CAF is dedicated to increasing its understanding of the effects of a healthy workplace on its workforce in order to set the necessary positive conditions for the health and wellness of Defence Team members.

4.2.3 AN INCLUSIVE AND DIVERSE DEFENCE TEAM

Defence Team members work together in an integrated manner to carry out the Defence mandate. This relationship allows the organization to draw on the specialized expertise of military and civilian personnel to perform the critical work needed to achieve operational effectiveness.

Women report higher levels of workplace harassment than men. This includes verbal abuse, humiliating behaviour, threats, physical violence, and sexual harassment.

Statistics Canada, 2018

Discrimination, harassment, and violence based on any identity factor is a threat to the health and wellness of the Defence Team and to our ability to work collectively toward shared goals. Various forms of discrimination exist based on a range of identities, such as: gender, sex, race, ethnicity, Indigeneity, religion, disability, etc. Individuals also experience multifaceted layers of discrimination based on the intersectional nature of their identity factors. Harassment in the workplace is linked to increased dissatisfaction, low motivation, lower relatedness, and higher turnover intentions (Hango & Moyser, 2018). This, in turn, can lead to decreased wellness due to increased psychological distress.

In the 2018 Defence Workplace Well-being Survey, Defence Team members of visible minority groups and Indigenous persons were as likely to fall in the lower well-being group as their non-Indigenous, non-visible minority colleagues. At the same time, CAF workplace harassment surveys have consistently shown that CAF members of designated minority groups are more likely to experience abuse of authority and personal harassment. Understanding workplace experiences from the perspective of diverse groups, and at both the individual and organizational levels, is of paramount importance to developing ways to overcome barriers to diversity and inclusion.

Protecting human rights and supporting gender equality and diversity is critical to a healthy DND/CAF. Wellness in the workplace requires the elimination of barriers to an

inclusive and equitable workplace as well as introducing supportive programs and services. The *Defence Team Total Health and Wellness Strategy* calls for all health and wellness policies, programs, and services to conduct gender-based analyses plus (GBA+) in the design, delivery and continuous improvement of these initiatives. The use of GBA+ mitigates systemic barriers to the wellness of the Defence Team. We must consider the needs and interests of our diverse Defence Team members to ensure we are ready to achieve our objectives. Continued success depends on a modernized workforce reflective of Canadian values at their best. A diverse workforce promotes innovative thinking and benefits from having Defence Team members with different experiences and perspectives. We must reflect “Canadian ideals of diversity, respect and inclusion, including striving for gender equality and building a workforce that leverages the diversity of Canadian society” (SSE, 2017).

Creating Positive Spaces

Supporting Initiative: The Positive Space program is a joint ADM(HR-Civ) and CMP initiative which fosters the creation of a safe and inclusive work environment for everyone, regardless of their sexual orientation, gender, identity, or gender expression.

Benefits for the Defence Team: The Positive Space program provides training and education for the purpose of creating a safer and more open-minded environment for all members of the Defence Team.

We embrace and actively promote diversity and inclusion as a core institutional value that goes beyond Employment Equity. We also acknowledge that a diverse Defence Team is better equipped to fully contribute to the execution of missions at home and abroad. As such, we are committed to ensuring the *Defence Team Total Health and Wellness Strategy* considers impacts and experiences across genders and multiple intersecting identities when determining the needs of Defence Team members.

OUR LEADERS

More than half of Federal Public Service executives (54%) report that their work obligations make it difficult to feel relaxed at home, or that work regularly takes up time they would have liked to spend with family or friends (53%). Also, 44% feel their work schedules make it difficult to fulfill domestic obligations (APEX, 2018).

4.2.4 PRIORITIZING WOMEN'S HEALTH

Sex and gender are important determinants of health which, along with other intersecting cultural, social, economic and environmental factors, can have a profound influence on health and wellness. Any successful approach to health and wellness promotion, prevention and care and support must factor sex and gender and related social determinants into the design of health initiatives from the outset. Historically, when compared to public service employees and Canadians

writ large, this fact has not been adequately recognized in the Canadian Armed Forces (CAF), and has been reflected in inequities built into policy, health benefits and health care approaches. From medical and healthcare research, to prescription drug protocols, to treatment options and access to care, a sex and gender-based health gap among CAF personnel has persisted.

As the CAF strives to improve enrolment of women in its ranks, addressing health and wellness needs related to sex and gender is also critical to ensuring we retain those women. Women currently make up 16.3% (15,536) of the Regular Force and Primary Reserve. By comparison, women constitute 42.45% (12,087) of public service employees working in the Department of National Defence. The Employment Equity Plan and stated policy goal in *Strong, Secure, Engaged* is to increase representation of women in the CAF to 25.1%. The under-representation of women in the CAF has contributed to strategic policy and decision-making that lacks women's perspectives regarding their health needs. Further, under-representation of women has also been linked to the prevalence of discriminatory and harmful conduct in the workplace, impacting the psychosocial and physical well-being of affected women in the CAF (Davis & Squires, 2019).

The Women's Health Framework

The Women's Health Framework builds on existing CF Health Services evidence-based, best-practice clinical medicine standards for women.

The Framework focuses attention on sex and gender as contributing factors to health, injury, disease and health care and aims to:

- increase our knowledge regarding everyday and long-term health for women;
- optimise preventive medicine for women;
- support women's health care in the military context; and
- enhance women's occupational performance.



Current research has shown that CAF females are at a higher risk of musculoskeletal injuries like stress fractures and back pain compared to their male counterparts. Importantly, women CAF members are also more likely to report barriers to accessing health care and health-related accommodations. Qualitative evidence also points to persistent unresolved issues with ill-fitting operational clothing, load-carriage systems and personal protective equipment for females, adding to a general lack of awareness and understanding regarding reproductive health, maternity, postpartum depression, lactation, menopause and the impact of training and exercises on the female body. Although, work-life balance is consistently identified in CAF Research as a retention factor for both men and women in the CAF, population statistics have demonstrated that in families with children, women continue, on average, to spend more time on parental tasks (e.g., child care, dependent education, etc.). Unpaid family work remains a driver of inequality and directly impacts women's well-being, time spent at work, and job quality (Leclerc, 2020). Similar impacts of unpaid family work are experienced by women in the federal public service, which were further strained by additional home responsibilities, such as home schooling, due to the COVID-19 pandemic. To support employees in need, the

Government of Canada introduced a pandemic focused leave provision (i.e., Leave 699) in addition to leave provisions contained in collective agreements. Leaders and managers were also encouraged to support employee accommodation through flexible work schedules.

Understanding that women's health needs are different than those of men, the Defence Team must institute processes that challenge assumptions and uncover hidden impacts on individuals and social groups. To support women to reach their full potential and goals, and to optimize operational effectiveness, a gender and sex informed approach to health and wellness must also be supported by an inclusive, equitable, trauma and violence-informed, contextually-tailored and culturally-sensitive approach to care in order to reduce health care inequities (Browne et al, 2012).

To create equity in care, additional research, supports and enablers may need to be tailored to the needs of women. The implementation of the Women's Health Framework will be an important contribution to enhance women's long-term health and occupational performance. It will be applied to future research and policy development to optimize the health and wellness care provided to women in the CAF.



4.2.5 WORK AND LIFE

Balancing the competing demands of work and personal life can be difficult to achieve. Just as work plays a significant part in all of our lives, aspects of our personal lives can also support or hinder our health and wellness at work. Healthy work-life balance reduces stress and helps prevent burnout in the workplace. Not only can it improve productivity and performance, it is also important for physical health and relationships.

While we are already making great strides in promoting increased work-life balance, the Defence Workplace Well-being Survey reveals that work-family conflict remains a concern for 31% of the Defence Team (DWWS, 2018). These results are supported by additional research showing Defence Team members identify their lack of work-life balance as a barrier to pursuing learning opportunities, maintaining a healthy diet, spending time with their family, coping with stress, and pursuing recreational activities (Prairie Research, 2016).

Participants of the Defence Team consultations conducted at CAF Bases and Wings across Canada in the Summer of 2018 also expressed that balancing work and family demands along with personal health interests is a continual struggle. Most participants voiced concerns with their ability to meet all of their work and family obligations while maintaining personal care, resulting in the tendency to neglect sleep, exercise, and/or nutrition. Many participants stated they lack the energy or time to fit healthy activities into their schedule and admitted that the stressors associated with work-life conflict have led to maladaptive coping (e.g., drinking alcohol to deal with stress or experiencing feelings of guilt for not meeting others' expectations).

It is no easy task to achieve work-life balance in today's unpredictable and fast-paced world. As we grow more connected through technology and social media, it is becoming increasingly difficult to separate work from our personal lives.

Managing the demands of work has only been exacerbated by the extended use of technology which has blurred the lines between work and home life, rather than providing more flexibility. The DND/CAF is committed to facilitating positive work-life balance for Defence Team members and fostering a culture of reasonable accommodation. This includes gaining a clear understanding of workload, time pressures, prioritization, and aligning the necessary tools to allow Defence Team members to better balance their priorities for optimal wellness both at work and at home.

Expanding Support to Families

Supporting Initiative: Families are the “strength behind the uniform” and family support is critical to a healthy Defence Team. The Government of Canada will be investing \$144.8M to expand Military Family Resource Centres (MFRC) to ensure military families have support when and where required.

Benefits for the Defence Team: The Military Family Services Program (MFSP) introduced almost 200 new programs and services. Through these expanded programs CAF members can expect to see a reduction in wait times for mental health services, family access to tele-medicine services and improved access to counselling services.

We are committed to an inclusive military and civilian Defence Team that grows in diversity and represents Canadian values at their best.

-Message from the Minister of National Defence in the DND/CAF 2019-2020 Departmental Plan

4.3 CURRENT EFFORTS

The *Defence Team Total Health and Wellness Strategy* builds on significant investments across all the dimensions of health by both the DND and the CAF. These investments are reflected in a comprehensive suite of health-related strategies and programs targeted at each of the dimensions. They are currently underway to promote the benefits of healthy living, prevent illness and injury, and improve the supports available to Defence Team members in need.

The strategy is designed to complement and amplify the following efforts. It does so by introducing an evidence-based holistic approach to wellness as the foundation for greater alignment and integration among existing initiatives.

4.3.1 STRATEGIES



The *Federal Public Service Workplace Mental Health Strategy* outlines the GC's efforts to build a healthy, respectful, and supportive work environment that strengthens the public service.



The *CAF Diversity Strategy* sets goals and objectives to create the conditions for an operationally effective, diverse, respectful and inclusive CAF.



The *Defence Departmental Occupational Health and Safety Strategy* outlines the organization's commitment to foster an environment in which the health, safety, and well-being of Defence Team members are foremost in the decisions and actions of everyone in the workplace.



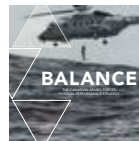
The *Surgeon General's Mental Health Strategy* guides our efforts, and priorities and highlights our role in supporting the mental well-being of military members.



The *Surgeon General's Integrated Health Strategy* outlines our commitment to ensuring military members get the care they need when they need it from the right members of the support team.



The *CAF/VAC Suicide Prevention Strategy* establishes our ongoing commitment to suicide prevention and presents a comprehensive approach in support and protection of CAF members and veterans.



BALANCE – The CAF Physical Performance Strategy is designed to encourage a culture of well-being and improve operational effectiveness through performance behaviours.



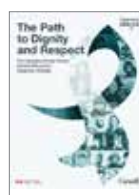
The *Spiritual Wellness Strategy* offers the full spectrum of moral, spiritual, religious care, advice and support to military members of the military community.



Mission: Ready – The Canadian Army Integrated Performance Strategy promotes the adoption of a performance-oriented and health and fitness-based culture in support of ready and resilient soldiers.



The *Comprehensive Military Family Plan* aims to enhance the experience of Canadian military members and their families.



The Path to Dignity and Respect: The CAF Sexual Misconduct Response Strategy will create the conditions to prevent and address sexual misconduct within the CAF and create a work environment that respects the dignity of all Defence Team members.



The *Accessibility Strategy* for the Federal Public Service is a roadmap to prepare the Public Service to lead by example and become a model of accessibility for others.

4.3.2 SUPPORTING PROGRAMS AND SERVICES⁴

<p>Sexual Misconduct Response Centre (SMRC)</p>	<p>The SMRC offers support to individuals affected by sexual misconduct, provides expert advice to the Defence Team, and monitors progress in addressing sexual misconduct within the DND/CAF. Anonymous and confidential 24/7 support is available.</p>
<p>Integrated Conflict and Complaint Management (ICCM)</p>	<p>ICCM provides a trusted and confidential environment available to CAF members to navigate, select and engage in conflict and complaint resolution mechanisms.</p>
<p>Adaptation of the National Standard to improve Psychological Health and Safety in the Workplace</p>	<p>The National Standard for Psychological Health and Safety in the Workplace aims to promote mental health and prevent psychological harms in the workplace through the development of a monitoring framework and supporting guidance, tools and resources (Mental Health Commission of Canada).</p>
<p>Office of Disability Management</p>	<p>The Office of Disability Management (ODM) is a new organization that aims to help DND employees remain in the workplace or return to work as early as medically feasible.</p>
<p>Family Support Program</p>	<p>The Military Family Support Program provides services to support all military families in managing the unique challenges related to military lifestyle.</p>
<p>CAF Transition Group</p>	<p>The CAF Transition Group, in coordination with valued partners, delivers personalized, professional, and standardized casualty support and transition services to CAF members and their families to enable seamless transition and enhanced well-being with special attention provided to ill and injured personnel, their families and the families of the deceased.</p>
<p>Seamless Canada</p>	<p>Seamless Canada aims to enhance dialogue with governments, private sector and non-government organizations to improve the coordination of services across Canada. The aim is to ease the burden of frequent relocation, creating a seamless experience for military families.</p>
<p>Defence Ethics Program (DEP)</p>	<p>The DEP is a comprehensive values-based program aimed at fostering the practice of ethics in the workplace and in operations, such that all Defence Team members perform their duties to the highest ethical standards.</p>

⁴ The strategies from the previous page, as well as these programs and services are not exhaustive and reflect only some of the significant investments made by the DND/CAF across all dimensions of health.

4.3.3 HEALTH AND WELLNESS SYSTEMS

Delivering on the DND/CAF's commitment to supporting the health and wellness of Defence Team members depends on a variety of organizational support systems. A focus on wellness calls for the alignment and integration of these systems to further empower the Defence Team. This approach requires the engagement of a range of activities, including effective governance, ongoing consultation and collaboration across the institution, and supporting policy to address health and wellness issues in the workplace.

Governance

In the Fall of 2019, the Total Health and Wellness Sub-Committee (THW SC) was established under the Defence Team People Management Committee (DT-PMC). This Sub-Committee is responsible for the coordination and oversight of Defence Team health and wellness activities at the national level, and for the provision of total health and wellness advice to the DT-PMC. The Sub-Committee is composed of DND and CAF leadership across environmental commands and includes subject matter experts from all dimensions of health. Its current priorities are the completion and institutionalization of the *Defence Team Total Health and Wellness Strategy*.

Innovating Healthcare Delivery with Virtual Care Options

Supporting Initiative: The Canadian Forces Health Services (CFHS) intends to implement virtual care as an enduring element of CAF military health care delivery.

Benefits for the Defence Team: Virtual care platforms remove physical barriers for CAF members across the world by enabling contact with clinicians and health workers through communications platforms. Virtual care options will improve access and continuity of care to CAF members in more remote locations and reduce the additional effort that in-person visits require without sacrificing quality of care.

In 2019, a network of health and wellness committees was established through *BALANCE – The CAF Physical Performance Strategy*. These committees ensure local level support for health and wellness at all Bases and Wings across Canada. The Total Health and Wellness Strategy team consulted with a number of these health and wellness committees to understand the regional needs and the significant efforts already underway. Continuous improvement necessitates a reciprocal bottom-up/top-down approach to understand local-level issues and their impact on national programs. The integration of health and wellness committees into a federated governance model with the THW SC will lead to more responsive national initiatives through sharing of best practices and lessons learned, while empowering Bases and Wings to create local solutions to address local circumstances.

Policy

Well-aligned and integrated total health and wellness related policies are necessary to enable a healthy work environment in support of the health and wellness of the Defence Team. Clear direction and accountability will clarify the roles and responsibilities for health and wellness across the organization. A systematic review of existing DND/CAF health and wellness related policies is required to better understand potential barriers to wellness that currently exist in the policy suite. This review will identify opportunities for alignment to meet the needs of both the organization and Defence Team members. To support greater integration across the institution, efforts will also look to establish an umbrella policy to reinforce the existing suite of policies, communicate the established total health and wellness governance framework, and to clearly communicate the necessary conditions for achieving desired results.

5.0 A READY AND RESILIENT DEFENCE TEAM

5.1 STRIKING BALANCE: A HOLISTIC APPROACH

We all have a role in creating the necessary conditions for a healthy and supportive work environment, and therefore must recognize our influence in the workplace and lead by example through our choices and behaviours, regardless of rank or position. Every member of the Defence Team must take ownership of their individual health and wellness. In turn, leaders must set the work tempo, lead by example, and balance the needs of their people against the needs of the organization. The organization must put in place the conditions to support leaders, so they are enabled to prioritize health and wellness initiatives.

5.2 EMPOWERED INDIVIDUALS

The *Defence Team Total Health and Wellness Strategy* aims to create the conditions that empower Defence Team men, women and non-binary members to obtain the support they need to make better choices, adopt healthier behaviours, and to have their voices heard on addressing workplace barriers to wellness. While leaders and the organization provide the supporting mechanisms, individual Defence Team members share responsibility for their personal health and wellness. Defence Team members should be provided with information to increase their knowledge of health and wellness to better understand their needs. They should be encouraged to communicate their workplace wellness needs with leaders and managers to work collectively on reasonable solutions which meet those needs. Finally, Defence Team members should be empowered to leverage organizational resources and access available services and programs to improve their wellness outcomes.

PEAK PERFORMANCE WORK + REST = GROWTH

The key to peak performance is balancing the right kind of work followed by periods of rest. Rest is essential to peak performance as it allows for the reduction or elimination of harmful stress and recovery and rebuilding of the body and brain. It not only prevents creative burnout and cognitive fatigue, but it also fosters breakthrough ideas and innovation.

(Stulberg & Magness, 2017)

5.3 ENABLED LEADERS

The wellness of the Defence Team is a shared responsibility between Defence Team members and the DND/CAF leadership. For the strategy to succeed, it must be embraced by leaders at all levels of the organization and become part of the culture within the DND/CAF.

A core capability of effective wellness leadership is the ability to balance institutional requirements with employee/member needs and abilities. Leaders must be enabled with the necessary organizational supports to manage workloads through clear and consistent priorities and the necessary resources to fulfil their obligations. Leaders must be encouraged to move beyond the minimal requirement of compliance with policy to adopt a values-based approach that prioritizes health and wellness across DND/CAF efforts. Leaders are responsible for being role models who actively support equality and inclusivity and recognize the diverse needs and the potential negative differential impacts of policies, programs and decisions on different groups of people within the Defence Team. The sound

judgment of leadership will be essential to balancing the competing values of the organization (i.e., mission success and member well-being) by weighing risks and benefits to prioritize efforts.

5.4 SUPPORTIVE ORGANIZATION

If the DND/CAF is to maintain long-term organizational health in support of a ready and effective military force, we must continue to build on our achievements and provide the leadership of the Defence Team with the policies, programs, and systems necessary to succeed. The institution must create the conditions for exercising and empowering a mission command approach. The success of our leaders, and the greater Defence Team, depends on providing them the information and tools they require to execute their responsibilities.

Leadership doctrine identifies a focus on member well-being as a strategic enabler of operational success. Focusing on wellness cannot remain a theoretical notion. It must be integrated into our organizational identity and values and the way we do business. Leaders also have a critical role in developing and maintaining an inclusive and equitable workplace. Supporting wellness must also be reflected in concrete changes in policy and programs if we are to promote a wellness culture and combat any negative attitudes and stigma related to the pursuit of wellness. We will keep a finger on the pulse of operational tempo to reduce fatigue, psychological distress, and burnout thereby enhancing the Defence Team's ability to achieve mission success.

The DND/CAF understands the importance of health and wellness and continues to build on significant investments. The *Defence Team Total Health and Wellness Strategy* provides the institution with an opportunity to align our efforts and integrate wellness into our current structures, processes, policies, programs, and services. This will help ensure our members meet their responsibilities to the Government of Canada.

Much progress continues to be made in each of the dimensions of health. The *Defence Team Total Health and Wellness Strategy* aims to contribute to these efforts by focusing on higher order factors. This strategy will enable the ability of individuals, leaders and the institution to better balance, align and integrate their respective efforts. The lines of effort in the following section provide the basis for a holistic approach to achieving our vision for a fit, resilient, inclusive and diverse Defence Team.

Providing Direct Assistance to Defence Team Members – EAP & CFMAP

Supporting Initiative: Maintaining the well-being of all employees is a commitment the Defence Team takes seriously. The objective of the Employee Assistance Program (EAP) and Canadian Forces Member Assistance Program (CFMAP) is to support employees/members who may be experiencing personal, health or work-related concerns.

Benefits for the Defence Team: Employees/members and their family members have access to the EAP and CFMAP programs, that are voluntary, neutral and most importantly, confidential. The programs are designed to help individuals access services and acquire the skills and knowledge to address personal, health or work-related concerns, which contribute to employee well-being in the workplace.

6.0 LINES OF EFFORT AND STRATEGIC OBJECTIVES

LOE 1: COMMUNICATE, EDUCATE, COLLABORATE

Empowering Defence Team members to be well means providing them with the knowledge, skills and abilities to prevent illness and injury. The *Defence Team Total Health and Wellness Strategy* will enhance existing health promotion programming with the inclusion of new communications and educational approaches. It will take an integrated view of health and wellness needs that reflects relationships between the dimensions of health. Engagement with stakeholders and reviews of DND/CAF research revealed that many Defence Team members remain unaware of the variety of support programs that are available to them. Accessing available supports is an important first step in addressing health and wellness challenges. Improving the use of programs and services, an integrated health and wellness communications and education strategy will be developed to increase awareness of policies, programs and services. Institutional health and wellness champions will be engaged to ensure greater engagement at all levels of leadership and across the DND/CAF.

Strategic Objective 1.a.: Increase knowledge of health and wellness through collective promotion activities.

Strategic Objective 1.b.: Increase health and wellness literacy through harmonized training and education.

Strategic Objective 1.c.: Engage champions and advocates to promote wellness.

LOE 2: STRENGTHEN GOVERNANCE

A strong, healthy workforce requires that organizational structures be put in place for greater alignment and integration of health and wellness into organizational priorities. This strategy calls for the implementation of the Total Health and Wellness Governance Framework to support a reciprocal bottom-up/top-down approach. This will in-

clude stakeholders at all levels of the DND/CAF and will lead to more responsive and pertinent solutions. Existing governing bodies will be leveraged and aligned to provide the necessary support to Defence Team total health and wellness initiatives and facilitate sharing and reporting of regional best practices to foster innovation. A robust performance measurement framework will be developed for greater evidence-based decision making and continuous improvement of health and wellness initiatives. Monitoring and measurement activities will adopt a GBA+ approach to ensure gender and other determinants of health are tracked, where possible.

Strategic Objective 2.a.: Engage leadership through the DT-PMC Total Health and Wellness Sub-Committee.

Strategic Objective 2.b.: Integrate Base and Wing health and wellness committees.

Strategic Objective 2.c.: Build a health and wellness monitoring framework for continuous improvement.

LOE 3: ENABLE A HEALTHIER WORKPLACE

A fit and resilient Defence Team requires a work environment that supports the pursuit of wellness. The National Standard of Canada for Psychological Health and Safety in the Workplace (the National Standard) sets the necessary conditions for the promotion of mental health and prevention of psychological harm at work. The *Defence Team Total Health and Wellness Strategy* endorses the National Standard and provides the necessary framework to improve the psychosocial work environment for the DND/CAF, which includes:

- Addressing the main stressors which impact productivity (e.g., workload, autonomy, competence);
- Creating a healthy workplace culture;
- Supporting diversity and inclusion;
- Eliminating racism, discrimination, harassment, violence and sexual misconduct; and

- Empowering change through leadership in the organization.

A continuous assessment-to-solutions approach will be implemented to maintain awareness of and responsiveness to the changing needs of the workforce. Existing investments will be leveraged to address workplace stressors in order to increase positive workplace well-being. Leaders will be empowered to meet organizational priorities while ensuring the health and wellness of their people. We will also promote a culture of wellness to ensure every member of the Defence Team is empowered and engaged in workplace wellness initiatives.

Strategic Objective 3.a.: Employ continuous assessment-to-solutions approach to understand the needs of the workforce.

Strategic Objective 3.b.: Address workplace stressors to increase workplace well-being.

Strategic Objective 3.c.: Empower leadership to better balance organizational demands and the needs of their people.

Strategic Objective 3.d.: Embrace a culture of wellness.

LOE 4: IMPROVE ACCESS TO CARE AND SUPPORT

No pursuit of wellness outcomes can be realized without access to the resources required to impact change. Health and wellness needs differ over time and vary from person to person. The goal of this line of effort is to improve equity of access. Equity of access means reasonable and fair access to care and support services that is based on the needs of individuals. The *Defence Team Total Health and Wellness Strategy* provides the necessary guidance to improve the availability of health and wellness resources to ensure Defence Team wellness is consistently supported. The standardization of programs and services across Canada, to the extent possible, is necessary to provide equity of service to all Defence Team members, regardless of geographical location. Finally, programs and services must be inclusive to eliminate barriers to equitable support for all members of the Defence Team.

Strategic Objective 4.a.: Improve availability of services to meet the wellness needs of all Defence Team members.

Strategic Objective 4.b.: Increase accessibility to programs and services across the Defence Team.

Strategic Objective 4.c.: Identify and reduce barriers to Total Health and Wellness.

Strategic Objective 4.d.: Enable women's long-term health and ability to excel in their chosen occupation.

LOE 5: ALIGN AND INTEGRATE

A deliberate approach to health and wellness requires a collective effort in support of a fit and resilient Defence Team. The *Defence Team Total Health and Wellness Strategy* provides the roadmap to Total Health and Wellness and encourages increased stakeholder collaboration, informed by GBA+ findings, to ensure the wellness needs of the workforce are addressed in a comprehensive way. This approach must be supported by an aligned and consistent suite of policies, procedures, programs and services at both the holistic and at the dimensional level. The *Defence Team Total Health and Wellness Strategy* calls for a systematic review of policies and programs to ensure any gaps are filled and any unwanted redundancies are addressed. This will lead to more responsive and relevant policies and programs that meet our needs today and into the future.

Strategic Objective 5.a.: Increase Total Health and Wellness stakeholder collaboration for a comprehensive approach to health and wellness.

Strategic Objective 5.b.: Conduct a policy review to ensure relevant and responsive guidance and direction.

Strategic Objective 5.c.: Conduct a review of total health and wellness programs to improve alignment and integration.

The Lines of Effort in the *Defence Team Total Health and Wellness Strategy* provide the basis for the holistic approach necessary to achieving our vision for a fit and resilient Defence Team. These efforts will complement and amplify the ongoing work and progress made in each dimension of health.

7.0 CONCLUSION

We are committed to investing in our people. Building on the wealth of existing wellness initiatives at the DND/CAF, the *Defence Team Total Health and Wellness Strategy* drives the DND/CAF a step further. It cultivates a holistic approach to advance common objectives and identify opportunities to align and integrate resources in support of optimal health and wellness outcomes.

This strategy moves beyond traditional approaches to workplace health that focus on physical and mental dimensions and compliance with occupational health and safety. This strategy represents a comprehensive approach to wellness, which:

- Includes all dimensions of health within the workplace and one's personal life, which must be dynamically balanced to achieve optimal wellness outcomes;
- Identifies the types of organizational supports necessary to maximize the improvement of health and wellness outcomes; and
- Targets all spheres of influence (Individual, Leadership and Organization) to create fundamental change to improve wellness.

Relying on evidence-based research, the *Defence Team Total Health and Wellness Strategy* creates a foundation to understand the wellness needs of Defence Team members across all dimensions of health which will lead to significant improvements to the health and wellness of the organization and its workforce. Our success relies on the collective efforts of the organization, its leaders, and all Defence Team members. We must all commit to promoting a culture of wellness at the DND/CAF.

The DND/CAF is committed to advocating a wellness culture through our efforts to express our shared values and ensuring Defence Team members are supported by a range of systems, programs, and services which facilitate the integration of wellness practices into their daily lives. Taking care of our people remains a top priority. Our success depends on the wellness of all members of the Defence Team. As such, we are committed to supporting every member of the team to be fit and resilient at home and at work.





Presented by
Bell
Cause pour la cause
#BellCause #LetsTalk

Presented by
Bell
Let's Talk
Cause pour la cause
#BellCause #LetsTalk

ANNEX A: DEFENCE TEAM TOTAL HEALTH AND WELLNESS STRATEGY – ACTION PLANS

PURPOSE OF THE STRATEGIC ACTION PLAN

The purpose of the strategic action plan is to outline the specific strategic actions the DND/CAF will take to achieve the goals set out in the *Defence Team Total Health and Wellness Strategy*. The aim of these activities is to improve wellness among the Defence Team, resulting in a strengthened workforce, enhancing our operational effectiveness to best achieve Canada's Defence mandate.

LINE OF EFFORT 1: COMMUNICATE, EDUCATE, COLLABORATE

Striving for improved wellness among the Defence Team means ensuring Defence Team members understand all aspects of their health and wellness, in order to take the necessary steps to implement solutions and access the necessary services they require for support. Actions in this line of effort will lead to Defence Team members:

- Better managing life challenges by applying total health and wellness knowledge and awareness;
- Applying effective solutions and accessing the services they need; and
- Striving for optimal health and wellness outcomes.

Strategic Objective 1.a.: Increase knowledge of health and wellness through collective promotion activities.

	Action	Outcome	Organization	Timeline
1	Develop and implement a Total Health and Wellness (THW) Communications Plan	<ul style="list-style-type: none"> • Defence Team (DT) members are aware of the programs and services available to assist them; and • DT members are using the available THW programs and services. 	<p>Primary ADM(PA)</p> <p>Secondary ADM(HR-Civ), Chief Military Personnel (CMP), Personnel Support Program (PSP)</p>	Fall 2021

Strategic Objective 1.b.: Increase health and wellness literacy through harmonized training and education.

	Action	Outcome	Organization	Timeline
2	Coordinate the development and implementation of an integrated THW Training Plan	<ul style="list-style-type: none"> • Increase in DT members receiving training and education on THW; • DT members have knowledge of THW and understand the principles and concepts of how to achieve optimal health and wellness; and • DT members understand the risks and benefits associated with a lifestyle of THW. 	<p>Primary Defence Team People Management Committee (DT-PMC) (Total Health and Wellness Sub-Committee (THW SC))</p> <p>Secondary PSP, Canadian Forces Health Services (CFHS), Defence Learning Network (DLN)</p>	Fall 2021

Strategic Objective 1.c. Engage champions and advocates to promote wellness.

	Action	Outcome	Organization	Timeline
3	Leverage existing Champion and Advocate Programs for THW promotion	<ul style="list-style-type: none"> • Recurrent endorsement of THW by Senior Leadership; • A rewards program to recognize THW advocates; and • DT members are using the available THW programs and services. 	DT-PMC (THW SC)	Spring 2022

LINE OF EFFORT 2: STRENGTHEN GOVERNANCE

A Total Health and Wellness Governance Framework is necessary to support greater alignment and integration of health and wellness into organizational priorities. Strong governance will lead to well-guided and supported initiatives, advancing the total health and wellness of the Defence Team.

Strategic Objective 2.a.: Engage leadership through the DT-PMC Total Health and Wellness Sub-Committee.

	Action	Outcome	Organization	Timeline
4	Formalize Total Health and Wellness Governance Structure	<ul style="list-style-type: none"> • THW initiatives and efforts are prioritized, sustained and progressing as a high priority for the DND/CAF. 	DT-PMC (THW SC)	Winter 2020-21

Strategic Objective 2.b.: Integrate Base and Wing health and wellness committees.

	Action	Outcome	Organization	Timeline
5	Develop a THW reporting structure that connects the THW SC with Base and Wing Health and Wellness Committees to share information and best practices	<ul style="list-style-type: none"> • An integrated THW task force with understanding into health and wellness issues at the regional (Base/Wing) level; and • THW initiatives and efforts are well informed and supported at both regional and national levels to advance the THW of the Defence Team. 	DT-PMC (THW SC)	Spring 2022

Strategic Objective 2.c.: Build a health and wellness monitoring framework for continuous improvement.

	Action	Outcome	Organization	Timeline
6	Develop a robust Performance Measurement Framework (PMF) and a THW dashboard to capture ongoing THW-related assessment activities and performance data	<ul style="list-style-type: none"> • THW initiatives and efforts apply lessons learned and evidence-based decision making to facilitate continuous improvement efforts; and • A THW continuous improvement framework that uses an assessment-to-solutions approach and is integrated with the PMF. 	DT-PMC (THW SC)	Fall 2022
7	Stand up a THW Monitoring Office to ensure ongoing program monitoring of the THWS	<ul style="list-style-type: none"> • THW initiatives and efforts apply lessons learned and evidence-based decision making to facilitate continuous improvement efforts; and • A THW continuous improvement framework that uses an assessment-to-solutions approach and is integrated with the PMF. 	DT-PMC (THW SC)	Spring 2021

LINE OF EFFORT 3: ENABLE A HEALTHIER WORKPLACE

A healthy work environment which supports the pursuit of wellness is essential to ensuring Defence Team members are fit and resilient. Enabling a healthier workplace will lead to:

- Total Health and Wellness initiatives, programs and services that meet the overall needs of the Defence Team; and
- A safe and positive workplace where Defence Team members feel supported, valued and empowered.

Strategic Objective 3.a.: Employ continuous assessment-to-solutions approach to understand the needs of the workforce.

	Action	Outcome	Organization	Timeline
8	Manage a central repository of existing DND/CAF personnel research to facilitate access to knowledge and information	<ul style="list-style-type: none"> • Continuous assessment data and solutions to understand and meet the THW needs of the DT; • THW initiatives, programs and services owners have access to and are aware of available DT health and wellness-related research, including, and in addition to, DWWS; 	Director General Military Personnel Research and Analysis (DGMPPRA)	Fall 2022
9	Conduct the Defence Workplace Wellbeing Survey (DWWS)	<ul style="list-style-type: none"> • Continuous DT health and wellness assessment provides THW initiatives, programs and services owners with a better understanding of the needs of the DT work force to support continuous improvements; and • THW initiatives, programs and services owners are using DND/CAF personnel research to inform program designs and decision-making practices. 		Fall 2022

Strategic Objective 3.b.: Address workplace stressors to increase workplace well-being.

	Action	Outcome	Organization	Timeline
10	Implement the Integrated Defence Team approach to building a healthy workplace	<ul style="list-style-type: none"> Identified risk factors and solutions for psychological health and safety in the DT workplace; Departmental action to fulfill the THW L1 Response Action Plan; Reduced risk of harassment and violence in the workplace; and Defence Team members have positive workplace well-being. 	Integrated Conflict and Complaint Management (ICCM)	Spring 2021
11	Adapt the National Standard on Psychological Health and Safety in the Workplace		Director of General Safety (D Safe G)	Fall 2021
12	Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace		Chief, Professional Conduct and Culture (CPCC) and Sexual Misconduct Response Centre (SMRC)	Ongoing
13	Continue to operationalize Integrated Conflict and Complaint Management		ICCM	Ongoing

Strategic Objective 3.b.: Address workplace stressors to increase workplace well-being (Cont'd).

	Action	Outcome	Organization	Timeline
14	Develop and Implement THW L1 Response Action Plans	<ul style="list-style-type: none"> Identified risk factors and solutions for psychological health and safety in the DT workplace; Departmental action to fulfill the THW L1 Response Action Plan; Reduced risk of harassment and violence in the workplace; and Defence Team members have positive workplace well-being. 	All L1s	Fall 2022
15	Achieve full operational capability for the Civilian Return to Work Program		ADM(HR-Civ)	Spring 2022
16	Achieve full operational capability for the CAF Return to Duty program		Canadian Armed Forces Transition Group (CAF TG)	Winter 2022

Strategic Objective 3.c.: Empower leadership to better balance organizational demands and the needs of their people.

	Action	Outcome	Organization	Timeline
17	Conduct research to assess and understand leaders' challenges to balancing organizational demands and the wellness of their teams	<ul style="list-style-type: none"> The organization will have understanding of leadership's challenges when balancing organizational demands and employee needs; Defence Team leaders are empowered to effectively balance the health and wellness of their members with the goals of the organization; and Defence Team leaders are actively engaged in supporting the Total Health and Wellness of the Defence Team. 	DGMPRA	Fall 2022
18	Coordinate the development of resources (i.e. toolkits, forums, advisory support) for leaders to promote a healthy work environment		DT-PMC (THW SC)	Spring 2022

Strategic Objective 3.d.: Embrace a culture of wellness.

	Action	Outcome	Organization	Timeline
19	Leverage current culture alignment activities to promote the psychological health and wellness of the Defence Team	<ul style="list-style-type: none"> • A workplace culture that promotes Total Health and Wellness across the Defence Team; • A psychologically safe and positive DT workplace; and • DT members are supported, valued and empowered at work. 	DT-PMC (THW SC)	Fall 2021
20	Coordinate the development and implementation of a stigma-reduction Action Plan		DT-PMC (THW SC)	Spring 2022
21	Develop and implement an Injury Prevention and Surveillance System to reduce the burden and impact of injuries in the CAF		CFHS, Director Force Health Protection (DFHP)	Winter 2025

LINE OF EFFORT 4: IMPROVE ACCESS TO CARE AND SUPPORT

No pursuit of wellness outcomes can be realized without access to the resources required to effect change. Improving access to care and support is necessary if the DND/CAF is to have a positive impact on the health and wellness of Defence Team members.

Strategic Objective 4.a.: Improve availability of services to meet the wellness needs of all Defence Team members.

	Action	Outcome	Organization	Timeline
22	Conduct a comprehensive review of all THW-related programs and services available regionally across DND/CAF to identify gaps and redundancies and align efforts	<ul style="list-style-type: none"> THW-related programs and services are available to meet the regional needs of DT members. 	DT-PMC (THW SC)	Fall 2022
23	Enable virtual care platforms to provide secure and convenient communication options for patients		CFHS	Fall 2025

Strategic Objective 4.b. Increase accessibility to programs and services across the Defence Team.

	Action	Outcome	Organization	Timeline
24	Standardize regional communication mechanisms to ensure consistent THW program and service information is provided to all Defence Team members and military families	<ul style="list-style-type: none"> Defence Team members have improved access to THW programs and services; and Improved access to care and support has a positive impact on the THW of DT members. 	<p>Primary DT-PMC (THW SC)</p> <p>Secondary PSP, CFHS, ADM(HR-Civ)</p>	Fall 2022

Strategic Objective 4.b. Increase accessibility to programs and services across the Defence Team. (Cont'd)

	Action	Outcome	Organization	Timeline
25	Provide Defence Team members an annual orientation on available THW services and programs at the regional level	<ul style="list-style-type: none"> Defence Team members have improved access to THW programs and services; and Improved access to care and support has a positive impact on the THW of DT members. 	Primary ADM(HR-Civ), CMP	Fall 2022; Ongoing
26	Partner with external program and service providers to increase offerings where and when required		Secondary DT-PMC (THW SC), Regional Health and Wellness Committees	Fall 2022; Ongoing
27	Enhance Health Services to ill and injured service personnel by increasing support for occupational therapy and case management		CFHS	Spring 2022
28	Expand the Office of Disability Management		Director General Workplace Management (DGWM)	Fall 2021

Strategic Objective 4.b.: Increase accessibility to programs and services across the Defence Team (Cont'd).

	Action	Outcome	Organization	Timeline
29	Modernise the Military Family Support Program (MFSP) and increase programs and services nationally and locally to include the virtualization of family services	<ul style="list-style-type: none"> Defence Team members have improved access to THW programs and services; and Improved access to care and support has a positive impact on the THW of DT members. 	Director Military Family Services (DMFS)	Fall 2021
30	Implement THW-related activities outlined in the CAF Suicide Prevention Action Plan		Director Personnel Strategy (DPS)	Fall 2021
31	Achieve full operational capability for CAF TG		CAF TG	Spring 2024

Strategic Objective 4.c.: Identify and reduce barriers to Total Health and Wellness.

	Action	Outcome	Organization	Timeline
32	Coordinate the routine review of existing national programs and services to address evolving needs of DT members	<ul style="list-style-type: none"> Barriers to care and support that impact the Health and Wellness of Defence Team members are reduced; and Improved access to care and support has a positive impact on the THW of DT members. 	DT-PMC (THW SC)	Spring 2023
33	Stand-up a Tiger Team to identify and implement opportunities to align existing programs and services to a wider Defence Team audience where and when appropriate			Winter 2022-23

Strategic Objective 4.c.: Identify and reduce barriers to Total Health and Wellness. (Cont'd).

	Action	Outcome	Organization	Timeline
34	Implement the Spiritual Resiliency Strategy	<ul style="list-style-type: none"> Barriers to care and support that impact the Health and Wellness of Defence Team members are reduced; and 	Chaplain General (Chap Gen)	Spring 2022
35	Implement BALANCE – The CAF Physical Performance Strategy	<ul style="list-style-type: none"> Improved access to care and support has a positive impact on the THW of DT members. 	Commands, PSP, CFHS	Ongoing

Strategic Objective 4.d.: Enable women’s long-term health and ability to excel in their chosen occupation.

	Action	Outcome	Organization	Timeline
36	Implement the Women’s Health Framework	<ul style="list-style-type: none"> Barriers to care and support that impact the Health and Wellness of Defence Team members are reduced; and Improved access to care and support has a positive impact on the THW of DT members. 	CFHS	Spring 2022

LINE OF EFFORT 5: ALIGN AND INTEGRATE

The *Defence Team Total Health and Wellness Strategy* calls for a systematic review of policies and programs to ensure any gaps are filled and any unwanted redundancies are addressed. This will lead to more responsive and relevant policies and programs that meet our needs today and into the future. This line of effort aims to reduce the number of gaps and barriers to the health and wellness of the Defence Team.

Strategic Objective 5.a.: Increase total health and wellness stakeholder collaboration for a comprehensive approach to health and wellness.

	Action	Outcome	Organization	Timeline
37	Identify opportunities for increased collaboration in support of a comprehensive approach to Health and Wellness	<ul style="list-style-type: none"> Increase in THW stakeholder collaboration for integration and alignment of efforts and activities; and Integrated and aligned THW efforts reduce the number of gaps and barriers for a comprehensive approach to health and wellness for Defence Team members. 	DT-PMC (THW SC)	Ongoing

Strategic Objective 5.b.: Conduct a policy review to ensure relevant and responsive guidance and direction.

	Action	Outcome	Organization	Timeline
38	Explore the development and implementation of a THW policy framework that defines accountabilities at all levels of the organization and governance structures across the dimensions of health	<ul style="list-style-type: none"> • Responsive and relevant THW policies provide guidance and direction to programs and services; and • Integrated and aligned THW efforts reduce the number of gaps and barriers for a comprehensive approach to health and wellness for Defence Team members. 	Director Military Personnel Policy Integration (DMPPI)	Spring 2022
39	Review all THW-related policies across DND/CAF to a) identify gaps; b) identify unwanted redundancies; c) eliminate barriers to wellness; and d) set priorities for policy renewal and development activities		DMPPI	Spring 2022

Strategic Objective 5.c.: Conduct a review of total health and wellness programs to improve alignment and integration.

	Action	Outcome	Organization	Timeline
40	Leverage activities 32 and 33 to conduct a comprehensive review of all Total Health and Wellness programs and identify any gaps and unwanted redundancies which create a barrier to Defence Team wellness	<ul style="list-style-type: none"> • Integrated and aligned THW efforts reduce the number of gaps and barriers for a comprehensive approach to health and wellness for Defence Team members. 	DT-PMC (THW SC)	Spring 2023

ANNEX B: THE DEFENCE TEAM TOTAL HEALTH AND WELLNESS STRATEGY PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Successful implementation of the *Defence Team Total Health and Wellness Strategy* requires a robust and responsive Performance Measurement Framework (PMF). The PMF will monitor and assess the strategic outcomes of the strategy. As the strategic change agenda advances throughout the implementation of the strategy's initiatives, results and improvement plans will shift; therefore performance measures will also evolve to accurately reflect the impact on the health and wellness of the Defence Team.

The data captured through the PMF will determine the path to achieving the strategy's outcomes. The PMF provides the organization with the ability to conduct routine assessment of interventions and measurement of expected outcomes. The PMF also supports performance evaluation with reliable data to determine where health and wellness improvements can be made. It is aligned with the Departmental Results Framework (DRF) to ensure it continues to respond to Departmental and the Government of Canada's direction.

The table below includes Key Performance Indicators (KPIs) that will be used to measure the strategy's progress towards achieving what it is set out to accomplish. The outcomes and indicators are grouped by Line of Effort (LOE) and correspond to elements within the strategy. As many new initiatives are being proposed through the strategy, baseline measures will need to be established to measure progress towards the expected outcomes. Once baseline data is determined, targets will be set within specific timeframes.

Line of Effort (LOE)	Outcome	Key Performance Indicator
LOE 1: Communicate, Educate, Collaborate	Increase in Defence Team members receiving training and education on THW	# of Defence Team members participating in training and education related to THW
	Defence Team members are aware of the programs and services available to assist them	% of Defence Team members aware of the THW-related programs and services available to them
	Defence Team members are using the available THW programs and services	# of Defence Team members using THW-related programs and services

Line of Effort (LOE)	Outcome	Key Performance Indicator
LOE 2: Strengthen Governance	THW initiatives and efforts apply lessons learned and evidence-based decision making to facilitate continuous improvement efforts	% of identified THW issues being addressed through the THW Sub-Committee/by region
	THW initiatives and efforts are well informed and supported at both regional and national levels to advance the THW of the Defence Team	Extent of regional and national level initiatives and efforts that are well informed by the elements identified as THWS actions
		Extent of regional and national level initiatives and efforts that are adequately resourced
LOE 3: Enable a Healthier Workplace	Reduced risk of harassment and violence in the workplace	% of Defence Team members who indicate that they have been a victim of harassment at work in the last 12 months
		% of CAF members who strongly agree they have received adequate training on preventing sexual misconduct
		% of Defence Team members who agree that the CAF/DND works hard to create a workplace that prevents discrimination
	Defence Team members have positive workplace well-being	% of CAF members who report a positive workplace well-being**
		% of civilian Defence Team members who are categorized as having positive workplace well-being

** Departmental Results Framework Indicator

Line of Effort (LOE)	Outcome	Key Performance Indicator
LOE 3: Enable a Healthier Workplace	Defence Team leaders are empowered to effectively balance the health and wellness of their members with the goals of the organization	% of leaders who indicate they feel the organization supports them when having difficulty balancing organizational demands and health and wellness of their team members
	Defence Team leaders are actively engaged in supporting the THW of the Defence Team	% of Defence Team members who report that their direct supervisor is actively engaged in supporting their health and wellness
	A workplace culture that promotes THW across the Defence Team	% of Defence Team members reporting high levels of civility and respect in the workplace
	THW initiatives, programs, and services owners are using DND/CAF personnel research to inform program designs and decision-making practices	# of THW initiatives, programs and services that have used Defence Team THW research to inform program design and decision-making practices
	A psychologically safe and positive Defence Team workplace	% of Defence Team members who report they feel psychologically safe in their work teams
		% of civilian Defence Team members who describe the workplace as psychologically healthy**
	Defence Team members are supported, valued and empowered at work	% of Defence Team members who have high levels of perceived organizational support
		% of Defence Team members who report that when working with members of their team, their unique skills and talents are valued and utilized

** Departmental Results Framework Indicator

Line of Effort (LOE)	Outcome	Key Performance Indicator
LOE 4: Improve Access to Care and Support	THW-related programs and services are available to meet the regional needs of Defence Team members	# of Base and Wing Health and Wellness Committees reporting adequate availability of programs and services to meet the THW needs of Defence Team members within their region
	Defence Team members have improved access to THW programs and services	# of Base and Wing Health and Wellness Committees reporting adequate access to THW programs and services existing in their region
	Barriers to care and support that impact the Health and Wellness of Defence Team members are reduced	# of actions taken to reduce identified barriers to care and support impacting the health and wellness of Defence Team members
	Improved access to care and support has a positive impact on the THW of Defence Team members	% of Defence Team members who indicate that care and support services and/or programs have had a positive impact on their health and wellness
LOE 5: Align and Integrate	Responsive and relevant THW policies provide guidance and direction to programs and services	% of relevant Defence Team policies that include guidance and direction on THW for programs and services
	Integrated and aligned THW efforts reduce the number of gaps and barriers for a comprehensive approach to health and wellness for Defence Team members	# of THW program and policy gaps and barriers

Line of Effort (LOE)	Outcome	Key Performance Indicator
<p>Ultimate Strategic Outcome</p>	<p>Total health and wellness among the Defence Team, resulting in a strengthened workforce that is best positioned for operational effectiveness and the fulfillment of Canada's Defence mandate</p>	<p>% of Defence Team members who have high engagement at work</p>
		<p>% of military personnel who feel that the CAF provides a reasonable quality of life for themselves and their families**</p>
		<p>Average sick leave usage in days for civilian Defence Team members</p>
		<p>% of military personnel who are medically fit for their occupation**</p>

** Departmental Results Framework Indicator

REFERENCES

Association of Professional Executives of the Public Service of Canada (APEX) (2018). Executive Work and Health Survey 2017 Results, 5th Edition [PDF file].

Browne, A., Varcoe, C., Wong, S., Smye, V., Lavoie, J., Littlejohn, D., Tu, D., Godwin, O., Krause, M., Khan, K., Fridkin, A., Rodney, P., O'Neil, J. & Lennox S. (2012). *Closing the health-equity gap: evidence-based strategies for primary health care organizations*. International Journal for Equity in Health, 11(59). Retrieved 9 June 2021, from: <https://equityhealth.biomedcentral.com/articles/10.1186/1475-9276-11-59>

Catano, V. M., Wiesner, W. H. & Hackett, R. D. (2016). *Recruitment and Selection in Canada* (Sixth Edition). Toronto, Ontario: Nelson Education.

Conference Board of Canada (2020). "Absenteeism". Retrieved June 10, 2020, from <https://www.conferenceboard.ca/topics/orgperform/resources/definitions.aspx>

Davis, K. & Squires, E. (2019). *Culture shift and sexual misconduct: Measurement and monitoring strategy* (DRDC-RDDC-2019-L335). Ottawa, Ontario: National Defence.

Doherty, G., Knight, E.C., & Dobreva-Martinova, T. (2019). *Defence Team Total Health and Wellness Strategic Framework* (STO-MP-AVT-211). Ottawa, Ontario: National Defence.

Department of National Defence (2009). *Duty with Honour: The Profession of Arms in Canada 2009*. Ottawa, Ontario: National Defence. Retrieved June 10 2020, from <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/duty-with-honour-2009.html>

Department of National Defence (1985). *National Defence Act (NDA)*. Retrieved June 10, 2020, from <https://laws-lois.justice.gc.ca/eng/acts/n-5/page-3.html#h-374679>

Department of National Defence (2007). *Leadership in the Canadian Forces. Leading the Institution* [PDF file]. Ottawa, Ontario: Department of National Defence. Retrieved June 10, 2020, from http://publications.gc.ca/collections/col-lection_2013/dn-nd/D2-313-5-2007-eng.pdf

Department of National Defence (2016). *Health and Lifestyle Information Survey [HLIS] of Canadian Armed Forces Personnel 2013/2014* [PDF file]. Ottawa, Ontario: Department of National Defence. Retrieved June 10, 2020, from <https://www.canada.ca/content/dam/dnd-mdn/documents/health/health-and-lifestyle-survey-2013-2014.pdf>

Department of National Defence (2017). *Queen's Regulations and Orders (QR&O) Volume I – Administration*. Retrieved June 10, 2020, from <https://www.canada.ca/en/department-national-defence/corporate/policies-standards/queens-regulations-orders/vol-1-administration/ch-2-government-organization.html>

Department of National Defence (2017). *Strong, Secure, Engaged*. Ottawa, Ontario.

Department of National Defence (2017). *Your Say Survey*. Ottawa, Ontario.

Department of National Defence (2018). *Defence Workplace Well-being Survey*. Ottawa, Ontario.

Department of National Defence (07 Dec 2018). *Joint CDS/DM directive: OPERATION TRANSITION*.

Department of National Defence (2019). *2019-20 Departmental Plan* [PDF file]. Ottawa, Ontario: Department of National Defence. Retrieved June 10, 2020, from <https://www.canada.ca/content/dam/dnd-mdn/documents/departmental-results-report/2019/english/DP%202019-20%20DND%20English.pdf>

Department of National Defence (DND) (9 Apr 2019). *Return to Duty Guide for Canadian Armed Forces Members*. Retrieved June 10, 2020, from <https://www.canada.ca/content/dam/dnd-mdn/documents/military-benefits/return-to-duty-guide.pdf>

Department of National Defence (2020). *Department of National Defence and Canadian Forces Code of Values and Ethics*. Retrieved June 10, 2020, from <https://www.canada.ca/en/department-national-defence/services/benefits-military/defence-ethics/policies-publications/code-value-ethics.html>

Department of National Defence (09 Apr 2020). *My Transition Guide. Transitioning from Military to Civilian Life*. Retrieved June 10, 2020, from [https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2018/transition-guide/My Transition Guide Transitioning from Military to Civilian Life V1.pdf](https://www.canada.ca/content/dam/dnd-mdn/documents/reports/2018/transition-guide/My%20Transition%20Guide%20Transitioning%20from%20Military%20to%20Civilian%20Life%20V1.pdf)

Enticott, J. C., Lin, E., Shawyer, F., Russell, G., Inder, B., Patten, S., & Meadows, G. (2017). *Prevalence of psychological distress: How do Australia and Canada compare?* Retrieved June 10, 2020, from <https://journals.sagepub.com/doi/10.1177/0004867417708612>

Goldenberg, I. & Lee, J.E.C. (July 2020). *COVID-19 Defence Team Survey* (DRDC-RDDC-2018-L9999). Director General Military Personnel Research and Analysis. Ottawa, Ontario: National Defence.

Government of Canada (2016). *Federal Public Service Workplace Mental Health Strategy*. Ottawa, Ontario: Government of Canada. Retrieved June 10, 2020, from <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants/mental-health-workplace/federal-public-service-workplace-mental-health-strategy.html>

Hango, D. & Moyser, M. (17 December 2018). *Insights on Canadian Society – Harassment in Canadian workplaces*. Statistics Canada. Retrieved June 10, 2020, from <https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54982-eng.htm>

Harari, M. J., Waehler, C. A., & Rogers, J. R. (2005). An Empirical Investigation of a Theoretically Based Measure of Perceived Wellness. *Journal of Counseling Psychology*, 52(1), 93–103.

Karpinski, E.A. & Wang S.Z. (2016). *Psychological Health in the Workplace*. Ottawa, Ontario: Employment and Social Development Canada. Retrieved from <https://www.canada.ca/en/employment-social-development/services/health-safety/reports/psychological-health.html>

Kelloway, K. & Day, A. (2005). *Building Healthy Workplaces: Where We Need to Be*. *Canadian Journal of Behavioural Science/Revue Canadienne des sciences du comportement*.

Leclerc, K. (14 December 2020). *Caring for their children: Impacts of COVID-19 on parents*. Statistics Canada. Retrieved 9 June 2021, from: <https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00091-eng.htm>

Lowe, G. (02 December 2002). *Here in body, absent in productivity*. Retrieved June 10, 2020, from <https://www.hrreporter.com/focus-areas/safety/here-in-body-absent-in-productivity/316670>

Lowe, G. (2014). *The Wellness Dividend: How Employers Can Improve Employee Health and Productivity*. Retrieved from <https://grahamlowe.ca/resources/the-wellness-dividend-how-employers-can-improve-employee-health-and-productivity-2/>

McCartney, G., Popham, F., McMaster, R., & Cumbers, A. (July 2019). *Defining health and health inequalities*.

Mental Health Commission of Canada. (2020). *National Standard*. Retrieved December 08, 2020, from <https://www.mentalhealthcommission.ca/English/what-we-do/workplace/national-standard>

Prairie Research Associates. (2017). Winnipeg-Ottawa. *CAF Community Needs Assessment 2016 Overall Results*. Retrieved from <https://www.cfmws.com/en/AboutUs/MFS/FamilyResearch/Documents/2016%20CNA%20Results/CAF%20CNA%202016%20REPORT%20-%20OVERALL%20RESULTS.pdf>

Stewart, N. (2013). *Missing in Action: Absenteeism Trends in Canadian Organizations*. Ottawa, Ontario: The Conference Board of Canada.

Stulberg, B., & Magness, S. (2017). *Peak Performance: Elevate Your Game, Avoid Burnout, and Thrive with the New Science of Success*. Emmaus, PA: Rodale Books.

Treasury Board of Canada Secretariat. (2011). *Values and Ethics Code for the Public Sector*. Retrieved from <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049>

Treasury Board of Canada Secretariat (2018). *2017 Public Service Employee Survey (PSES)*. Retrieved from <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/public-service-employee-survey/2017-public-service-employee-survey.html>

World Health Organization (28 May 2019). *Burn-out an "occupational phenomenon": International Classification of Diseases*. Retrieved from https://www.who.int/mental_health/evidence/burn-out/en/