



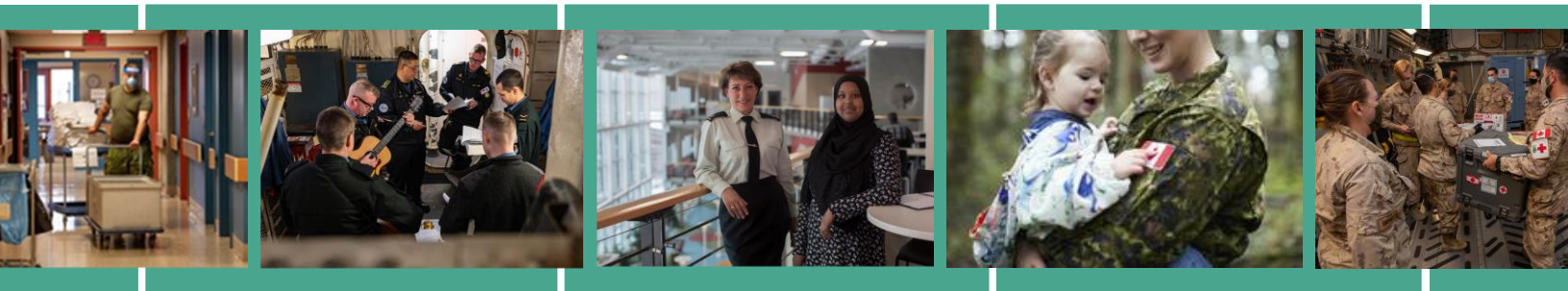
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CANADIAN
ARMED FORCES

DEFENCE TEAM TOTAL HEALTH AND WELLNESS STRATEGY ANNUAL REPORT FY 2021-2022



Canada 

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Defence Team Total Health and Wellness Strategy Annual Report

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Message from the Deputy Minister and Chief of the Defence Staff

Earlier this year, we were proud to present the *Defence Team Total Health and Wellness Strategy*—a strategy that builds on our commitment to create supportive work environments and conditions that enable all Defence Team members to reach their full potential. We are now in the position to present the following annual report for the fiscal year 2021-2022. This report reflects the significant work that many members of the Defence Team have accomplished to align efforts under the *Defence Team Total Health and Wellness Strategy*.

This report outlines the work that was conducted across our Defence Team organizations within this reporting period to protect and support health and wellness of Defence Team members. It presents a status on programs and initiatives underway which are aimed at creating a workplace that supports diversity, inclusivity and respect. This includes those which are complete or on track, such as the implementation of the Canadian Armed Forces Diversity Strategy Action Plan, updating existing and implementing new programs to better support women’s health, and those which are critical to the health and well-being of our entire defence team, but require continued effort, such as combating sexual misconduct, eliminating hateful conduct and racism, and preventing harassment and violence in the workplace. Through this report, we hope to demonstrate our continuous investment but also be transparent in the status of our health and wellness related strategies, programs, and services.

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 and the Canadian Armed Forces. To leadership, we ask that you stay committed to the programs and initiatives presented in this report and continue to promote total health and wellness among your teams. To the greater Defence Team, we hope that the results of the annual report reassure you of our commitment to supporting your health and wellness. We are making progress, but there is more to do. Let’s continue to support and encourage collaboration between individuals, leaders, and organizations to foster an environment supportive of the health and wellness of all Defence Team members.



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 "Wayne Eyre".

Gen Wayne Eyre
Chief of the Defence Staff
Canadian Armed Forces

Executive Summary

The [Defence Team Total Health and Wellness Strategy](#) (THWS) outlines an ambitious plan across five Lines of Effort, all focused towards strengthening the workforce so that it is best positioned for operational effectiveness and the fulfillment of Canada’s defence mandate. This is the first annual report on the *Defence Team Total Health and Wellness Strategy* that reflects the joint commitment of the Department of National Defence and the Canadian Armed Forces to promote and support the health and wellness of all Defence Team members. The Total Health and Wellness Program Office, under Chief of Military Personnel, works with stakeholders in gathering information and monitoring the progress of the 72 total action items and 12 associated sub-action items outlined in the *Defence Team Total Health and Wellness Strategy* action plan. In addition to evaluating the overall progress of the *Defence Team Total Health and Wellness Strategy*, the individual existing underlying programs that support the strategy will continue to undergo their own unique evaluations for which reports will be made public, where applicable.

This annual report reflects the work underway in fiscal year (FY) 2021/2022 to creating a more holistic and integrated framework for continuous monitoring, assessment, improvement and provision of strategic guidance to maximize health and wellness outcomes for the Defence Team. The 72 action items and 12 associated sub-action items under the *Defence Team Total Health and Wellness Strategy* are being implemented in phases. Covering Phase 1, this annual report is a status report of action items undergoing implementation in the first phase [fiscal year (FY) 2021/2022], as well all 12 core action items regardless of their implementation phase. In total, this status report covers 39 action items and 11 sub-action items, across the five Lines of Effort (LoEs). More information on the creation of sub-action items is discussed within the [overview of action items](#) section of the report. As seen in Figure 1, the status report contained covers 60% of all action and sub-action items encompassed by the Strategy. The status of the action items described in this report can be seen in Figure 2. Further information on the *Defence Team Total Health and Wellness Strategy* phases and statuses can be found in [Table 2](#) and [Table 3](#).

A Year in Review

Figure 1. Action and Sub-Action Status Reports Covered (FY 21/22) out of all (84) Action and Sub-Action Items. 60% of them are covered in the first annual report and 40% are implemented outside of FY 21/22 (completed previously or targeted for implementation in a future phase).

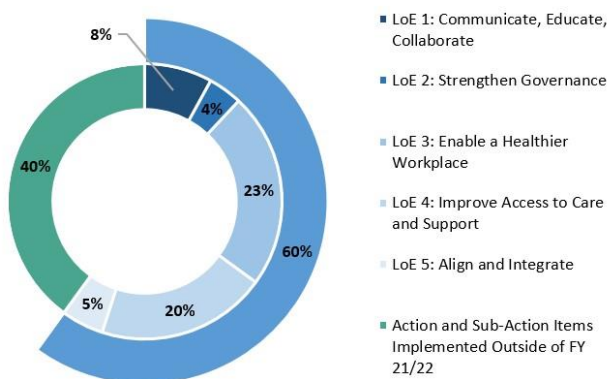
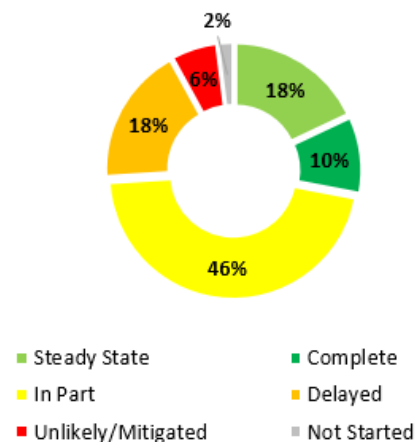


Figure 2: Implementation Status for the 50 FY 21/22 Action and Sub-Action Items included in this annual report.



Introduction

In 2017, using findings from the 2016 Defence Policy Review, the release of Canada's Defence Policy, [Strong, Secure, Engaged \(SSE\)](#), emphasized how essential the well-being of the Defence Team is to the delivery of Defence objectives and the success of the Defence mandate. SSE placed an unprecedented focus on well-supported, diverse, resilient people and families, and highlighted DND/CAF's dedication to the health and wellness of the Defence Team from the moment they are recruited, throughout their careers, and as they transition out of service. Simultaneously work on the Defence Team Total Health and Wellness Strategy (THWS) began.

A Strategic Initiating Directive for the Defence Team Total Health and Wellness Strategy was released in 2017, propelling the development of the strategy. Resource allocation and planning for the Strategy began in 2017, and in 2020, additional funding was approved to support 12 core action items underpinning the strategy, which will be further described later in this report. In 2021, the Total Health and Wellness Programme Office (THW ProgO) was stood up to support the implementation of the strategy, and the official release of the strategy was in March 2022. Work to initiate the monitoring of the first phase of implementation of the Strategy action items began with standing up the THW ProgO, following with the Strategy release in spring 2022. Separated by fiscal year, the planned implementation of the strategy is spread across phases, which will be further defined later in this report.

Background

The [Defence Team Total Health and Wellness Strategy \(THWS\)](#) is a result of the joint commitment of DND and the CAF in promoting and protecting the health and wellness of all members of the Defence Team. Systematically improving health and wellness across the Defence Team requires the implementation of a comprehensive strategy to prioritize and manage competing demands across all dimensions of health. A comprehensive (or total) approach to health and wellness 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).

The THWS is a comprehensive strategy that 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. The THWS includes action items for implementation using a phased approach, organized by fiscal year. As this annual report summarizes the action items undergoing implementation in FY 21/22, it does not outline all action items. A description of action items captured by this annual report can be found in [Table 2](#). Building from previous work, some action items that were assessed as appropriately aligned to the THWS have already completed implementation and did not have information to report this fiscal year. Through consultation with stakeholders, these items were assessed as "completed." Furthermore, the THWS action plan includes action items that were identified to be monitored in future phases. All action items in the THWS action plan can be seen in [Annex A](#), which is sorted into three sections corresponding to whether an action item was completed before FY 21/22, is current, or is targeted for implementation in a future phase.

"This important strategy builds on our efforts to ensure military and non-military members of the Defence Team are cared for and supported as they undertake their most important task defending Canada and Canadians" – General Wayne Eyre, Chief of the Defence Staff

The THWS covers supportive organizational policies, programs, and services through five Lines of Effort (LoEs). Each LoE has three or more strategic objectives that collectively define the focus areas to be addressed through the THWS. In total, the THWS identifies 17 strategic objectives and includes an action plan that outlines the 72 distinct initiatives and 12 associated sub-action items aimed at addressing critical capability deficiencies and improving the balance, integration, and alignment of health and wellness efforts across the institution. Through the implementation of action items associated with the LoEs in this

strategy, the DND/CAF will be able to empower leaders to prioritize health and wellness initiatives that benefit both individual employees and the Defence Team as a whole.

Impact – Who is the strategy for?

The THWS will transform the organization in a variety of ways. By monitoring actions across Defence Team organizations in one strategy, gaps in service delivery and duplications of efforts can be more easily identified. This creates a framework that increases the efficiency and comprehensiveness of efforts aimed at improving the health and wellness of Defence Team members. The alignment of efforts in improving the health and wellness will impact both CAF and civilian members across the Defence Team; defined broadly as including Regular Force, Reserve Force, and their families; DND public service employees, non-public funds employees, and contractors. This definition does not represent a change in policy, but rather recognizes the contributions of a variety of individuals towards creating a healthy work environment.

Although the number of Defence Team members fluctuates, to aid in understanding the breadth of the impact of this strategy, as of July 2021, there were a total of 128,896 Defence Team employees. Civilian Defence Team members account for 28,696 of this total, with the remaining encompassing CAF members, 68,000 regular force and 27,000 reserve force. Furthermore, as indicated in SSE, the Defence Team growth plan outlines an expected growth of an additional 6,500



*“The health and wellness of all Defence Team members and their families is, without a doubt, my top priority” -
The Honourable Anita Anand, Minister of National Defence*

Defence Team members. Although an exact number of military families is not known, as the “strength behind the uniform” all military families are considered crucial to the health and wellness of CAF members, and are therefore supported by and targets of initiatives in the THWS. Overall, the alignment of actions and initiatives through the THWS has the potential to impact a vast number of Canadians by focusing on supporting and promoting the health and wellness of all Defence Team members.

Mission and Vision

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.

Strategic Framework

The Nine Dimensions of Health

The Total Health and Wellness (THW) approach recognizes that a complex set of factors impact personal health, moving beyond the focus on physical and mental health. It recognizes that while personal health is impacted by psychosocial and physical aspects of an individual’s work environment, work can also be affected by aspects of an individual’s life. Therefore, a comprehensive approach to health demands is required.

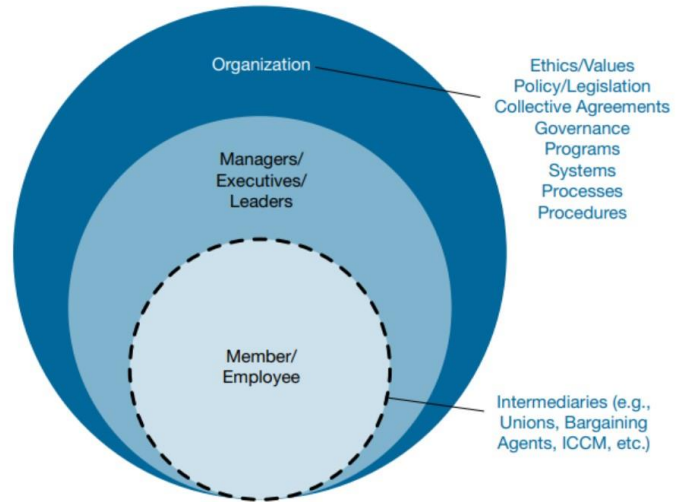
Figure 3 represents the nine health dimensions associated with the workplace (on the left), personal life (on the right) and the individual (in the centre). The individual dimensions, composed of physical, mental, and spiritual, are shown straddling both the personal and work environment, demonstrating that both work

and personal factors can have an effect on individual health. Furthermore, an effective, holistic approach to health and wellness must target all the spheres of influence inside the institution. As seen in Figure 4, these spheres include: the member/employee, executive leadership and managers, and the organization. More detailed information on the nine dimensions of health and the spheres of influence can be found in sections [2.1](#) and [2.2](#) of the THWS.

Figure 3 - The Nine Dimensions of Health and their Environments



Figure 4 - Spheres of Influence



Spectrum of Interventions

Alongside covering the nine dimensions of health, the THW approach additionally recognizes that to maximize the improvement of health and wellness outcomes, programming must target a spectrum of interventions including: assessment, promotion, empowerment, prevention, care, and support.

Action items covered by the THWS address the entire spectrum of interventions, recognizing that a multi-pronged approach is required to adequately support and protect the health and wellness of Defence Team members. There are action items to assess and identify needs and opportunities for improvement in the development of programs and services, those that aim to prevent health and wellness issues through health promotion and empowerment programs, and those that aim to provide quality care and support to respond to health and wellness issues. More detailed information can be found in section [2.3](#) of the THWS.

COVID-19 Pandemic

In order to comprehensively report on the initiatives and actions being implemented to improve and support the health and wellness of Defence Team members, it is important to acknowledge the COVID-19 pandemic and the impact it has had on the THWS as well as the Defence Team itself.

Since March 2020, DND and the CAF have taken unprecedented measures to protect the health and well-being of both civilian and military members of the Defence Team. In order to promote a safe and holistic approach to continue work, where possible, the majority of Defence Team personnel have been working from home or have been provided a safe environment in the workplace.



Figure 5. Joint Task Force IMPACT Flight Surgeon and Pharmacy Officer unpack a shipment of the Moderna COVID-19 vaccine at Ali Al Salem Airbase, Kuwait on April 16, 2021. Photo: Cpl Bryce Cooper, Canadian Armed Forces Image Tech.

Although these measures have protected the health and wellness of Defence Team members, they have also undoubtedly impacted the provision of services. In response to the COVID-19 pandemic, many in-person services have been unavailable or have a reduced capacity to conduct their work. Additionally, in order to adequately respond to the COVID-19 pandemic there has been a redistribution of focus in some areas. The combination of the shift to teleworking and redistribution of focus has resulted in the delay of some action items within the THWS action plan, which will be discussed with each individual action item.

As an example of a redistribution of focus, the COVID-19 pandemic created an urgent call of support from the CAF to help protect the health and safety of all Canadians. In the first few months of the pandemic, the military was called upon to deploy to long-term care facilities in Quebec and Ontario, help Public Health Ontario with contact-tracing efforts, assist the Public Health Agency of Canada in managing and distributing personal protective equipment and COVID-19 vaccines, and directly support northern and remote communities. Through Operation LASER and Operation VECTOR, the Defence Team is continually working towards responding to the current needs of Canada and its population. Additionally, the D365 Engineering and Integration Team were responsible for navigating the information management (IM)/information technology (IT) landscape during the pandemic. With a sudden shift to remote work, connecting and increasing connectivity for Defence Team employees required a quick response that was unforeseen before the COVID-19 pandemic.



Figure 6. Members from 4th Battalion, Royal 22e Régiment provide assistance to the residents of Villa Val Des Arbres long term care centre during Operation LASER in Verdun, Quebec on May 6, 2020.

Despite protective measures, the COVID-19 pandemic has resulted in unprecedented impacts across the Defence Team. As of April 19, 2022, 7093 positive COVID-19 cases have been reported amongst CAF members since the beginning of the pandemic, a significant number corresponding to over 7% of CAF members being infected one time.¹ Exact COVID-19 case numbers are not known for civilian Defence Team members.

Furthermore, the COVID-19 pandemic and the associated protective measures have had an unprecedented influence on the greater health and wellness of Defence Team members. The results of two different surveys, the 2021 Your Say Survey (YSS) and the 2020 Public Service Employee Survey (PSES) indicate the impact COVID-19 has had on Defence Team members. For CAF members, the biannual Your Say Survey (YSS) that was administered on the Defence Wide Area Network (DWAN) between 11 March 2021 and 26 May 2021 included a COVID-19 Focus Section to gauge the impact that the pandemic was having on members. For Civilian Employees, the 2020 PSES that was conducted from 30 November, 2020, to January 29, 2021, included several questions related to COVID-19 and its impact on National Defence employees. Further details on the COVID related results from both of the surveys can be found in [Annex B](#). The results of these surveys were shared with CMP to help inform Return to Work Plans as well as with THW Sub-Committee members to inform and provide insight on COVID-19 related impacts to relevant programs and services. As the COVID-19 pandemic has caused unprecedented impacts, the results of these surveys can help to inform organizational considerations in program design and delivery to address the challenges Defence Team personnel may be facing and support their well-being.

¹ As the exact number of CAF members fluctuates, this is an estimate. Additionally, data is only available for those who reported COVID-19 cases to the Chain of Command and who had a positive test and does not consider those with unconfirmed cases.

Strategy Implementation

This strategy moves beyond traditional approaches to workplace health through a comprehensive approach that includes all dimensions of health, identifies the types of organizational supports necessary to maximize the improvement of health and wellness, and targets all spheres of influence. The five LoEs that were developed in the creation of the THWS are the drivers behind the implementation of the THWS, outlining the five main areas of targeted action through the THWS.

Overview of Action Items

The action items included within the THWS action plan come from four different sources.

Strategic action items are action items that were identified to address the strategic objectives. Once the LoEs were identified, strategic objectives were developed in order to further specify how each LoE would be addressed within the THWS. From that, more specific action items were developed and endorsed by stakeholders to tangibly address the broader strategic objectives. As identification of primary points of contact were not identified in the creation of these items, discussions were held throughout FY 21/22 with the Total Health and Wellness Sub-Committee. Monitoring of these items will begin FY 22/23 once appropriate points of contact can be identified.

THWS core action items. These action items received additional funding to support the THWS activities. Through the 2016 *Defence Policy Review*, shortfalls were identified after the completion of consultations and roundtables to identify health and wellness support needed for the Defence Team. To address these shortfalls, SSE committed to creating the THWS and outlined specific activities to be addressed through the strategy. The THWS core action items are the resulting actions items that address these commitments.

Stakeholder identified action items are action items that were identified and presented to the THWS team by stakeholders as ones that would address the goals and objectives of the THWS. Through consultation and further discussion with stakeholders, these items were added to contribute to the comprehensiveness of the THWS.

Suicide Prevention Action Plan (SPAP) transfer action items are action items that were identified in the 2019 CAF SPAP annual report to be re-aligned under the new THWS. The 62 items identified to be transferred were determined to be more relevant to the strategic outcomes of the THWS, notably those that are more focused on general health and wellness, rather than the strategic outcomes of the CAF SPAP. This re-alignment will allow the CAF SPAP to have a more strategic focus on suicide prevention, and add to the comprehensiveness of the holistic THWS. During the realignment process, the SPAP action items were reviewed and sorted into one of the five LoEs of the THWS. Stakeholders were then consulted to report on the status of these items to determine the phase of their implementation. Through the realignment process, it was noted that some of the action items discussed the same overarching project, or were more granular parts of a higher-level action item already in the action plan. To reduce redundancy, overlapping action items were re-aligned as follows:

- Overarching, or “umbrella,” action items were given an action item number (e.g. 12)
- All related action items covered by the umbrella action item were given a decimal action item number corresponding to the umbrella action item (e.g. 12.1)
 - Through consultations with stakeholders, it was determined whether these items would require their own summary and become a “sub-action item” in the THW action plan, or be rolled up into the overarching umbrella action item. This decision was based off the granularity of the action item, and whether important information to be reported could be adequately covered by a summary for the umbrella action item.
 - All action items being rolled up into an overarching action item are presented in this report for tracking purposes, but will not be delineated moving forwards. These items are

excluded from the total count of action and sub-action items as they will not be individually monitored through the THW action plan.

To see a detailed summary of the re-alignment of the 62 SPAP transfer action items into 59 THWS action and sub-action items, see [Annex C](#).

Strategic Objectives and Outcomes

Within each of the five LoEs of the THWS, the strategic objectives outline more specific focus areas that are being addressed to improve the health and wellness of Defence Team members. The THWS action items have been sorted under each objective to demonstrate how the objectives are being addressed across the Defence Team. Therefore, monitoring the implementation of action items ultimately strives to achieve a positive impact on outcomes related to health and wellness. Through the development of the strategy, a logic model was developed to outline how strategic action items lead to immediate, intermediate, and ultimate outcomes. As the development of the strategy continued and additional action items were identified to reside under the THWS umbrella, these action items were connected to the strategic outcomes as well.

A high-level summary of the immediate, intermediate, and ultimate outcomes connected to each strategic objective can be found in Table 1.

Table 1: THWS Strategic Objectives and the Associated Outcomes

LoE	STRATEGIC OBJECTIVES	IMMEDIATE OUTCOMES (Awareness & Knowledge)	INTERMEDIATE OUTCOMES (Attitudes & Behaviours)	ULTIMATE OUTCOME
1 – Communicate, Educate, Collaborate	1a – Increase knowledge of THW through collective health and wellness promotion activities	DT members are aware of programs and services available to assist them	<ul style="list-style-type: none"> DT members are managing life challenges by applying THW knowledge and awareness DT members are using the available THW programs and services DT members understand the risks and benefits associated with THW 	Total health and wellness among the Defence Team, resulting in a strengthened workforce that is best positioned operational effectiveness and the fulfillment of Canada's Defence mandate
	1b – Increase THW literacy through harmonized training and education	DT members have knowledge of THW and understand the principles and concepts of how to achieve optimal health and wellness DT members understand the risks and benefits associated with THW		
	1c – Engage champions and advocates to promote a comprehensive understanding of THW	Not Applicable.		
2 – Strengthen Governance	2a – Engage the Defence Team – HR Committee (DTHRC) THW Sub-Committee	THW initiatives and efforts are prioritized, sustained, and progressing as a high priority for the CAF/DND	THW initiatives and efforts are well informed and supported at both regional and national levels to advance the THW of the DT	
	2b – Integrate Base and Wing Health and Wellness Committees	THW initiatives and efforts apply lessons learned and evidence-based decision making to facilitate continuous improvement efforts		
	2c – Build a THW monitoring framework for continuous improvement			

3 – Enable a Healthier Workplace	3a – Employ continuous assessment to solutions approach to understand the needs of the workforce	THW initiatives, programs and services' owners have access to and are aware of the DT health and wellness research available	THW initiatives, programs, and services' owners are using DND/CAF research to inform their program designs and decision making practices	Total health and wellness among the Defence Team, resulting in a strengthened workforce that is best positioned operational effectiveness and the fulfillment of Canada's Defence mandate
		Continuous DT health and wellness assessment provides THW initiatives, programs and services' owners with a better understanding of the needs of the DT workforce to support continuous improvements		
	3b – Address workplace stressors to increase workplace well-being	Reduced risk of harassment and violence in the workplace	<ul style="list-style-type: none"> A psychologically safe and positive DT workplace 	
		DT members have positive workplace well-being		
	3c – Empower leadership to better balance organizational demands and the needs of their people	DT leaders are empowered to effectively balance the health and wellness of their members with the goals of their organization	<ul style="list-style-type: none"> DT members are supported, valued, and empowered at work 	
DT leaders are actively engaged in supporting the THW of the DT				
3d – Embrace a culture of THW	A workplace culture that promotes THW across the DT			
4 – Improve Access to Care and Support	4a – Improve availability of services to meet the wellness needs of all Defence Team members	THW related programs and services are available to meet the regional needs of DT members	Improved access to care and support has a positive impact on THW of DT members	
	4b – Increase accessibility to programs and services across the Defence Team	DT members have improved access to THW programs and services		
	4c – Identify and reduce barriers to health and wellness	Barriers to care and support that impact on the health and wellness of DT members are reduced		
5 – Align and Integrate	5a – Increase THW stakeholder collaboration for a comprehensive approach to health and wellness	Increase in THW stakeholder collaboration for integration and alignment of efforts and activities	Integrated and aligned THW efforts reduce the number of gaps and barriers for a comprehensive approach to health and wellness for DT members	
	5b – Conduct a policy review to ensure relevant and responsive guidance and direction	Responsive and relevant THW policies provide guidance and direction to programs and services		
	5c – Conduct a review of THW programs to improve alignment and integration	Not Applicable.		

Performance Measurement

In order to track the performance and results of the THWS, a performance measurement framework (PMF) was developed. The PMF serves as a high-level comprehensive view of the effectiveness of the THWS implementation through measuring the strategic outcomes, highlighting successes and areas for improvement. At this time, not all indicators contained in the PMF can be measured and reported. As

some data sources have yet to be developed, these indicators will begin reporting when they are available. The indicators that can be measured and where data is available from FY 18/19 and FY 21/22 can be found in [Annex D](#).

Status Report on Fiscal Year 21/22 THWS Initiatives

This status report covers both program and performance updates as well as financial updates. Although all action items under the THWS will have a program and performance status report, only the 12 identified THWS core action items will have a financial status report. The [financial status report](#) on these items is provided after the program and performance section.

Information covered by this status report includes an identified phase, a status of the action item, and a summary of progress and performance in the FY 21/22. This information is presented for each action item as follows: “Phase. Status. Summary.” The phase and status definitions used by the THWS can be found in Tables 2 and 3, respectively. The information contained in this section was supplied to the THW Program Office by the primary point of contact from the Office of Primary Interest (OPI). The complete list of items included in the FY 21/22 status report can be found in Table 4, involving 39 action items and 11 sub-action items.

Table 2: Implementation Phases of Action Items and Sub-Action Items Covered in FY 21/22 Annual Report

PHASE	# IN FY 21/22	PHASE DEFINITION
Phase 1	16	Action Items and Sub-Action Items that have been targeted for completion in the FY 21/22.
Phase 2	3	Action Items and Sub-Action Items that have been targeted for completion in the FY 22/23. They have been included in this annual report if they are THWS core action items.
Phase 3	1	Action Items and Sub-Action Items that have been targeted for completion in the FY 23/24. They have been included in this annual report if they are THWS core action items.
Ongoing	30	Action Items and Sub-Action Items that have ongoing or continued implementation past FY 21/22. These items may have a future projected completion date or are items that will continue implementation for the foreseeable future.

Table 3: Performance Status for FY 21/22 THWS Action and Sub-Action Items

STATUS	# IN FY 21/22	STATUS DEFINITION
Steady State (Complete)	9	Achieved completion target for THW, continuing to track financials and or Key Performance Indicators
Complete	5	Achieved completion target, no longer requires tracking
In Part	23	Partially delivered, work is ongoing with all deliverables on track
Delayed	9	Delayed, work is continuing (action item may be entirely or only partially delayed)
Unlikely/Mitigated	3	Unlikely to reach targets, mitigations in place; tracking or monitoring unavailable for action item
Not Started	1	An action that for reasons disclosed in the summaries has not been started, but is not considered delayed.

Table 4: Fiscal Year 21/22 THWS Action and Sub-Action Items

LOE	ACTION ITEM	ACTION	STATUS	GROUPS BENEFITED
1	65	#65 – Family Violence Prevention Awareness Campaign (“Healthy Relationship Campaign”)	Steady State (Complete)	CAF Members CAF Families CAF Veterans CAF Reservists CFMWS Employees
1	1	#1 – Develop and implement a Total Health and Wellness (THW) communications plan	In Part	All Defence Team Members
1	31.2	#31.2 – Transition training	In Part	CAF Members CAF Families Veterans Reservists
1	31.3	#31.3 – Transition digitalization	In Part	CAF Members CAF Families Veterans Reservists
1	42	#42 - Strengthening the Forces (STF) Program	In Part	CAF Members Reservists
1	41	#41 - Optimizing Performance Force and Family (OPF 2) - CANSOFCOM Program	Delayed	CAF Members CAF Families Veterans Reservists Deployed CAF Members
1	2	#2 – Coordinate the development and implementation of an integrated THW training plan (DT-HRC THW SC)	Unlikely / Mitigated	All Defence Team Members
2	7	#7 - Stand up a THW Monitoring Office to ensure ongoing program monitoring of the THWS – THWS Core Action Item	Steady State (Complete)	All Defence Team Members
2	60	#60 - Develop RCN governance structure that aligns L2 formation health and wellness committees	In Part	CAF Members (RCN Specific)
2	4	#4 – Formalize Total Health and Wellness governance structure	Delayed	All Defence Team Members
3	46	#46 – Implement the CAF Diversity Strategy Action Plan	Complete	CAF Members
3	62	#62 – Research Project: Developing CAF Member’s Resilience During Post OFP Training	Complete	CAF Members
3	10	#10 - Implement the Integrated Defence Team approach to building a healthy workplace (Bill C-65)	Steady State (Complete)	All Defence Team Members
3	13	#13 - Continue to operationalize Integrated Conflict and Complaints Management – THWS Core Action Item	Steady State (Complete)	All Defence Team Members
3	8	#8 - Manage a central repository of existing DND/CAF personnel research	In Part	All Defence Team Members
3	9	#9 - Conduct the Defence Workplace Wellbeing Survey (DWWWS) – THWS Core Action Item	In Part	CAF Members Reservists
3	12.1	#12.1 – Continue the Sexual Misconduct Research Program – THWS Core Action Item ¹	In Part	All Defence Team Members
3	12.2	#12.2 - Continue to address hateful conduct in the workplace	In Part	CAF Members
3	12.4	#12.4 - Continue to address harassment and violence in the workplace	In Part	All Defence Team Members

3	12.5	#12.5 - Continue to implement and support the Employment Equity Act in the CAF to eliminate employment equity barriers in the workplace.	In Part	CAF Members
3	12.7	#12.7 - Continue to address sexual misconduct – THWS Core Action Item ¹	In Part	All Defence Team Members
3	15	#15 – Achieve full operational capability for the Civilian Return to Work Program – THWS Core Action Item	In Part	DND Employees
3	16	#16 – Achieve full operational capability for the CAF Return to Duty program	In Part	CAF Members Reservists
3	48	#48 – CAF Sports Program	In Part	CAF Members
3	11	#11 - Adapt the National Standard for Psychological Health and Safety in the Workplace (PHSW) – THWS Core Action Item	Delayed	All Defence Team Members
3	19	#19 – Leverage current culture alignment activities to promote the psychological health and wellness of the Defence team	Delayed	All Defence Team Members
3	12	#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace	Delayed	All Defence Team Members
3	12.3	#12.3 - Continue to address any form of discrimination in the workplace	Delayed	All Defence Team Members
3	12.6	#12.6 - Continue to address abuse of power in the workplace	Delayed	All Defence Team Members
4	30	#30 – Integration of THW related Suicide Prevention Action Plan Items – THWS Core Action Item	Complete	All Defence Team Members
4	52	#52 – Using nudge theory, this project will trial different behaviourally-informed messages to notify COs about their unit's rate of FORCE test completion	Complete	CAF Members
4	53	#53 – This project will help CAF members reduce their consumption of alcohol and tobacco using contemporary principles of behavioural economics	Complete	CAF Members
4	50	#50 - Soldier On Program	Steady State (Complete)	CAF Members CAF Veterans
4	55	#55 – Officer/Non-Commissioned Members Mess	Steady State (Complete)	CAF Members Reservists
4	56	#56 – PSP Community Recreation Programming	Steady State (Complete)	CAF Members CAF Families
4	66	#66 – PSP Deployment support to members	Steady State (Complete)	CAF Members on Deployment CAF Families Reservists
4	73	#73 - Service Income Security and Insurance Plan (SISIP) Personal Financial Education Program (PFEP); Financial Counselling Program (FCP)	Steady State (Complete)	CAF Members CAF Families Reservists
4	29	#29 - Modernize the Military Family Support Program (MFSP) and increase programs and services nationally and locally to include the virtualization of family services – THWS Core Action Item	In Part	CAF Members CAF Families CAF Veterans CAF Reservists CAF Members on Deployment
4	31	#31 – Achieve full operational capability for CAF TG – THWS Core Action Item	In Part	CAF Members CAF Families Veterans Reservists

4	31.1	#31.1 – Transition Process	In Part	CAF Members CAF Families Veterans Reservists
4	34	#34 - Implement the RCChS Spiritual Resiliency and Wellness Strategy (SRW) – THWS Core Action Item	In Part	CAF Members Reservists
4	57	#57 – Implement the Patient Partnered Care Initiative	In Part	CAF Members CAF Families
4	28	#28 – Expand the Office of Disability Management (ODM) – THWS Core Action Item	Delayed	DND Employees
4	35	#35 – Implement BALANCE – The CAF Physical Performance Strategy – THWS Core Action Item	Delayed	CAF Members CAF Members on Deployment
4	51	#51 – CA Mission:Ready Program	Unlikely / Mitigated	CAF Members (CA Specific)
4	27	#27 - Enhance Health Services to ill and injured service personnel by increasing support for occupational therapy and case management – THWS Core Action Item	Not Started	CAF Members
5	31.4	#31.4 – CAF/VAC Collaboration	In Part	CAF Members CAF Families Veterans Reservists
5	58	#58 – Evaluate the CAF Addiction Program	In Part	CAF Members
5	59	#59 – Apply VAC research to inform CAF policy and procedures	In Part	CAF Members CAF Families CAF Veterans
5	37	#37 – Identify opportunities for increased collaboration in support of a comprehensive approach to health and wellness (DT-HRC THW SC)	Unlikely / Mitigated	All Defence Team Members

¹These two sub-action items were originally part of the THWS core action item “OP HONOUR” and therefore are both considered part of 1 THWS core action item.

LOE 1: Communicate, Educate, Collaborate

THW Initiatives Status Report

Strategic Objective 1a: Increase Knowledge of Health and Wellness through Collective Promotion Activities

#1 – Develop and implement a Total Health and Wellness (THW) communications plan

Phase 1. **Status - In Part.** The purpose of the L0 Internal Total Health and Wellness (THW) Communications Plan is to outline high-level products and resources that will inform all Defence Team members, military and civilian, about the publication of the Defence Team Total Health and Wellness Strategy (THWS). Phase 1 of this Communications Plan has been completed which included the following products: a news release, an email message from the THW Programme Office, a toolkit email message sent to HICC + PAPCT Members, a Canada.ca THWS Hub Page including an HTML version of the Strategy, a DM/CDS department wide e-mail message, a DT News segment (video), an explainer video, a Maple Leaf article, and social media posts. The Communications Plan for Phase 2 is currently being drafted and consultation with key stakeholders is underway. Phase 2 will focus on post-launch (Phase 2) communications efforts that support the various programs, projects, and events that fall under the THWS's Lines of Effort and their associated Strategic Outcomes. In Phase 2, an active and sustained internal communications approach will inform audiences of progress, milestones, and work to come, with a focus on the internal Defence Team audience. Through the Communications Plan, we seek to

increase the knowledge of the Defence Team about the programs and services available to assist them as part of the THWS and encourage the Defence Team to access those programs and services to achieve optimal health and wellness. Our goals include: demonstrating leadership's commitment that the health and wellness of Defence Team members are top priorities, reinforcing the importance of health and wellness in all aspects of DND/CAF activities, exercises, and operations, and lastly, encouraging an integrated trans-organizational approach to total health and wellness communications in order to align existing strategies and programs and identify new areas of focus where gaps exist. Although there are no foreseeable delays in the implementation of this action item, keeping the Corporate Internal Communications team up to date on projects, strategies, and initiatives under the THWS umbrella is imperative to ensure an active and sustained promotion of THWS. Additionally, the success of this action item is dependent on the collaboration of all programs and initiatives under the THWS in regards to using key messaging and referencing the THWS in all communications. As communications will be sustained throughout the life of the THWS, this item will be considered "ongoing" moving forward.

#31.2 – Transition training

This sub-action item belongs to the overarching item [#31 – Achieve full operational capability for CAF TG – THWS Core Action Item](#)

Action Items realigned and covered by the overarching sub-action item #31.2:

#31.21 – Review, develop, expand and deliver updated second career assistance network (SCAN) seminars under SCAN 2.0 transformation - In Part

#31.22 – Building pre-transition awareness – Inform CAF members, and their families, earlier in their careers about the importance of transition planning and about VAC benefits, services, and supports - In Part

Ongoing. **Status - In Part.** This stakeholder identified action item, #31.2, regroups two SPAP sub-action items seen above into one sub-action item, which contribute to the overarching action item #31. The aim of this action item is to develop and implement a robust and comprehensive approach to training that is modern, accessible, and standardized CAF wide. By impacting CAF members, this action item intends to benefit not only the members, but families, veterans, and reservists. SCAN Online packages were launched in December 2018, and available for CAF members and Veterans anywhere and at any time to aid transitioning to civilian life. With COVID, the local SCAN seminars have since been modified to be delivered virtually. Introduced in Apr 19, the Enhanced Transition Training is required for all transitioning members with a date of release. In addition, in coordination with VAC, a new transition training package is currently being trialed to replace the current ETT package. The first phase of the training package has been designed and is ready to be trialed, My Transition 101 (MT101) with additional phases on track to be developed, including My Next Mission. MT101 will be available through DLN with workshops both virtually and in class, with research being conducted with VAC to identify a platform accessible to both CAF members and Veterans. This training will help CAF members in their transition planning by considering which track(s) is appropriate based on individual needs (My Employment Plan, My Education Plan, My Retirement Plan, and My Business Plan). Additionally, considerable progress was made in providing a variety of tools such as My Transition Guide, My Transition App, Military Occupational Structure Identification Code/National Occupation Code Equivalency Tool (MNET), My Skills and Education Translator (My SET) and Canada.ca Transition Website. As it stands, this item is on target to reach deadlines outlined in the THWS action plan (completed by 2024) although a potential delay on portions of the training package currently in development has been flagged as a possibility due to Human Resources and IT issues. It is estimated at this point that this delay might be a year if it occurs.

#31.3 – Transition digitalization

This sub-action item belongs to the overarching item [#31 – Achieve full operational capability for CAF TG – THWS Core Action Item](#)

Action Items realigned and covered by the overarching sub-action item #31.3:

#31.31 – Enhance CAF/VAC websites and CAF/VAC social media presence in order to make all information on VAC services and supports easily accessible and comprehensible for releasing CAF members, veterans and their families - In Part
#31.32 - Develop End-to-End Online Benefit Applications and Approvals Processes for Releasing Members - In Part

Ongoing. **Status - In Part**. This umbrella action item regroups two SPAP sub-action items seen above into one sub-action item and contributes to the overall action item – to achieve full operational capability for CAF TG. The aim of this action item is to digitalize the transition process through the development of an online visual of CAF and VAC services and supports that facilitate the CAF member's successful transition from military to civilian life; a toolset to foster CAF member applications prior to the transition period; and online tracking of reviews, appeal decisions and correspondences for VAC programs. Specifically, significant progress has been made towards the construction of a Digital Transition Center (DTC), a one-stop shop on the internet where members and their families can get the same level of support as they would at a physical transition centre location. Key services will include the capability to access all of the information on the MCT Canada.ca webpage; viewing Transition Events (e.g., career fairs, education fairs, workshops); logging into My VAC Account; and e-CAFRA for digital processing of release administration; viewing and scheduling appointments with a Transition Advisor; receiving virtual transition counseling in a secure environment; viewing, modifying, and downloading Transition Plans; and accessing Transition Training. The first prototype was completed in November 2021, with launch anticipated in 2022. To support this, CAF TG procured 2 PB servers, allowing the DTC to operate from the internet. Furthermore, the implementation of CAF Release Administration (CAFRA) system has not only digitalized the previous paper-based process, but will also ensure timely and accurate completion of benefit applications and approvals for releasing members. This improved internet portal will allow members to access digitalized release and component transfer applications as well as allow access to the member's Chain of Command to authorize, amend, or cancel requests. This tool will enhance efficiency and includes a comprehensive administration workflow for all benefits that need to be in place before a member transitions to post-military life. Through the digitalization of the transition process, this action item intends to benefit CAF members, Reservists, Veterans and their families. At this time, no delays are expected in the implementation of this action item, although information management and information technology issues could impact the achievement. Working in collaboration with VAC, this item works to ensure a seamless transition for CAF member to civilian life.

#65 – Family Violence Prevention Awareness Campaign (“Healthy Relationship Campaign”)
Formerly “Family Violence Prevention Awareness Campaign (“Take a Stand”)

Ongoing. **Status - Steady State Complete**. CFMWS runs an annual awareness campaign in October for the promotion of healthy relationships. This campaign transitioned from the Take a Stand campaign to the Healthy Relationship Campaign in 2018/2019 and expands every year. The campaign features stories of military families who have faced and overcome challenges, as well as offers a variety of tip sheets to help share information with military and veteran families. In FY 21/22, two new tip sheets were developed focused on deployments and featuring spotlights on new families to increase diversity in representation. An article on the development of the campaign was published in the February issue of the Journal of Military and Veteran Health Research. In terms of increasing awareness in FY21/22, the CAFConnection.ca/healthyrelationships page had over 3,327 new users to the website, 3,177 clicks on the Facebook link were captured, and 980 Healthy Relationships YouTube views were done through the campaign – all higher numbers than in 2020. Overall, a stronger measure of engagement and interest in the campaign was garnered in 2021 vs 2020. Through sharing resources and stories of military families who have faced and overcome challenges, it will equip others with tools to face their own family relationship challenges, thereby working towards operational excellence. This action item supports SSE initiative 22 – Women and Gender Equality Canada's Strategy to Prevent and Address Gender-Based Violence.

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

#2 – Coordinate the development and implementation of an integrated THW training plan (DT-HRC THW SC)

Phase 1. **Status - Unlikely/Mitigated**. A consequence of the delayed release of the THWS is some strategic action items originally due for completion within the fiscal year of 21/22 have not yet started. At this time, work on this will commence in Phase 2. There is no monitoring underway and the status is tagged as “unlikely/mitigated” to reach THW targets. The THW ProgO is coordinating with the THW SC to identify the lead organization to advance this item.

#41 - Optimizing Performance Force and Family (OPF 2) - CANSOFCOM Program

Action items re-aligned and covered by the overarching action item #41:

#41.1 – Special Operations Mental Agility (SOMA) – CANSOFCOM Program – In Part

#41.2 – Transition out of CANSOFCOM Program – Steady State Complete

#41.3 - Research Project: Resilience in the CANSOFCOM Community - Completed

Ongoing. **Status - Delayed**. This is an overarching action item that encompasses two sub-action items. OPF2 was created as both a strategy and an interdisciplinary coordinating system that enables and facilitates a holistic approach to caring for Special Operations Force (SOF) members and their families. Supporting SSE initiatives 16, 17, and 24, the focus of the program is on promoting resilience, enhancing performance and setting the conditions for optimal rehabilitation across four core domains: Physical (Medical and Human Performance PSP-Delivery), Psychological, Spiritual & Family (Military Family Services). As it stands, the program primarily benefits CAF members, CAF veterans, CAF reservists, and their families. CANSOFCOM is currently working on evolving the OPF2 program to incorporate components of the THWS specific to DND employees where it aligns with the OPF2 Domain construct. OPF2 operates by leveraging existing CAF services (much like the conventional forces), as well as developing new or supplemental services where needed that are typically embedded or dedicated at the unit level to attain the program’s main outcome of increased operational effectiveness. While the OPF2 PMF has recently been approved, implementation of the PMF has been delayed due to capacity restraints of DGMPRA researchers. The CANSOFCOM Commander has identified implementation of the OPF2 PMF as a top priority and determining further support requirements and actions to develop an implementation and data collection plan are underway. For the time being, the conduct of research/surveys and oversight by a bi-annual OPF2 Steering Committee enable ongoing monitoring of program services and deliverables to ensure continual improvement. Although COVID had a definite impact on several planned initiatives and in-person programming in general, progress was made in the development and execution of a robust Virtual Service Delivery capability. Shortly after the onset of COVID, the Human Performance Teams developed and distributed an incredible amount of virtual programs and services that were delivered for 22 straight weeks, including for deployed personnel. Our Family, Spiritual and Psychological Domains also successfully adapted by offering various virtual services. To support this ongoing work, four term positions were converted to “indeterminate” and a new position was added to Human Performance (HP) – Delivery and Family Domains. Additionally, the Human Performance Platform (data analytics) Pilot is progressing with collaboration with CFMWIS DFIT to share lessons learned. Other accomplishments include the drafting of the SOF Mental Performance Framework, the creation of a HP Research and Development Call Letter process to identify relevant and impactful HP research requirements, the creation of an Advanced Peer Support course – Special Operations Sentinel + (SOS+) to address the gap between Sentinel Basic and VAC-supported OSISS training, the creation of Acute Stress Reaction (ASR) training “Cover – Connect – Coach” (CCC) or “Back from the “Black” to teach members how to recognize and respond to team members exhibiting signs of ASR during a combat-related event, as well as ongoing refinement of the SOMA training package. OPF2 is currently in year four of

implementation, although the program itself is not baseline funded which might lead to long-term challenges sustaining the program. Due to previously mentioned delays such as COVID impacts and the implementation of the OPF2 PMF, mitigation has been planned and the item has been defined as delayed. The development of virtual programming and potential hiring of a data analyst and/or leveraging internal staff are currently implemented and proposed resolutions to delays. Additionally, current CAF infrastructure is not consistent across SOF unit locations and not always supportive of holistic, collaborative program delivery leading to challenges in program implementation.

#42 - Strengthening the Forces (STF) Program

Action items re-aligned and covered by the overarching action item #42:

#42.1 – Injury prevention and active living – Strengthening the forces (STF) initiative - In Part

Ongoing. **Status - In Part**. The Strengthening the Forces (STF) initiative, developed through consultation with numerous stakeholders, is an educative initiative for all CAF Members, including both Regular and Primary Reserve. STF offers multiple courses including 26 on Alcohol Other Drugs, Gambling and Gaming Addictions for Supervisors; 46 on Butt-Out (smoking cessation); 1 on Injury Reduction Strategies; 16 on Top Fuel for Top Performance; 5 on Weight Wellness; 42 on Mental Fitness & Suicide Awareness; 17 on Managing Angry Moments; 10 on Stress Take Charge; and 10 on Inter-Comm. All course material is in the process of being updated, aside from Inter-Comm which belongs to DGADR. Communication materials are additionally in the process of being updated, such as fact sheets and course tools. A Tobacco strategy is in progress of development, and is on track to meet targeted completion dates. Additionally, STF is currently in the process of conducting a Situational Assessment to ensure the STF program is meeting the current and emerging health and wellness needs of CAF personnel and the organization. This is a 3 year project and is on track to meet the targeted completion date of December 31, 2022 with data collection now 80% complete. STF aims to educate CAF members on how to take control of their health and well-being, which optimizes their ability to perform effectively and safely on CAF operations and to enjoy a high quality of life, thereby working to achieve operational excellence. Furthermore, STF is committed to continual improvement as demonstrated by the current development of 8-10 Performance Indicators (PIs) as well as strategic plans and logic models to provide more granular measures at the local and national levels. At this time, there are no foreseeable delays in delivering this action.

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

There are no action items in the fiscal year 2021/2022 being implemented under the strategic objective 1c.

LOE 2: Strengthen Governance

THW Initiatives Status Report

Strategic Objective 2a: Engage leadership through the Defence Team Human Resources Total Health and Wellness Sub-Committee

#4 – Formalize Total Health and Wellness governance structure

Phase 1. **Status - Delayed**. While the Total Health and Wellness Strategy (THWS) was written, the Governance Structure was decided. Built in collaboration with stakeholders across DND, the Strategy is meant to represent the entire Defence Team (DT). To ensure all perspectives of stakeholders are incorporated into the work of the Strategy, the THWS Program Office (ProgO) has been created and acts as a secretariat under the governance of the THW Sub-Committee

(THW SC). The THWS ProgO has drafted and completed a Terms of Reference (TOR) which is available for all stakeholders to see on the SharePoint. The THW SC TOR identifies the steering potential of the sub-committee and clarifies the roles and responsibilities of the different parties involved. This confirmed the THW SC governance framework and reasserted the governance role through the clarification of the responsibilities of other board committees. Concurrently, senior executive teams (HR-Civ and CMP) have committed 2 directors as chairs to the THW ProgO to enhance the governance within the DT. This item has been tagged as “delayed” as the action continues to be a work in progress and will not be complete by the original targeted date. Moving forwards, it will be transitioned to an “ongoing” item in recognition that work will remain as long as the Strategy is being operationalized. Greater involvement and more active oversight has become evident and operational governance will continue to evolve for better integration. Furthermore, work continues to be done to integrate local Base & Wing health and wellness committees as per the Strategic Objective 2.b within the governance structure to ensure that THW initiatives and efforts are well informed and supported at both regional and national levels.

Strategic Objective 2b: Integrate Base and Wing Health and Wellness Committees

#60 - Develop RCN governance structure that aligns L2 formation health and wellness committees

Ongoing. **Status - In Part**. The RCN is developing an L1 governance structure to align Formation Health and Wellness (H&W) Committees. Formations on both Coasts have H&W Committees that have been active for many years and their mandates are ratified in Formation level orders. With the release of the DT THWS, the mandates of the current H&W committees needs to be expanded and aligned with an overarching L1 governance structure that reports up to the THWS Sub-Committee. This initiative is ongoing and completion is anticipated for Q3/Q4 FY22/23. Once a Naval Order (NAVORD) is approved and the governance structure is in place, then a formal reporting structure will be established, including financial reporting, establishing priorities and targets, PMF, and internal review process.

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

#7 - Stand up a THW Monitoring Office to ensure ongoing program monitoring of the THWS – THWS Core Action Item

Phase 1. **Status - Steady State Complete**. The Defence Team Total Health and Wellness Strategy (THWS) was officially launched on March 4, 2022. The Strategy is conveyed through an action plan, which outlines all actions to be implemented under and monitored against a Performance Measurement Framework. In order to monitor the implementation of THWS, a Program Office (ProgO) was created in March 2021 to initiate the steps forward. Although the release of the THWS was delayed to March 2022, the THW ProgO worked hard to communicate the purpose of the Strategy and deliver on its promise throughout the year before its release, setting a strong foundation for the THWS within the culture of the Defence Team. ProgO has been working to collect performance and financial information from stakeholders to adequately monitor the action items. Supporting operational excellence and good practices, ProgO has concentrated its efforts to maintain organizational standards and offer metrics in support of the health and wellness of all DT members. Throughout the implementation of the THWS, ProgO has been devoted to a mandate of: 1) enabling corporate processes to continuously support portfolio work related to the THWS; 2) confirming THWS strategic priorities are followed and 3) aligning THWS by monitoring and reporting to leadership; 4) supporting work by equipping the stakeholder’s methodologies, standards and tools; and, 5) reinforcing strategic orientation and strategic execution among initiative owners to pursue the THWS strategic goals. This is accomplished through the establishment of a comprehensive approach, monitoring the implementation of the action plan, and establishing procedures and processes to collect accurate data. Since spring 2021, the ProgO has actively worked with stakeholders to internalize THWS

into the greater DT. However, in terms of monitoring and reporting, a consensus on resources allocated was not established by the end of this fiscal year. In order to extract the full benefit of a Program Office's role and demonstrate its value in service of the DT, systemic changes should occur. This item has been tagged as "Steady State Complete" to acknowledge that the item itself is complete, although there are reporting targets that cannot be established and therefore monitoring will continue.

LOE 3: Enable a Healthier Workplace

THW Initiatives Status Report

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

#8 - Manage a central repository of existing DND/CAF personnel research

Phase 1. **Status - Steady State Complete.** A DGMPRA publication repository is in Initial Operating Capability (IOC). Originally, this action item was identified in the strategy to be a Phase 2 item, but the development of a central repository of DGMPRA publications has made progress ahead of schedule. The repository is functional at this time and contains approximately 10,000 records where users can view document data (titles, abstracts, and meta-data), and download approved publications. Additional development will continue over the next fiscal year to improve functionality, confirm meta-data integrity, and update the repository to align with the DND website standards. The repository uses SharePoint and due to record limitations with SharePoint, a list cannot contain more than 5000 records. Consequently, DGMPRA must manage size accordingly. It would be beneficial to increase the storage limitations set within SharePoint to reduce the risk of running out of available storage space. The plan to mitigate this risk is an annual review of publications and movement of older documents to another accessible and searchable list. The creation of an accessible searchable repository of DGMPRA research will increase awareness of research activities within the Department, including providing access to published material, thereby increasing the ability for organizations and individuals to maximize on evidence we have to inform evidence-based policies, programs, and procedures to improve operational excellence.

#9 - Conduct the Defence Workplace Wellbeing Survey (DWWS) – THWS Core Action Item

Phase 3. **Status - In Part.** The Defence Workplace Well-being Survey (DWWS) has been replaced with the Your Say Matters: CAF Well-Being Survey and the Your Say Matters: DND Well-Being Survey. Given the high degree of content overlap between the DWWS and the CAF Retention Survey, DGMPRA will administer a streamlined/strengthened survey that consolidates these two surveys. In light of the current focus on culture change, and upon consultation with Chief Professional Conduct and Culture (CPC), this survey will also include some key elements related to diversity and inclusion and how these impact well-being and retention. This survey will be administered to military personnel (Regular Force and Primary Reserve Force) March to April 2022 and to civilian personnel April to May 2022. In order to meet departmental commitments, the plan is for this refined survey to be administered annually to military members and every three years to the entire DT. Additionally, the survey will include an over-sampling of designated member groups to enable reporting on experiences of personnel from these groups. This Action Item contributes to operational excellence by potentially yielding more consistent insights to inform program and policy recommendations, (particularly consistency between THW Strategy and CAF Retention Strategy), standardizing the schedule for Departmental Results Reporting and PMF indicators, increasing the ability to conduct analyses on subgroups of interest (particularly DGMs), providing a more integrated DT assessment, and reducing resource requirements. An evidence-based assessment, this survey will provide empirically-based information regarding workplace well-being and the work and organizational factors that impact it. Job demands and job

resources will be assessed as per the Canadian Standard for Psychological Health and Safety in the Workplace framework, and key outcome measures such as burnout, engagement, organizational commitment, and retention intentions will be assessed. This will provide program and policy OPIs with evidence-based information upon which to focus. Consequently, the Your Say Matters: CAF and DND Well-Being Survey has numerous applications. It will directly support the actualization and monitoring of key personnel strategies, such as the Total Health and Wellness Strategy, the CAF Retention Strategy, the CAF HR Strategy, and CPCC organizational culture change efforts.

#12.1 – Continue the Sexual Misconduct Research Program – THWS Core Action Item

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace.](#)

Ongoing. **Status - In Part.** Developed in response to the External Review into Sexual Misconduct and Sexual Harassment in the CAF (Deschamps, 2015), the Sexual Misconduct Research Program began in 2015 to analyze available scientific evidence to respond to concerns and questions raised in the external review and to conduct further research in areas that had not been sufficiently explored to that point. As a result, the action item includes multiple projects, which can be organized across the following theme areas: Bystander Intervention; Reprisal, Retaliation and Retribution; Restorative Engagement; Support to Victims/Survivors; Your Say Survey; Leadership Dynamics; Socialization; Culture Change; Performance Measurement Frameworks; Survey on Sexual Misconduct in the CAF (SSMCAF) and Prevention Research. Within each theme, DGMPRA and/or the SMRC has undertaken and will continue to undertake a range of research projects that contribute to knowledge generation in these domains. A list of the sexual misconduct-related research products completed by DGMPRA in FY 21/22 can be found in [Annex B](#). In addition to reports completed, some of the key sexual misconduct related research DGMPRA progressed in FY 21/22 included: An assessment of Respect in the CAF training; the second and third phases of qualitative research on Leadership Dynamics (focused on senior officers and junior NCMs, respectively) and Socialization (focused on members in occupational training and members who have entered their first unit post-occupational training, respectively); reporting on victim support pertaining to workplace support and beginning to scope the second phase of the Victim Support Study on the perspectives of service providers; the 2022 administration of the Programs and Policy Your Say Survey, of which a portion is dedicated to obtaining members' perspectives on sexual misconduct and support received from the SMRC; and developing a performance measurement framework for the SMRC's Restorative Engagement Program. Due to the ongoing COVID-19 pandemic, there are risks associated with carrying out in-person data collection for qualitative projects while abiding by public health guidelines. This has resulted in some delays to progressing data collection for qualitative projects examining Leadership Dynamics and Socialization. To mitigate this risk, DGMPRA pivoted focus to progressing other aspects of the Sexual Misconduct Research Program. Furthermore, in FY 21/22 SMRC research team members to support the Prevention Research Program were hired, ethics approval for the first research study was obtained, and preliminary discussion with data partners were completed. The Prevention Research Program aims to better inform prevention efforts by the CAF through conducting research on the perpetration of sexual misconduct in the CAF and developing response frameworks and training curriculum better targeted at subgroups at higher risk for perpetration. This project will deliver a mix of research products and development of support products. Work began in FY2021/2022 with the development of a research agenda and foundational documents that reviewed existing research literature relevant to the area. The 2022 iteration of the SSMCAF was delayed from a 2021 start due to the COVID-19 pandemic, with questions finalized in fall 2021 and qualitative testing taking place in January 2022. It is currently on track for the collection period of Q3 of 2022/23. The previous iterations were collected in 2016 and 2018. The CAF and DND are committed to repeating the survey on a regular basis as a means of tracking progress over time. This action item aims to achieve operational excellence by influencing cultural change strategy through comprehensive, multi-phase research focused on understanding the key cultural dimensions, incidence, and response

to inappropriate sex- and gender-based behaviours in the CAF/DND. This will be achieved through research activities that monitor the scope of sexual misconduct in the CAF, identifying key risks and barriers to health and inclusive CAF/DND cultures, understanding experiences of affected members, including victims, bystanders, perpetrators and leaders, and identifying key cultural factors and behaviours that enable positive culture change and that proactively address inappropriate sex- and gender-based behaviours in CAF/DND.

#62 – Research Project: Developing CAF Member’s Resilience During Post OFP Training

Phase 1. **Status - Complete**. The intent of this proposed initiative was to review best practices for creating resilient personnel during initial training and continuing training in both a domestic and international context. Resilience would include mental, physical and spiritual aspects. DGMPPRA completed research to identify factors contributing to resilience in various groups or contexts (i.e., RCN and CANSOFCOM personnel), which may inform training needs. The qualitative study [\[#62 – Research Project: Developing CAF Member’s Resilience During Post OFP Training\]](#) is an associated project on the same recruits mentioned in this item, and will be addressed in phase 2. This item has been marked as complete, and no further tracking is required.

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

#10 - Implement the Integrated Defence Team approach to building a healthy workplace (Bill C-65)

Phase 1. **Status - Steady State Complete**. The National Health and Safety Policy subcommittee has aligned the mandatory Workplace Harassment and Violence Prevention (WHVP) training for all DND Public Service Employees (PSE) and CAF members. To do so, CAF members were provided Canada School of Public Service (CSPS) Accounts in June 2021. WHVP training is mandatory for all DND PSE and CAF members with the intention of achieving 100% completion in 2021. However, after the first year of implementation 76% of PSE and 78% of CAF members with CSPS accounts had completed the training. Furthermore, workplace assessments are mandatory for DND workplaces. This is to identify risks for harassment and violence within the workplace and to implement mitigation measures to prevent occurrences. The current Workplace Harassment and Violence Prevention Interim Policy applies to both PSE and CAF members. The Workplace Harassment and Violence Center of Expertise (WHVP CoE) supports CAF and PSE managers when they receive a Notice of Occurrence. Work is ongoing to have this policy converted into a DAOD and accompanying instruction manual. Additionally, a working group was stood up to review and align the Workplace Harassment and Violence prevention program with the CAF harassment program and propose an integrated approach for all Defence Team members. A website was also developed, (New Workplace Harassment and Violence Prevention Regulations), which includes documentation and toolkits for employees and employers. Finally, DGICCM harassment investigators have been trained to conduct investigations under the new WHVP Regulations within DND. This action item contributes to operational excellence by working to create a workplace that is physically and psychologically safe and free from harassment and violence. There is also the opportunity for continuous improvement as implementing preventative measures will minimize risks related to workplace harassment and violence. As it stands, there are no risks to the project although additional funding will be required to complete the projects outlined, potentially also for the currently unfunded WHVP program if service demands increase. This Action Item is completed and will require monitoring going forward.

#11 - Adapt the National Standard for Psychological Health and Safety in the Workplace (PHSW) – THWS Core Action Item

Phase 1. **Status - Delayed**. The National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard) – the first of its kind in the world, is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work. In 2016, the Government of Canada adopted the Federal Public

Service Workplace Mental Health Strategy. With this strategy, the government has committed itself to exploring aspects of mental health with its employees and to listening to their needs. The adaptation of the National Standard for Psychological Health and Safety in the Workplace (PHSW) for the Defence Team aims to align to the Federal Public Service Workplace Mental Health Strategy. The strategy will evolve over time, and improvements will be based on research, new information and employee feedback. The government also recognizes that all its employees have a voice and a responsibility in making their workplace psychologically healthy and safe. Ensuring that all Defence Team members are not only fit/supported physically but mentally and psychologically is integral in ensuring successful operations whether those are at the local level or higher headquarters functions and all other levels in between. As we seek to align to the National Standard for Psychological Health and Safety in the Workplace within the Total Health and Wellness Strategy, the learning curve is steep. Where the process of physical incidents, such as accidents, illnesses, injuries and deaths, is well known, documented and reported, those incidents dealing with mental and psychological health are less so. It is through a combined effort of several organizations within DND/CAF that will ultimately lead to a successful outcome for ensuring the physical and mental health and integrity of all Defence Team members. In the FY 21/22, a review of the Psychological Health and Safety in the Workplace was completed in the context of a legally required Hazard Prevention Plan as well as the development of a Workplace Psychosocial Audit Tool. Although this item was originally tagged to be completed in Phase 1, the item has not been completed and is therefore tagged as “delayed” for this fiscal year. Moving forwards, this item will be changed to the “ongoing” phase until a more specific completion date can be confirmed.

#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace

This umbrella item includes sub-action items [#12.1 – Continue the Sexual Misconduct Research Program – THWS Core Action Item](#) which addresses LoE 3a, and [#12.2 - Continue to address hateful conduct in the workplace](#), [#12.3 - Continue to address any form of discrimination in the workplace](#), [#12.4 - Continue to address harassment and violence in the workplace](#), [#12.5 - Continue to implement and support the Employment Equity Act in the CAF to eliminate employment equity barriers in the workplace](#), [#12.6 - Continue to address abuse of power in the workplace](#), and [#12.7 - Continue to address sexual misconduct – THWS Core Action Item](#), which address LoE 3b.

Ongoing. **Status - Delayed**. Through the implementation of the seven sub-action items associated with this item, operational excellence will be improved through ensuring that all employees within the Defence Team have a safe and respectful place of work. Additionally, the associated organizations are committed to continually improve their deliverables to address the needs of Defence Team members. Given that two of the associated action items are currently delayed, work is continuing on this overarching action item. See individual associated sub-action items to see how the CPCC, ICCM, and SMSRC are continuing to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity, and abuse of power in the workplace.

#12.2 - Continue to address hateful conduct in the workplace

This sub- action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - In Part**. The Hateful Conduct Policy update was launched in summer 2020 and one amendment was made in fall 2020. Since summer 2020, the Hateful Conduct Incident Tracking System (HCITS) has been operational and provides data and analytical reporting on incidents of alleged hateful conduct that are reported by L1s across the CAF. The HCITS has issued mid-year and annual reports for both 2020 and 2021, with the year-end report for 2021 currently in development including a comparative analysis of the incidence of hateful conduct in the CAF between 2020 and 2021. Furthermore, as a part of the federation of databases, HCITS data is now being shared with CPCC and as of February 2022 the data will form part of the official internal misconduct reporting products of CPCC on behalf of the CAF. To assess the effectiveness of the efforts to address hateful conduct in the CAF from 2020-21, data from a

survey recently completed by DGMPPRA will be potentially used as indicators. Additionally, Canadian Forces Military Personnel Instruction amendments are currently in development and are anticipated to be released in spring 2022. The introduction and regular updating of a policy that provides direction to the Chain of Command to address hateful conduct as well as a tracking system that ensures oversight and awareness of the overall incidence of such incidents contributes to the CAF organization's ability to establish and maintain a safe and healthy work environment, thereby working to achieve operational excellence.

#12.3 - Continue to address any form of discrimination in the workplace

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - Delayed**. In Dec 2020, the Anti-Racism Secretariat was stood up to provide direct support to the Minister's Advisory Panel on systemic racism and discrimination. They engage stakeholders, analyse data, and consider recommendations across the Defence Team to facilitate discussions on anti-racism. Thereafter, in April 2021, CPCC who works to unify and integrate all associated professional conduct and culture change activities across the Department of National Defence (DND) and the Canadian Armed Forces (CAF) was stood up. At this time, discussions continue with stakeholders to determine the best suited OPI for this action item. Also, further assessment and analysis to identify comprehensive reporting on this action is ongoing. Therefore, the item has been tagged as "delayed" until potential OPIs can be identified.

#12.4 - Continue to address harassment and violence in the workplace

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - In Part**. To address harassment and violence in the workplace, a mandatory workplace assessment, which identifies the risk factors and mitigation measures for Workplace Harassment and Violence is completed by all DND workplaces. This assessment identifies risks for harassment and violence within the workplace and informs mitigation measures that can be implemented to prevent occurrences, thereby ensuring safer workplaces. Additionally, there is mandatory training for all DND Public Service (PSE) and CAF managers on their legal obligation to respond to and prevent occurrences of harassment and violence in the workplace. A Designated Recipient (DR) was also created, which is a neutral unit that responds to Notices of Occurrence if a principal party is not comfortable reporting the occurrence to their employer, adding another way for principal parties to come forward and address harassment and violence. Through the Workplace Harassment and Violence Prevention (WHVP) process, preventative measures have been implemented including the processes of negotiated resolution and prevention investigations. Furthermore, the WHVP Centre of Expertise has developed webinars on the following topics: WHVP Regulation, Empathetic Listening (in addition to a three hour workshop), and Family Violence. WHVP mandatory training was also implemented for all DND PSE and CAF members. After the first year of implementation, 76% of PSE and 78% of CAF members with accounts had completed the training. 27% of new employees had not yet completed the training as of February 2022. Working towards operational excellence, this action item works to ensuring all Defence Team members have a workplace that is physically and psychologically safe and free from harassment and violence. At this time, there are no foreseeable delays in delivering this action item. Although, with the recent transfer of the WHVP under DGICCM, new FTE may be required for the data analytics required to support and monitor the program deliverables. Additionally, there are no funds assigned to the development of the WHVP program, thus if there is an increased demand, this might put a risk at the service level. It is known that additional funds are currently needed to complete the development of the case management system as well as build a system to track Workplace Assessments.

#12.5 - Continue to implement and support the Employment Equity Act in the CAF to eliminate employment equity barriers in the workplace.

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - In Part**. Director Human Rights and Diversity (DHRD) is responsible for ensuring that CAF policies and programs are implemented in accordance with the Employment Equity Act and Canadian Human Rights Act to achieve CAF representation goals and to provide a better work environment for all members. Although DHRD is the Functional Authority to implement Employment Equity in the CAF, DHRD is not the OPI to implement the action items contained in the newly developed CAF Employment Equity Plan 2021-2026. As such, achieving employment equity in the work place is an overall CAF responsibility, with DHRD being the office to establish to objectives to achieve this goal. All CAF members should have equal opportunity and be employed in a way that is not hindered or prevented based on the grounds of discrimination. The CAF must consistently demonstrate its capability to provide equitable opportunity for all designated groups throughout their employment journey within the CAF, from recruitment to retention to transition out of service. CAF members deserve to be treated with respect and dignity, without which operational excellence cannot be achieved. The mission of achieving employment equity is an ongoing effort. The CAF has set up representation goals for Women, Indigenous Peoples and Visible Minorities to be achieved by 2026 as follows: 25.1% for women, 3.2% for Aboriginal Peoples, and 11.8% for visible minorities. At this time, there are no representation goals for people with disabilities or LGBTQ2+ members. To determine these rates, the Canadian Forces Employment Equity Data (CFEED) was used which contains self-identified identifiers. In 2026, the situation will be reassessed either with the extension of the current goals or with new goals being issued if the CAF is successful in achieving its representation rates goals. At this time, there are no foreseeable delays in delivering this action item.

#12.6 - Continue to address abuse of power in the workplace

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - Delayed**. With the introduction of a broader definition of harassment under new Workplace Harassment and Violence Prevention legislation introduced in Jan 2021, there is no measure for abuse of power or abusive supervision factors at this time. Discussions continue with stakeholders to determine the best suited OPI for this action item and further assessment is required. With this information, this action has been tagged as delayed until potential OPIs have been determined.

#12.7 - Continue to address sexual misconduct – THWS Core Action Item

This sub-action item belongs to the overarching item [#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace](#)

Ongoing. **Status - In Part**. This action item is related to SSE items 18, 19, 20, and 21. As Operation HONOUR has culminated, CPCC drafted an Op HONOUR Termination Order to collect Lessons Learned and Lessons Identified from across DND/CAF in order to ensure that these lessons are incorporated into the development of the yet-to-be developed Defence Culture Strategy. The alteration of nomenclature and branding from Operation HONOUR to Sexual Misconduct is ongoing. Sexual misconduct incidents reported to the Chain of Command continue to be tracked through the Sexual Misconduct Incident Tracking System (SMITS), formerly known as Operation HONOUR Tracking and Analysis System (OPHTAS), renamed in February 2022. To provide a comprehensive institutional picture of sexual misconduct incidents in the CAF and enable more informed leadership engagement and intervention, efforts are ongoing to maintain and improve the promulgation of statistics in collaboration with Assistant Deputy Minister (Data, Innovation, and Analytics) [ADM(DIA)] and Assistant Deputy Minister (Information Management) [ADM(IM)], with the development of an agile information tool offering statistics. The transfer to a modular online course for SMITS users started in February 2022 to facilitate user training that is provided monthly in both official languages, in a real-time setting. Other initiatives related to

addressing and preventing sexual misconduct continue; for example, a Training and Education Framework is being developed. This framework will provide a comprehensive structure for all courses related to conduct throughout a member's career. Further, the Path to Dignity and Respect: The Canadian Armed Forces Sexual Misconduct Response Strategy continues to be in effect, with a familiarization course on the strategy (The Path Online Course) being available to all Defence Team personnel on the DLN Learning Management System since January 2022. Moreover, the Respect in the CAF (RitCAF) workshop is offered as a residency based workshop, delivered locally by Health Promotion at 24 bases and wings across Canada. From March 2020 to present, delivery of the workshop has been reduced in order to comply with imposed Public Health and Safety regulations. This workshop is designed to foster a sustained change in attitudes and behaviors in order to build a respectful climate and culture within the CAF. The interactive curriculum intends to promote respect in the CAF through awareness and understanding, to empower CAF members to take a stand against sexual misconduct and to support affected persons.

#13 - Continue to operationalize Integrated Conflict and Complaints Management – THWS Core Action Item

Ongoing. **Status - Steady State Complete**. The Integrated Conflict and Complaints Management (ICCM) aims to continue the delivery of services aimed at resolving and/or managing work place conflict and complaints in a timely manner, along with delivery of training aimed at preventing conflicts and complaints. In 2016, DGICCM stood up 16 Conflict and Complaint Management Services (CCMS) centres dispersed across Canada. CCMS Agents are trained subject matter experts (SME) skilled to assist and/or guide Defence Team members in selecting options to resolve complaints using rights based processes such as harassment, grievance, human rights or legal processes, while making referrals to Conflict Management Practitioners (CMP) to support resolution and/or management of conflicts and complaints utilizing Alternative Dispute Resolution (ADR). As the [CAF Modernization Plan](#) evolves, the action required will provide tailored service delivery to Defence Team members to minimize risk of harassment in the workplace environment. Committed to continual improvements, ICCM plans to enhance capacity and capability in service delivery in support of culture change. At this time, ICCM has been established and is defined as complete, but is continuing to report THW related key performance indicators. There are no delays or risks at this time to the continual operationalization of ICCM.

#15 – Achieve full operational capability for the Civilian Return to Work Program – THWS Core Action Item

Phase 2. **Status - In Part**. The Civilian Return to Work (RTW) Program is being integrated into the Office of Disability Management (ODM) business processes (see [#28 – Expand the Office of Disability Management \(ODM\) – THWS Core Action Item](#) for further details on this program) and modernized to ensure all affected Public Service employees have access to a professional disability management program. In FY 21/22, the transfer of functional authorities from VDCS to HR Civ for the RTW Program was completed, the transition and integration of the RTW Program roles and responsibilities was initiated in areas serviced, and governance reviews and consultation has been initiated and is in the early stages. Due to funding restrictions outlined in Action Item #28, without additional funding the ODM will be unable to integrate the RTW Program within its framework and gaps will occur. This means that various standards and inadequate management for the RTW Program will be present at DND, resulting in inadequate support for Public Service employees. To support and fully integrate the RTW Program within its framework, the transfer of financials from VCDS is required. At this time, the program is on track to reach a targeted full operational capability by June 2022. In parallel with the Office of Disability Management (ODM), the RTW Program is working towards operational excellence through the provision of a high level of client service and programing, which requires a commitment and high level of professionalism from those employees delivering the service. Professionalizing the Disability Management role, establishing a credible program and maintaining high service offering

have been essential to the longevity of the ODM program. Considerable efforts are being deployed to ensure the transition, full integration and modernization of the RTW Program to ensure the highest standards in service delivery. Disability Management Advisors (DMAs) are providing expert knowledge, advice and support on consistent disability management practices and procedures inclusive of advice on the return to work and constantly promote a better understanding of DND's legal duty to accommodate requirements. This is achieved through a robust training program, supporting a continuous learning culture, regular participation in communities of practice and frequent verifications and validations on all business processes. Working towards continual improvement, the transition of the RTW Program responsibilities and authorities to the ODM provides a centralized approach to all aspects of disability management within the department, further allowing General Safety Officers (GSOs) to focus on the remainder of elements under the General Safety Program. Reduction in compensation costs and lost productivity would be second to the positive impact on health, well-being and morale of the workforce of this change.

#16 – Achieve full operational capability for the CAF Return to Duty program

Ongoing. **Status - In Part**. The Return to Duty (RTD) program plays a significant role in the larger strategic priority to implement the Path to Reintegration (P2R). The RTD program offers a standardized, professional and personalized approach in the delivery of services to all ill and injured members posted to a CAF Transition Unit (TU), including both Regular and Primary Reserve. At the stand-up of CAF TG, it was recognized that a standardized approach was needed in the provision of services to our ill and injured members that access the CAF Transition Centres (TCs) and that both members and their families should receive a clear roadmap of what they can expect when posted to the CAF TG. Therefore, upon posting to CAF TG an assessment/screening is conducted to assess members' risks and needs using the framework of the Domains of Well-being and to determine the correct path to recovery for each member. The intent is to work with the members to develop a plan that considers their personal goals, identifies key supports, stakeholders, and creates a schedule. For many the focus is on full recovery and return to military duty. For some it means a transition out of the military. In sum, the RTD program plays a significant role in supporting members who are assessed as likely to be retained in the CAF. To achieve full operating capacity of the RTD program, the implementation of a new Mission Support System (MSS) module was conducted in September 2021 which improved tracking, monitoring and reporting for members involved in RTD. The module also includes providing enhanced training and support across all CAF Units to better understand the needs of ill/injured members participating in RTD so that chain of command can provide their fullest support to recovering members. Additional notable achievements in FY 21/22 included collaboration with CFHS and other Service Partners to reduce the duplication of "paperwork" for supported members and enhance communication between stakeholders to provide a smooth experience for the members, linking data from the intake and exit reports with Human Resources Management System (HRMS) data, and the hiring of a National RTD Coordinator/Manager to support TCs RTD Coordination and Unit RTD reps. Currently, work is being conducted on improvements to facilitate MSS user utilization and improve the supported members intake which will allow Unit RTD reps to access and add data on their unit supported members. At this time, although COVID has slowed progress, the services are continuing quite well and there are no foreseen gaps or risks.

#46 – Implement the CAF Diversity Strategy Action Plan

Phase 1. **Status - Complete**. The CAF Diversity Action Plan applied to all CAF personnel and aimed at creating an inclusive workplace. A number of initiatives were implemented or initiated through the implementation of this action plan. Recently, the CAF Diversity Strategy, formerly a stand-alone document, has been incorporated into the CAF Employment Equity (EE) Plan as many of the action items were assessed through the EE measures. A report is produced annually which highlights issues and initiatives that are key to address employment inequity such as

representation rates (i.e. women, indigenous peoples, visible minorities, persons with disabilities, LGBTQ2+ members) in areas of targeted attraction/recruitment, awareness, awareness/education/training, policy/accommodations, self-ID and focus on research, advisory capacity, champions and commemorative events. Since the CAF Diversity Strategy has been rolled into the CAF EE, this item will be covered by action item [#12.5 - Continue to implement and support the Employment Equity Act in the CAF to eliminate employment equity barriers in the workplace](#). moving forwards.

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

There are no action items in the fiscal year 21/22 being implemented under the strategic objective 3c.

Strategic Objective 3d: Embrace a culture of wellness

#19 – Leverage current culture alignment activities to promote the psychological health and wellness of the Defence team

Phase 1. **Status – Delayed**. At this time, discussions continue with stakeholders to determine the best suited OPI for this action item. As there are ongoing structural changes in CPCC, the functional authority within is still being determined. Therefore, at this time no information can be disclosed regarding this item and the item has been tagged as “delayed” until a potential OPI can be identified.

#48 – CAF Sports Program

Ongoing. **Status - In Part**. This is an ongoing program activity, however a number of key milestones related to policy and strategy have progressed. A sports DAOD 5045-1 has been completed and received final Corp Sec Legal review. A briefing package will be sent to A/CMP for approval and release. A Sports Strategy has also been drafted, and was scheduled to be briefed to PMB in Oct 2021, which was cancelled. The Sports Strategy was projected to be presented in February 2022 at a CFPMC meeting. No further information was disclosed.

LOE 4: Improve Access to Care and Support

THW Initiatives Status Report

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

#50 - Soldier On Program

Ongoing. **Status - Steady State Complete**. The Soldier On Program is currently an existing program that contributes to the recovery of ill/injured CAF members and Veterans by providing opportunities and resources through sport, recreation, and creative activities. In FY 21/22, Soldier On planned and delivered over 150 activities supporting over 1000 CAF members and Veterans. Soldier On contributes to operational excellence as it directly supports the recovery of ill/injured members, specifically contributing to or providing the gateway to enhance the Domains of Well-being. The Vision is to be CAF's world class expert leaders in recovery, rehabilitation and reintegration of ill/injured serving members and Veterans. The program is continually improving, with recent expansion of the Soldier On program across Canada enabling grassroots representation and regional integration to enable delivery of more inclusive and diverse

opportunities for those in need. This program is currently considered complete, but continues to report key THW related achievements.

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

#27 - Enhance Health Services to ill and injured service personnel by increasing support for occupational therapy and case management – THWS Core Action Item

Action items re-aligned and covered by the overarching action item #27:

#27.1 – Align CAF/VAC Medical Transitions (Phase 2) – Not Started

#27.2 - Standardize CAF/VAC Case Management Support (Phase 2) – Not Started

#27.3 – Use the Integrated Case Management Practice model (Phase 1) – Not Started

Phase 2. Status - Not Started. This overarching action item has two sub-actions currently (one to augment seamless transition, the other to augment case management); however, this item itself is to provide evidence-based care to CAF members and this will require ongoing quality improvement and adaptations to care and supports as medical practice and norms evolve. To enhance seamless transition, CAF/VAC medical transitions will be aligned through the Seamless Transition Task Force Medical Oversight Team. To enhance case management, the Integrated Case Management Practice Model will be applied through all stages of recovery, rehabilitation, and transition into civilian life. Both sub-actions will be implemented through collaboration with Veterans Affairs Canada. This overarching item will contribute to operational excellence through ensuring transitioning members will be provided the necessary support in transferring health care and medical files to the civilian health care system. Additionally, through increasing support with case management and occupational therapy, existing transition services will be improved. If appropriate personnel cannot be hired for this action, implementation could potentially be delayed. As this item is a Phase 2 item, planning has begun but implementation is planned to commence in FY 2022-2023.

#28 – Expand the Office of Disability Management (ODM) – THWS Core Action Item

Phase 1. **Status - Delayed.** The partial expansion of the Office of Disability management (ODM) is now complete. The ODM has had great success in areas serviced and will have achieved approximately 65% of planned full operational capacity (FOC) to be achieved by spring 2022. Since the ODM is the Center of Expertise for disability management within the DND, employees and managers in non-serviced areas are largely left to navigate the complex disability management process on their own. The ODM is working towards operational excellence through the provision of a high level of client service and programing, which requires a commitment and high level of professionalism from those employees delivering the service. Professionalizing the Disability Management role, establishing a credible program and maintaining high service offering have been essential to the longevity of the ODM program to date. Considerable efforts are being deployed to ensure the highest standards in the qualifications of Disability Management Advisors (DMAs), service delivery and integration of industry best practice where applicable. Noting the increasing trend in mental illness and unprecedented case volumes experienced during COVID 19, ODM services remain a key resource to support the health and well-being of Public Service employees. Implementing this program nationally will align and bring coherency and cohesion to a variety of separate DND policies, programs and standards as well as ensure the department conforms to applicable legal and other requirements. Additional funding to achieve FOC has recently been approved by DND/CAF senior leadership and hiring of additional qualified personnel to complete the final expansion has been initiated and should be completed by late summer 2023.

#29 - Modernize the Military Family Support Program (MFSP) and increase programs and services nationally and locally to include the virtualization of family services – THWS Core Action Item

Ongoing. **Status - In Part**. This action item has three main goals: to reduce wait times for mental health services, to improve family access to tele-medicine services and emergency family care requests, and to increase access to counselling services. In FY 2021-22, Military Family Services (MFS) continued to evolve their service delivery through robust virtual offerings. This enabled improved access to mental health counselling, family and intimate partner violence support, extended outreach to remote families, and non-clinical social supports. Specifically, there was a 75% increase in contacts to Family Information Line (FIL) compared to the previous year, from 4,136 in 2020 to 7,109 in the same time period in 2021; virtual support was delivered to over 150 members and their families posted external to Canada; Strongest Families (online coaching for parents with children with anxiety and/or depression) supported 96 referrals and the Kid's Help Phone (Crisis Text Service) supported 39 youth in crisis; and Support Our Troops funded 26 virtual Operational Stress Injury Social Support (OSISS) workshops. In regards to improving tele-medicine services and childcare requests, 2,825 patients accessed telemedicine licenses through Maple; the Calian's Military Family Doctor Network connected 350 families to a family physician; Emergency Childcare transitioned to Emergency Family Care Assistance, which provides in-person (where possible) and financial reimbursement to offset family care expenses arising from emergency situations that cannot be addressed through established Family Care Plan (FCP) arrangements – of which 134 military families received financial assistance in this capacity in 2021-22. To increase access to counselling services, MFS will continue to build on the evidence-based foundation to establish rationalized baseline services with guidelines and validated operational processes for staffing, funding, reporting, evaluation and outcome assessments. This will be done locally by Military Family Resource Centres (MFRCs) as well as for all Military and Veteran Family Services Programs (MFSP and VFP). In 2021-22, MFRCs offered 3,255 mental health counselling sessions. Furthermore, the “2020+ Strategic Framework for Services for Military and Veteran Families” was released in December 2020. It includes the modernized MFSP structure generated from research conducted during the development of the Comprehensive Military Family Plan. Recognizing the vast number of family service stakeholders, new processes for staffing, funding, monitoring, enforcement, governance and legal agreements will be designed and deployed to ensure mission-focused family-centered services are available both domestically and abroad. A Relocation Guide was also developed including tools and checklists for military families relocating, with location specific community profiles to assist with transition between communities. Finally, following the CFMWS-wide guidelines and policies on data use, MFS has produced an internal Data Management Strategy to help foster a culture where data analysis remains foundational to program evaluation and delivery, aiding in the continual improvement of services.

#30 – Integration of THW related Suicide Prevention Action Plan Items – THWS Core Action Item
Formerly “Implement THW related Suicide Prevention Action Plan Items”

Phase 1. **Status - Complete**. In fall 2021, the Total Health and Wellness Program Office (THW ProgO) team began aligning the acquired 62 Suicide Prevention Action Plan (SPAP) items moved under the THWS and incorporating them into the THWS action plan. In November, the THW ProgO consulted with stakeholders to confirm the Office of Primary Interest (OPI) for each individual action item. Through remits and conversations with the OPIs, the primary goal was to determine the status of the action items, as the last update on them was in the 2018 SPAP Annual Report. Through these consultations, it was determined that 2 of the action items were better aligned under alternative strategies, 12 of the items were completed prior to FY 21/22, 3 of the items were covered by THWS core action items, and 1 of the items was redundant with an action item already under the THWS. In December 2021, the projected initiation and completion dates of the resulting aligned action items were identified and sorted into the appropriate THWS implementation phases which then determined the relevant action items to be included in this FY 21/22 report. As of January 2022, the realigned SPAP items had been adopted into the THWS strategy with associated OPIs and phases determined. The statuses of the action items had been gathered through previous consultations with the OPIs and through the Program and Performance Summary Form remit in January 2022. Through the realignment of the SPAP action items under the THWS, all action items working to support the health and wellness of Defence

Team members are now monitored under one strategy. This allows for ease of determining gaps in service delivery, collaboration between stakeholders to align efforts, and the sharing of lessons learned and best practices to enhance ongoing initiatives to support the health and wellness of all Defence Team members, working to achieve operational excellence. The overall goal of this action item was to ensure seamless transfer of the SPAP action items into the THWS, thereby supporting the continual improvement of the organization of Defence Team initiatives.

#31 – Achieve full operational capability for CAF TG – THWS Core Action Item

This item includes sub-action items [#31.1 – Transition Process](#) which addresses LoE 4b, [#31.2 – Transition training](#) and [#31.3 – Transition digitalization](#) which address LoE 1a, as well as [#31.4 – CAF/VAC Collaboration](#) which addresses LoE 5.

Ongoing. **Status - In Part.** Through the implementation of the four sub-action items associated with this item, operational excellence will be improved through ensuring each transitioning member and their family are informed (CAF retention options are known; CAF and VAC benefits are known and understood; the broad spectrum of transition path options are made available; any CAF administration processes affecting transition are identified and explained; future post-transition employment options, including re-enrolment options are understood), prepared (a personalized transition plan based on the Domains of Well-being is in place; all entitlements, services, and benefits are in-place; methods and contacts for future follow-through and reach back are provided), and empowered (the member has the capacity to develop, customize, and execute their transition plan; there is trust in the process; members have confidence to make the right decisions for their circumstances; a member's family is engaged and participating in the transition process; the member is provided with all the tools to take ownership of their future) throughout the vulnerable transition process. Additionally, CAF TG is committed to continually improve the services they provide, ensuring the delivery of professional, personalized, and standardized transition services by using a strategy involving four lines of operation: simplifying (reduce the complexity of the transition process and close the seams with VAC), cooperating (collaborate and integrate with partner agencies to develop a comprehensive joint transition process), training (professionalize and train CAF TG staff while informing and educating the CAF on available transition assistance support), and engaging (communication, engagement, and performance measurement of our capabilities with CAF members, our partners, and the Canadian people). See individual associated sub-action items to see how the CAF TG is working towards operational capability.

#31.1 – Transition Process

This sub-action item belongs to the overarching item [#31 – Achieve full operational capability for CAF TG – THWS Core Action Item](#)

Action items realigned and covered by the overarching sub-action item #31.4:

- #31.11 – Evaluate the effectiveness of the CAF/VAC transition model project (Phase 2) – Not Started
- #31.12 - Implement the CAF/VAC Transition Model Project Plan – In Part
- #31.13 - Establish Transition Centres with Integrated CAF/VAC Resources – In Part
- #31.14 - Provide an Orientation Process for CAF Members and their Families at each CAF Posting – In Part
- #31.15 - Health & Wellness Self-Assessment Checklists and Procedures – In Part
- #31.16 - CAF/VAC Transition Interview – In Part
- #31.17 – VAC Transition Checklist – In Part

Ongoing. **Status - In Part.** This action item regroups seven sub-action items into one sub-action item and contributes to the overall action item – to achieve full operational capability for CAF TG. The aim of this action item is to develop a new transition process, tools and policy in collaboration with other stakeholders [Veterans Affairs Canada (VAC) and Military Family Services (MFS)] to facilitate all CAF members, Veterans, Reservists, and their family a seamless transition from military to civilian life. In line with the Government of Canada's strategic direction, both CAF and VAC have adopted a more human-centric approach towards ensuring that members receive a personalized, professionalized, and standardized transition experience and based on the domains of Well-being paradigm that underpin the entirety of the new approach to transition.

Those seven domains of well-being used by CAF and VAC are: 1-Purpose, 2-Finance, 3-Health, 4-Social Integration, 5-Life Skills, 6-Housing and Physical Environment and 7-Culture and Social Environment. This new Transition Process called the Military to Civilian Transition (MCT) has been verified in a controlled environment (Transition Trial in CFB Borden and CFB Petawawa) as operational. The verification of the trial was completed in Dec 2021 and the Close Out Report is targeted to be published early 2022. The evaluation framework for the MCT is roughly 75% complete; with input from Director Transition Services and Policy (DTSP), CAF TG J5, MFS, and VAC; and performance measurements are in the process of development by CAF TG, MFS, VAC and DGMPRA experts. This evaluation is expected to begin in Phase 2 (FY 22/23). Additionally, CAF TG Transition Advisors conduct the domains of well-being risk screening early on in the new MCT proves, and send that information to VAC. VAC then conducts their Transition Interviews from an informed position, and sends the information back to the Transition Advisor for inclusion into the member's Transition Plan, which all occurs well before the Date of Release. In Transition Trial lead locations, members additionally have the option to see a Family Transition Advisor (FTA) so the family can be assessed and family transition goals can be included in the Transition Plans. In terms of the VAC Transition Checklists, both CAF and VAC completed the construction of a Member Transition Task List (MTTL), which includes all of the core release administration items and major goals from CAF and VAC perspectives that all transitioning members will have to complete. In fall 2021, VAC led the creation of an online version of the Screening Tool, with CAF and RCMP input, which allows members to self-screen and find areas they need support in (to be launched Dec 2021 or Jan 2022). As part of the Path to Reintegration (P2R) process, all ill and injured members posted to a Transition Centre (TC) receive a standardized welcome package and orientation. These services remain available for personnel and family members not posted to a TC. Overall, a lot of work was conducted in FY 21/22 regarding the transition process, with notable success that the orientation process for CAF members and their families at each CAF posting, Health & Wellness Self-Assessment Checklists, and CAF/VAC Transition Interview processes have been implemented within established TCs across the 9 regions/30 locations. Although no delays are reported at this time, human, financial, and infrastructure issues could impact the achievement of this action item.

#51 – CA Mission:Ready Program

Phase 1. **Status - Unlikely/Mitigated.** Due to multiple factors including a restricted capacity and lack of resources to deliver Mission:Ready (MR) alongside the release of the THWS, Mission:Ready has been identified as in the process of project close out. The planning and preparation for this transition is currently in progress. Currently, CADTC (the OPI), CA HQ and the THW ProgO are working together to determine how to appropriately close out this item without hindering service delivery and losing the benefits provided by Mission:Ready. The Mission:Ready Strategy was based on a multidimensional model of holistic fitness that encompassed six distinct domains. It contributed to operational excellence by providing an internet website (strongprouready.ca) that centralized resources according to six distinct fitness domains which individual CAF members could use to assess and work towards to improve their total fitness and resilience as well as the development of domain sheets and a coaching manual for leaders. However, the domain sheets and coaching manual have not been implemented and the website is no longer maintained. Therefore, MR does not currently support any organizational or program deliverables.

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

#34 - Implement the RCChS Spiritual Resiliency and Wellness Strategy (SRW) – THWS Core Action Item

Action items re-aligned and covered by the overarching action item #34:

#34.1 – Implement and develop the SENTINEL Program, IMP Lourdes and the DT Chaplain Hour series – THWS Core Action Item – In Part

Phase 2. **Status - In Part**. There are three current programs/initiatives within the RCChS strategy that fall under the THW umbrella: The SENTINEL Program (Suicide Prevention – SPAP), the International Pilgrimage to Lourdes (IMP Lourdes), and the RCChS Spiritual Resilience Series (SRS). The SENTINEL peer support program has been implemented and is being run in all CAF elements and on expeditionary deployments. Research, preparation and trials are being conducted on how best to offer the program within the Primary Reserve component. Research into Performance Measurement (PM) for the program is being conducted. IMP Lourdes has been developed and is being maintained. It was cancelled for 2022 but expected to run in 2023. SJS is preparing an OP Order that should provide clarity on responsibilities for not only the RCChS but also support elements. Additionally, past PMs are being examined for validity and new spiritual metrics are being explored for use with the next group of pilgrims. For the SRS, the RCChS is in the process of developing a series of 9 Spiritual Resiliency modules to help members/their families develop skills to remain resilient and achieve a higher level of holistic health. Many of the modules are fully completed and those in development should be completed prior to the 2022 posting season. This Action Item contributes to operational excellence as the full implementation of the RCChS SRW strategy will help members of the CAF and their families not only understand the difference between religion and spirituality, but also the important role that a strong and resilient spirituality plays in health and happiness. Additionally, a spiritually aware CAF contributes to greater cohesion and openness to diversity. The RCChS SRW strategy also supports the CAF SPAP, as well as the CAF Retention and Data and Analytics Strategy. Further, it directly supports SSE initiatives 5, 10, 12, 14, 16, 17, and 19. The implementation of the SRW Strategy is supposed to be completed by 2023. While the programs already in existence/in development will be completed by the expected deadline, the governance and PM aspects of the programs will not be unless additional resources are put in place. The RCChS does not have any HR resources dedicated solely to SRW initiatives. All program development, implementation and PM is done by chaplains as secondary/tertiary duties. Without additional HR resources as requested by the stakeholder, the annual posting season in 2024 is the target date for structural and PM completion. However, with the additional resources the stakeholder estimates this could be completed by the annual posting season in 2022.

#35 – Implement BALANCE – The CAF Physical Performance Strategy – THWS Core Action Item

Ongoing. **Status - Delayed**. The BALANCE Strategy is based on a "centralized intent and decentralized execution" approach. From 2017 to 2019/20 key metrics (FORCE Test compliance, health related and operational fitness) were trending closer to established target levels. The pandemic has slowed progress and impacted both the functioning of our established National Committee and the establishment of some local working groups. Now that the Canadian Forces are adopting an endemic approach, we aim to improve key metrics to close to pre-pandemic levels, which will require effort at all levels of CAF leadership with a particular importance for military L1s (RCN, CArmy, RCAF, SOF, CMP) and Base/Wing/Unit leadership. Armed Forces Council Executive (AFCX) were briefed on 17 Feb 2022 and discussed CAF and command efforts moving forward. Overall, the BALANCE Strategy is currently tracking 77 activities. Of these, 21 are complete, 24 are in progress, 15 are delayed, and 14 are unknown. Due to the delay of 15 of the activities, this action item has been given the "delayed" status. Some notable achievements for FY 21/22 include the implementation of FORMeFIT kits 2.0, the expansion of these kits to the Primary Reserve, and the Balance Strategy report card. The BALANCE Strategy is designed to achieve operational excellence through enhancing the CAF culture of fitness through Performance 4 (P4) behaviours: Injury prevention, physical activity, sleep/rest, and nutrition.

#52 – Using nudge theory, this project will trial different behaviourally-informed messages to notify COs about their unit's rate of FORCE test completion

Phase 1. **Status - Completed**. This project has been closed and will not require further tracking. A nudge was ready to go and was scheduled to go live in August 2020, but it was postponed due to

COVID-19. Additionally, DGMPPRA has done some research examining how nudges may influence healthy behaviour. As current organization plans are no longer planning to implement this item, it has been tagged as completed.

#53 – This project will help CAF members reduce their consumption of alcohol and tobacco using contemporary principles of behavioural economics

Phase 1. **Status - Completed**. Research was conducted and completed on this topic and two scientific letters were provided to the Director Force Health Protection (DFHP). One systematic review was published in September 2021, titled “A Realist Review of Nudge Interventions to Decrease Alcohol and Tobacco Consumption.” This Action Item contributed to operational excellence by providing the DFHP with research that can be applied in practice with the aim of reducing alcohol and tobacco use in the CAF, thereby supporting health, readiness, and retention. As there are no further client requests and the research has been completed, this item requires no further tracking.

#55 – Officer/Non-Commissioned Members Mess

Ongoing. **Status - Steady State Complete**. Officer and Non-Commissioned Members Messes are a source of social support on all Bases and Wings. Unfortunately, the messes were one of the most impacted programs on Bases and Wings during the past two years of the COVID-19 pandemic. As the CAF followed provincial restrictions regarding restaurants and bars, messes were closed across the CAF. To continue to provide programs for CAF members and to mitigate the disruption in services, many messes across the CAF transitioned to on-line activities, drive through food pick-up services and many prize give-aways. One successful activity that was promoted throughout the CAF messes in the FY 21/22 was a National Junior Rank Call of Duty Warzone Gaming Tournament on April 21. The Quadpocalypse Tournament CAF Junior Rank had over 340 Junior Ranks members who met virtually for an afternoon of video gaming fun. The tournament had representatives from the Regular force, Reserve force, as well as members from Latvia and Kuwait. In addition, a photo contest was added to the tournament for the participants to submit a team photo while playing. The tournament was a great success and brought our junior ranks together during the pandemic, offering a program to support the health and wellness of CAF members in times where in person gatherings were not permissible. Programming continues through the messes at all Bases and Wings, and will continue to be adapted when required to follow provincial COVID-19 regulations where necessary.

#56 – PSP Community Recreation Programming

Ongoing. **Status - Steady State Complete**. Recreation opportunities connect the military community and families while promoting active living and healthy life-styles. Currently, PSP Community Recreation offers over 7,000 instructor lead programs to over 80,000 children, youth and adults. All recreation staff are trained in the "High Five" program. Furthermore, after reviewing whether this initiative could offer additional spaces to CAF members and their families, using in-year funding for FY 21/22, a program was offered free of charge for all children of deployed members. This program is named S.T.A.R. “Strength Through Active Recreation” and was launched at multiple CAF locations throughout Canada. Based on research and best practices, a standard curriculum has been developed to not only promote healthy lifestyle choices through play and sport, but also build resiliency. In addition, in FY 21/22, CFMWS received non-recurring public funds to develop initiatives to support CAF families and children during a relocation. Multiple initiatives are being developed and will be implemented in the next few months. Some funds were utilized to create recreation programs for children and youth. One important initiative that PSP recreation services achieved is the hosting of a CAF virtual youth conference titled “Level Up” over two weekends, March 19 and 26, 2022. The conference’s objective was to provide teens with a chance to connect and learn about the various techniques and resources they can use to cope with the challenges related to relocation. Another important

initiative is the children's relocation guide that is in development to be a complementary resource to the family guide being prepared by Military Family Services. Our new relocation resource for children is a superhero training book; going through various activities, children will have the opportunity to strengthen skills linked to resiliency. This action item recognizes the important and imperative supportive role families have in CAF members' health and wellness. The PSP Community Recreation Programming aims to support the health and wellness of military members and their families to ensure all members of the military community are recognized, thereby working towards operational excellence. This item has been tagged as "Steady State Complete" since it is existing, but continues to produce relevant metrics for the THWS.

#57 – Implement the Patient Partnered Care Initiative

Ongoing. **Status - In Part**. This action item aims to provide the ways and means for CAF patients, families, CFHS staff, and the patient's chain of command to engage more meaningfully at all levels of the CAF health care system. In 2021-2022, a tiger team was stood up to outline research options and create a Master Implementation Plan. An environmental scan was completed to outline a review of different models for Patient Partnered Care (PPC) use in other organizations, informing initial recommendations for a CAF model. These recommendations were presented to and endorsed by the CFHS Quality Council, and a draft concept document is currently being prepared alongside the Master Implementation Plan. Outcomes of this action include higher patient satisfaction with care, improved support from families and the Chain of Command, and better patient care outcomes, leading to overall improved operational excellence. The PPC Initiative works to improve current service delivery through a user-friendly design and a more cost-effective delivery of health services. A term PPC Program Development Officer position was approved and staffing is underway to help implement this initiative, although it is anticipated that additional roles such as an indeterminate PPC Program Coordinator will be required. As it stands, this Action Item is on track, but will require engagement of personnel within CFHS at the strategic, operational and tactical levels. CFHS is currently experiencing critical manning shortages across some health services trades, on top of accumulated demands from the pandemic, which is a potential risk to this Action Item.

#66 – PSP Deployment support to members

Ongoing. **Status - Steady State Complete**. The PSP integrated planning team within Canadian Joint Operations Command (CJOC) continued to provide support to CAF deployed operations throughout the year. Since 1 April, 2021, PSP has force generated over 66 personnel in support of Op Impact, Op Reassurance- LTF, and OP PROJECTION. Services provided include barber services, retail operations, fitness, sports and recreation programs, administration of the Home Leave Travel Program (HLTA) and morale and welfare excursions. As members of OP IMPACT, the PSP team were responsive in support of OP AEGIS and quickly adapted programming posture to re-focus assistance where needed during the evacuation of Afghan refugees. In addition to our regular force generation efforts, PSP deployed four staff in support of OP IMPACT's Third Location Decompression (TLD) held during the month of November 2021 in Cologne, Germany. This TLD was in support of an estimated four hundred members transitioning home after a six-month mission in the Middle East. Furthermore, the PSP Deployment Support Training and Selection course is an integral part of the force generation process. During the May 2021 and October 2021 training serials, PSP successfully recruited and trained ninety-six candidates for future deployments. In a particularly challenging year when international travel paused in response to COVID-19 restrictions, PSP Deployment Support continued to administer a modified Home Leave Travel Assistance (HLTA) program to support deployed operations. Those members authorized leave travel were restricted to return travel from mission location to Canada and, although the number of travelers were fewer, the dynamics of managing international travel during a pandemic made each individual file significantly more complex. Despite the restrictions, to date this FY, HLTA Staff at CFMWS HQ and SNPF CF deployed overseas facilitated leave travel from designated mission areas for over 1600 CAF members deployed to 12 operational missions around the globe, supporting our defence families and

serving those who serve. PSP Deployment Support has also delivered over \$150K in fitness, sports and recreation equipment in response to 21 mission requests, enhancing MW programs for CAF members deployed on CJOC, SOFCOM and RCN operations to date this FY. In addition to MW Equipment support, PSP Deployment Support has been able to make significant improvements to the MW programs for CAF members deployed to small domestic/continental operations as well as international and UN missions that don't generate NPF. These contributions have been made possible through the introduction of the Corporate Rebate Program in June 2020. Finally, the Deployment Support Amenities program continues to provide support to all CAF operations globally through distribution of entertainment materials, special event items, streaming services and satellite programming to the RCN fleet. One hundred and sixty active satellite receivers support twelve Frigates, twelve MCDVs and two AOPS (Arctic off-shore patrol vessels). Since April 2021, the amenities program has provided \$144,000 in direct funding to deployed operations for procurement of amenities and recreation equipment. There are no foreseeable risks or delays to the continued implementation of this item, and at this time it is deemed as aligning with the "Steady State Complete" status.

#73 - Service Income Security and Insurance Plan (SISIP) Personal Financial Education Program (PFEP); Financial Counselling Program (FCP)

Ongoing. **Status - Steady State Complete.** SISIP is an ongoing completed program that offers financial counselling and education to all CAF members. The financial counselling program provides confidential and timely assistance to serving CF members and spouses or partners who are experiencing financial difficulty or require financial advice. Counselling may be initiated on a referral or a voluntary basis. A professional financial counsellor works with the client to develop an action plan and provide the skills for sound financial management. The financial education program provides formal training for CF members and their families to give them the day- to- day financial tools and principles required for a sound financial future. Training is included in recruit & officer cadet courses. There are no foreseeable risks or delays to the continued implementation of this item, and at this time it is deemed as aligning with the "Steady State Complete" status.

LOE 5: Align and Integrate

THW Initiatives Status Report

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

#31.4 – CAF/VAC Collaboration

This sub-action item belongs to the overarching item [#31 – Achieve full operational capability for CAF TG – THWS Core Action Item](#)

Action Items realigned and covered by the overarching sub-action item #31.4:

#31.41 – Continue work of CAF/VAC Seamless Transition Task Force – Steady State Complete

#31.42 – Actively Promote and Work to Register all CAF Members and Veterans to My VAC Account – In Part

#31.43 – Introduce Veteran Service Agent check-in Calls to Releasing Members 30 days prior to Release as a follow up to the Transition Interview – Steady State Complete

#31.44 – Implement the Joint CAF/VAC Employment Strategy – In Part

Ongoing. **Status - In Part.** This action item regroups four sub-actions items into one sub-action item, seen above, and contributes to the overall action item – to achieve full operational capability for CAF TG. The aim of this action item is to enhance a functional collaboration with VAC to facilitate all CAF members, Reservists, Veterans and their family through a seamless transition process from military to civilian life. The Seamless Transition Task Force has been established and grew with the addition of a Research Team in FY 2020. Currently, the majority of Veterans

are not registered with VAC, so CAF and VAC will collaborate to ensure that all CAF members are registered to a "My VAC" account prior to their release. Through a CANFORGEN, members were informed that they are required to contact VAC as part of their transition out. In the MCT process (see action item [#31.1](#) – Transition Process), every Transition Plan contains the goal of a member to set up a My VAC Account. Intent will be to register new CAF members early in their career to promote familiarity with the online tool and its use to access VAC benefits, services and information at any point during the member's career. Veteran Service Agent check-in Calls to Releasing Members 30 days prior to Release as a follow up to the Transition Interview were introduced to engage CAF members shortly prior to their release to ensure that they are progressing administratively and to try to eliminate any problems in a timely manner. Additionally, the Transition Advisors and Release Administrators contacting members ensure that members link with VAC early on in the MCT process so that VAC has situational awareness of the member. Finally, the Joint CAF/VAC Employment Strategy aims to promote: 1. Civilian employment readiness; 2. Recruitment by civilian employers post-release; and 3. Synergy amongst the Veteran employment community. My Skills and Education Translator (My SET) has advanced significantly, and currently CAF TG is in the process of uploading all Military Qualification Standard/Training Plans into civilianized Training Plans, which will populate My SET. Furthermore, the alignment between DTSP and DPGR under the CAF ACE policy has begun to guarantee a seamless recognition of military training. A third identity Military Transition Engagement & Partnership (MTEP) has been stood up within DGMT to take on the portfolio of relationship building with all organizations that want to assist in the military to civilian transition sphere. At this stage, no delay is expected in the implementation of this action item, although human and financial issues could impact the achievement of this action item.

#37 – Identify opportunities for increased collaboration in support of a comprehensive approach to health and wellness (DT-HRC THW SC)

Phase 1. **Status - Unlikely/Mitigated**. This item has not been started and will be moved to phase 2. For this reporting period, the THW Program Office has begun coordinating with the THW SC to determine the organization that will be the primary point of contact will be for this item. Although this item was originally tagged to be completed in Phase 1, due to delays in the release of the THWS the strategic action items originally planned to be completed within the fiscal year of 21/22 have not had the chance to be started. As this has still not been solidified, monitoring has not been started on this item. As it stands, without an identified organization to lead this action item it has been tagged as "unlikely/mitigated" to reach THW targets.

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

#58 – Evaluate the CAF Addiction Program

Ongoing. **Status - In Part**. This action item was previously titled "Employ an Addictionologist" in the 2019 SPAP report. Upon consultation with stakeholders, it was decided to adapt this item to the greater program, the CAF Addiction Program, to capture all efforts being made to support the health and wellness of CAF members. As it stands, there is an ongoing review of the Canadian Forces Health Services Addiction Program including a study on the use of CAF clinics for addictions. Although there is a public service position open to hire an addictionologist, this position has yet to be filled. The overall goal of this program is to use evidence-based medicine to ensure easily accessible, quality health care to CAF members struggling with addictions including substance use disorder, alcohol use disorder, and gambling and behavioural disorders.

#59 – Apply VAC research to inform CAF policy and procedures

Ongoing. **Status - In Part**. Efforts have begun to form a DND/CAF-VAC collaborative team comprised of DND/CAF and VAC researchers, which will allow DND/CAF to obtain situational

awareness on VAC research that may be of relevance for programs and policies. Through this collaboration, it will be possible to ensure that DND/CAF policies and programs are better able to address factors influencing the longer-term health and well-being of CAF members, as VAC research results will bolster the evidence-base for these programs and policies. By improving the long-term health and well-being of CAF members, CAF members and their families will be benefited throughout their career, even as they transition to a CAF Veteran. At this time, there are no foreseeable delays in implementing this action item and has no specific milestones or deliverables.

Financial Report

Background & Current State

Many of the programs and initiatives included as action items in the THWS action plan existed as free-standing programs within DND prior to the establishment of the Strategy. With the operationalization of the Strategy, additional funds were given to 12 identified programs to support their implementation.

In 2019/2020, funding was reassigned from existing reference levels within the Department. As part of the responsibility associated and to report on any related financials, the THW ProgO has been working to establish an appropriate information gathering system to align financial spending. As the THW ProgO is not currently enabled as a multi-L1 committee-based governance body, the financial alignment of action items is an ongoing project to clarify funding and improve financial situational awareness. Working towards a solution, the THW ProgO has created an Input/output (IO) structure with instructions to be provided to all THWS programs. This structure has been designed to capture expenses in a way that links directly to THWS performance measurements and Departmental Result Frameworks (DRFs). While this will improve real-time data capture and be useful for periodic reporting, it will not capture many of the nuances that will affect program finances during a given fiscal year.

Future Reporting Requirements

The THW ProgO has developed a plan to implement the proposed IO structure to improve financial reporting. Annually, financial authorities will circulate a call letter to the L1s who have THWS action items asking them to provide financial reports on their programs on a semi-annual and annualized basis. These reports will allow the THW ProgO to compile information to help support programs, such as if the data indicate potential risks to action item implementation (e.g. technology, staffing, etc.).

The THW ProgO will also work with stakeholders to gradually setup financial structures such as cost centres. Additionally, recommendations will be offered to help use existing financial coding to better identify THWS expenditures. This will be discussed directly with program OPIs in FY 22/23 and will allow data retrieval even where coding issues are present. As performance reporting and finance reporting are linked, the THW ProgO will gradually adjust reporting approaches and requirements to maximize simplicity and tailor measurements to ensure they are as meaningful and timely as possible.

Current (FY21/22) Financial Data Available

Funding authorized the following:

Table 5: THWS Funding Summary

THW Total	Total for FY2021/22 to FY2036/37	Total for FY2021/22 to FY2023/24	2021/2022	2022/2023	2023/2024
Personnel					
Salary	770,761,692	105,219,510	28,555,361	36,276,568	40,387,581
Allowances	28,262,139	3,890,333	1,084,561	1,333,668	1,472,104
EBP (@ 20%)	159,804,580	21,821,920	5,927,924	7,522,049	8,371,947
Total Personnel	958,828,411	130,931,763	35,567,846	45,132,285	50,231,632
Operating Expenses					
Translation	1,189,468	169,472	51,459	63,540	54,473
Travel	26,586,732	3,368,676	968,563	1,066,874	1,333,239
Office Supplies	1,874,900	288,205	84,924	97,902	105,379
Contracted Support	1,513,879	312,809	127,821	131,128	53,860
Equipment	3,205,729	732,049	270,100	306,488	155,461
Training	13,735,015	1,723,244	397,413	607,048	718,783
Relocation	1,517,659	232,996	76,308	77,663	79,025
Maintenance	10,415,874	1,586,192	510,755	532,008	543,429
Licensing	185,648	20,241	2,280	7,775	10,186
NPF Salaries	88,923,370	13,290,575	4,316,103	4,427,796	4,546,676
Indirect O&M	158,107,358	23,577,605	7,616,798	7,941,517	8,019,290
Total Operating Expenses	307,255,632	45,302,064	14,422,524	15,259,739	15,619,801
Other TBS Requirements					
PSPC accommodation charges (13%)	75,199,107	10,079,128	2,552,564	3,533,155	3,993,409
Total Other TBS Requirements	75,199,107	10,079,128	2,552,564	3,533,155	3,993,409
Total Incremental Cost (before tax)	1,341,283,150	186,312,955	52,542,934	63,925,179	69,844,842
HST (13%)	49,719,113	7,199,554	2,206,761	2,443,076	2,549,717
Total Incremental Cost	1,391,002,263	193,512,509	54,749,695	66,368,255	72,394,559

Director Budget provided information about funding distribution. While there are a few areas where it appears some funding may have been malapportioned between programs, these are generally being rectified.

Table 6: Breakdown of Funding for THWS Core Programs

Level 1	Fund Centre	THW Initiative	Proposed Funding		Notional Allocation		Comments
			FY 2020/2021	FY 2021/2022	FY 2020/2021	FY 2021/2022	
VCDS	0159AA	OP Honour	113,317	113,317	113,317	113,317	as per Notional
CMPC	0149AA	OP Honour	649,992	649,992	649,992	649,992	as per Notional
SMRC	0163AA	OP Honour	2,882,000	2,882,000	3,645,309	3,645,309	as per Notional
CMP	0149AA	Integrated Conflict and Complaint Management	660,000	660,000	660,000	660,000	as per Notional
CMP	0149AA	Mental and Psychological Health and Safety Strategy	192,500	192,500	192,500	192,500	as per Notional
VCDS	0159AA	Return to Work Program	220,000	220,000	220,000	220,000	as per Notional
CMP	0149AA	Military Family Support Programs	6,600,000	6,600,000	6,600,000	6,600,000	as per Notional
CMP	0149AA	CAF-Physical Fitness Strategy	3,536,500	3,536,500	3,536,500	3,536,500	as per Notional
CMP	0149AA	Spiritual Resiliency	27,500	27,500	27,500	27,500	as per Notional
Subtotal - 2017 Initiatives			14,881,809	14,881,809	15,645,118	15,645,118	
CMPC	0149AA	Suicide Prevention	0	0	458,208	652,728	Amounts approved as part of BP 2020-21 based on CMP Business Planning Requests
CMPC	0149AA	Enhanced Health Services	0	0	0	0	Unable to locate as it may be made up of multiple items
CANSOFCOM	6399AA	Enhanced Health Services	0	0	0	1,000,000	Approved as part of BP 2021-22
VCDS	0159AA	Defence Workplace Wellbeing Survey	0	0	0	0	This is considered part of Psychological Health and Safety in the Workplace initiative which falls under VCDS

HR Civ	1541AA	Office of Disability Management	0	0	1,639,693	1,639,693	Amounts approved as part of BP 2020-21 based on ADM(HR-Civ) Business Planning Requests
Subtotal - 2021 Initiatives			0	0	2,097,901	3,292,421	
Total Initiatives			14,881,809	14,881,809	17,743,019	18,937,539	

Current funding levels are expected to persist for at least the next three years, though some change may be possible via the Investment and Resource Management Committee (IRMC) process for in-year/out-year funding adjustments from existing Departmental reference levels.

Conclusion

There is an incredible amount of monumental work being done across the Defence Team to promote and protect the health and wellness of all Defence Team members. In order to fulfill the promise to invest in Departmental Priorities and core responsibilities, significant progress and achievements have been made towards THW targets and desired outcomes. That being said, there is room for improvement in integrating THW into everyday activities of the DND/CAF. A successful implementation and delivery of the THWS will support the commitments outlined in SSE, addressing identified issues and gaps in DT services and programs. An effective delivery of the THWS supports preventing physical and psychological harm to Defence Team members, supporting and enabling further productivity, retaining and attracting talent, and amplifying investments made to develop qualified people.

In the first phase of the implementation of the THWS, gaps were encountered in the delivery of the Strategy and areas for improvement were highlighted. Success of the THWS will be achieved when each identified action item is progressing as outlined in the Strategy and THWS action plan. Annually, a summary of efforts and progress within the FY is essential to align with and monitor corporate performance. As a result of organizational/institutional changes there are currently five action items identified in this annual report that do not have an identified OPI, with even more in the next phase. This hinders the ability to share and acknowledge the ongoing work by the Defence Team to support its members. That being said, the release of the THWS late in FY21/22 has likely had a direct impact on this gap. Additionally, there is one item with an identified OPI for which a comprehensive status report was not obtained to present in the annual report. Furthermore, as the THWS was recently released, there are additional efforts currently being implemented across the Defence Team to support the health and wellness of members that have yet to be captured by the THWS umbrella. Stakeholder engagement and communication is of the utmost importance to ensure that efforts are captured in future annual reports so that duplications in effort can be identified and gaps in service delivery can be addressed. Finally, many action items mentioned potential risks to the implementation of their items due to limited resources including financial and personnel limitations. These concerns have been noted and we will work to support organizations in any way that we can.

As this was the first annual report on the ongoing and new initiatives across the Defence Team, lessons were learned in its production. Of note, we are working diligently to re-assess action items lacking an OPI and to determine the appropriate course of action. Additionally, lessons learned in the first phase of the THWS are currently being applied to the processes implemented, including the methods of gathering information from stakeholders, to address some of the gaps and difficulties encountered in the first phase. We are committed to continually working with stakeholders to improve the service it provides and to support the ongoing hard work of all involved in the THWS.

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Annex A – THWS Action Items

The action items below consist of all 84 action and sub-action items currently in the THWS action plan. The first section outlines action items that have been “completed” in terms of reaching THWS strategic objectives. These programs may be ongoing, but there is no program and performance summary update from the FY 21/22. These items may transition to the “active” action plan in future fiscal years if there are program updates to be provided which is determined by the associated OPI. The second section outlines current THWS action and sub-action items, and reflects all those that have a program and performance summary report for the FY 21/22. The third section outlines future action and sub-action items that have been identified for implementation in future phases. As the THWS is an evolving strategy, action items may be realigned or adjusted to reflect departmental and organizational efforts. All changes will be tracked in future annual reports as they are made.

Table 7: Completed THWS Action and Sub-Action Items

THWS ACTION AND SUB-ACTION ITEMS COMPLETED BEFORE FY 21/22				
PHASE	LOE	ACTION ITEM	ACTION	STATUS
Completed FY 07/08	4	71	Family Liaison Officer (FLO)	Completed
Completed FY 08/09	4	68	Military Family Services – Family Information Line	Completed
Completed FY 15/16	4	70	Support Our Troops Fund	Completed
Completed FY 16/17	1	64	Military Family Services (MFS) CAFConnection.ca; A Family Guide to the Military Experience	Completed
Completed FY 16/17	4	67	Military Family Services – MFRC Information and Referral Services	Completed
Completed FY 17/18	1	63	Military Family Services – National Facebook Groups	Completed
Completed FY 18/19	4	69	Military Family Services (MFS) National Healthcare Initiatives (Grouping of Service Providers)	Completed
Completed FY 18/19	4	72	Veteran Family Program	Completed
Completed FY 19/20	3	49	Develop and implement the ADMI(M) Health and Wellness Strategy	Completed
Completed FY 20/21	4	54	Research: Use behavioural economics to promote healthy behaviours	Completed
CURRENT THWS ACTION AND SUB-ACTION ITEMS				
PHASE	LOE	ACTION ITEM	ACTION	STATUS
1	1	1	#1 – Develop and implement a Total Health and Wellness (THW) communications plan	In Part
1	1	2	#2 – Coordinate the development and implementation of an integrated THW training plan (DT-HRC THW SC)	Unlikely / Mitigated
Ongoing	1	31.2	#31.2 – Transition training	In Part
Ongoing	1	31.3	#31.3 – Transition digitalization	In Part
Ongoing	1	41	#41 - Optimizing Performance Force and Family (OPF 2) - CANSOFCOM Program	Delayed
Ongoing	1	42	#42 - Strengthening the Forces (STF) Program	In Part
Ongoing	1	65	#65 – Family Violence Prevention Awareness Campaign (“Healthy Relationship Campaign”)	Steady State (Complete)
1	2	4	#4 – Formalize Total Health and Wellness governance structure	Delayed
1	2	7	#7 - Stand up a THW Monitoring Office to ensure ongoing program monitoring of the THWS – THWS Core Action Item	Steady State (Complete)
Ongoing	2	60	#60 - Develop RCN governance structure that aligns L2 formation health and wellness committees	In Part

1	3	8	#8 - Manage a central repository of existing DND/CAF personnel research	In Part
3	3	9	#9 - Conduct the Defence Workplace Wellbeing Survey (DWWS) – THWS Core Action Item	In Part
1	3	10	#10 - Implement the Integrated Defence Team approach to building a healthy workplace (Bill C-65)	Steady State (Complete)
1	3	11	#11 - Adapt the National Standard for Psychological Health and Safety in the Workplace (PHSW) – THWS Core Action Item	Delayed
Ongoing	3	12	#12 - Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace	Delayed
Ongoing	3	12.1	#12.1 – Continue the Sexual Misconduct Research Program – THWS Core Action Item ¹	In Part
Ongoing	3	12.2	#12.2 - Continue to address hateful conduct in the workplace	In Part
Ongoing	3	12.3	#12.3 - Continue to address any form of discrimination in the workplace	Delayed
Ongoing	3	12.4	#12.4 - Continue to address harassment and violence in the workplace	In Part
Ongoing	3	12.5	#12.5 - Continue to implement and support the Employment Equity Act in the CAF to eliminate employment equity barriers in the workplace.	In Part
Ongoing	3	12.6	#12.6 - Continue to address abuse of power in the workplace	Delayed
Ongoing	3	12.7	#12.7 - Continue to address sexual misconduct – THWS Core Action Item ¹	In Part
Ongoing	3	13	#13 - Continue to operationalize Integrated Conflict and Complaints Management – THWS Core Action Item	Steady State (Complete)
2	3	15	#15 – Achieve full operational capability for the Civilian Return to Work Program – THWS Core Action Item	In Part
Ongoing	3	16	#16 – Achieve full operational capability for the CAF Return to Duty program	In Part
1	3	19	#19 – Leverage current culture alignment activities to promote the psychological health and wellness of the Defence team	Delayed
1	3	46	#46 – Implement the CAF Diversity Strategy Action Plan	Complete
Ongoing	3	48	#48 – CAF Sports Program	In Part
1	3	62	#62 – Research Project: Developing CAF Member's Resilience During Post OFP Training	Complete
2	4	27	#27 - Enhance Health Services to ill and injured service personnel by increasing support for occupational therapy and case management – THWS Core Action Item	Not Started
1	4	28	#28 – Expand the Office of Disability Management (ODM) – THWS Core Action Item	Delayed
Ongoing	4	29	#29 - Modernize the Military Family Support Program (MFSP) and increase programs and services nationally and locally to include the virtualization of family services – THWS Core Action Item	In Part
1	4	30	#30 – Integration of THW related Suicide Prevention Action Plan Items – THWS Core Action Item	Complete
Ongoing	4	31	#31 – Achieve full operational capability for CAF TG – THWS Core Action Item	In Part
Ongoing	4	31.1	#31.1 – Transition Process	In Part
2	4	34	#34 - Implement the RCChS Spiritual Resiliency and Wellness Strategy (SRW) – THWS Core Action Item	In Part
Ongoing	4	35	#35 – Implement BALANCE – The CAF Physical Performance Strategy – THWS Core Action Item	Delayed
Ongoing	4	50	#50 - Soldier On Program	Steady State (Complete)
1	4	51	#51 – CA Mission:Ready Program	Unlikely / Mitigated

1	4	52	#52 – Using nudge theory, this project will trial different behaviourally-informed messages to notify COs about their unit's rate of FORCE test completion	Complete
1	4	53	#53 – This project will help CAF members reduce their consumption of alcohol and tobacco using contemporary principles of behavioural economics	Complete
Ongoing	4	55	#55 – Officer/Non-Commissioned Members Mess	Steady State (Complete)
Ongoing	4	56	#56 – PSP Community Recreation Programming	Steady State (Complete)
Ongoing	4	57	#57 – Implement the Patient Partnered Care Initiative	In Part
Ongoing	4	66	#66 – PSP Deployment support to members	Steady State (Complete)
Ongoing	4	73	#73 - Service Income Security and Insurance Plan (SISIP) Personal Financial Education Program (PFEP); Financial Counselling Program (FCP)	Steady State (Complete)
Ongoing	5	31.4	#31.4 – CAF/VAC Collaboration	In Part
1	5	37	#37 – Identify opportunities for increased collaboration in support of a comprehensive approach to health and wellness (DT-HRC THW SC)	Unlikely / Mitigated
Ongoing	5	58	#58 – Evaluate the CAF Addiction Program	In Part
Ongoing	5	59	#59 – Apply VAC research to inform CAF policy and procedures	In Part

FUTURE THWS ACTION AND SUB-ACTION ITEMS

PHASE	LOE	ACTION ITEM	ACTION	STATUS
2	1	3	Leverage existing Champion and Advocate Programs for THW promotion	Not Started
2	1	43	Resilience Coaching for Canadian Army	Not Started
2	2	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	Not Started
2	2	5.1	Health and Wellness Committees	Not Started
2	2	6	Develop a robust Performance Measurement Framework (PMF) and a THW dashboard to capture ongoing THW-related assessment activities and performance data	Not Started
2	3	14	Develop and Implement THW L1 Action Plans (Previously DWWS Action Plans)	Not Started
2	3	17	Conduct research to assess and understand leaders' challenges to balancing organizational demands and the wellness of their teams	Not Started
2	3	18	Coordinate the development of resources (i.e. toolkits, forums, advisory support) for leaders to promote a healthy work environment <i>Addresses realigned action item #18.1 - Annual Update of the CDS Guidance to Commanding Officers and their Leadership Teams</i>	Not Started
2	3	20	Coordinate the development and implementation of a stigma-reduction Action Plan	Not Started
2	3	44	Research Project: Enhance/Optimize CAF Member Resilience through Selection and Training Processes to Operational Functional Point (OFP).	Not Started
2	3	45	Human Dimensions in Operations Research	Not Started
2	3	47	Conduct Research on Army Morale Project Leadership Training	Not Started
2	4	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	Not Started
2	4	24	Standardize regional communication mechanisms to ensure consistent THW program and service information is provided to all Defence Team members and military families	Not Started
2	4	25	Provide Defence Team members an annual orientation on available THW services and programs at the regional level	Not Started
2	4	26	Partner with external program and service providers to increase offerings where and when required	Not Started
2	4	36	Implement the Women's Health Framework	Not Started

2	5	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	Not Started
2	5	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	Not Started
3	4	32	Coordinate the routine review of existing national programs and services to address evolving needs of Defence Team members	Not Started
3	5	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	Not Started
4	3	21	Refine existing Injury Prevention and Surveillance systems to reduce the burden and impact of injuries in the CAF	Not Started
4	4	23	Enable virtual care platforms to provide secure and convenient communication options for patients	Not Started
4	4	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	Not Started

¹ This item was originally phase 2, and due to delays has been moved to phase 3.

Annex B – Research & Surveys

2021 Your Say Survey (YSS) and the 2020 Public Service Employee Survey (PSES) COVID-19 Related Results

Table 8: Your Say Survey (2021) COVID-19 Related Results

INDICATOR	OUTCOME
Preferred work arrangement	Approximately 1/3 of CAF members prefer to work at their usual work location all the time and 1/4 preferred to do so most of the time.
Financial effect of COVID	Approximately 1/4 of CAF members expected the pandemic to have a moderate or major effect on their finances.
Change in stress level during the COVID-19 pandemic	Approximately 60% of Regular Force members and over 50% of Primary Reservists reported that their stress level had gotten worse since the start of the pandemic, and roughly 20% reported that it was <i>much worse</i> .
Change in mental health during the COVID-19 pandemic	Over 50% of Regular Force members and almost 50% of Primary Reservists reported that their mental health has gotten worse since Sept 2020.
Change in physical health during the COVID-19 pandemic	Approximately 60% of CAF members reported that their physical health has gotten worse since the Sept 2020.
Supervisor support	The vast majority of CAF members indicated that their supervisor was supportive in various ways during COVID-19.
Organizational support	Approximately 70% of CAF members indicated that the organization accommodates individuals' needs and communicates effectively as related to the pandemic, although fewer believed that effective measures had been developed, and fewer still felt that their well-being was a concern for the CAF.
COVID-19 information	The majority of CAF members reported that they received adequate COVID-19 information.
Mental health support and resources information	A small majority of CAF members (60% Reg F and 57% P Res) indicated that the DND/CAF has effectively communicated the mental health services and resources that are available.
Physical health and safety measures	A small majority of CAF members (55% Reg F and 59% P Res) reported that they are satisfied with the measures the CAF is taking to protect their physical health and safety during the COVID-19 pandemic.
Managing employees working remotely	Only approximately 40% of CAF members who managed employees working remotely indicated that they had received adequate training and/or resources to manage a remote team during the pandemic.

Source: Your Say Survey: Programs and Policies (DGMPPRA)

Table 9: Public Service Employee Survey (2020) COVID-19 Related Results

INDICATOR	OUTCOME
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Supervisor support of flexible work hours	A significant majority of employees' supervisors supported the use of flexible work hours and approximately 46% took advantage of this.
Stress due to balancing work and home life during the COVID-19 pandemic	A majority of employees felt that the balancing of work and caregiving responsibilities (e.g., children, elderly, family member(s)) during the pandemic was causing them stress at work at least to a small extent.
Change in stress level during the COVID-19 pandemic	A majority felt that stress from the COVID-19 pandemic was negatively impacting their ability to carry out day-to-day work responsibilities at least to a small extent.
Organizational support	The majority of employees believe that senior managers in the department are taking adequate steps to support the mental health of employees during the COVID-19 pandemic.
Mental health support and resources information	The majority of employees at least somewhat agreed that the department had clearly communicated the mental health services and resources available to them
Physical health and safety measures	The majority of employees at least somewhat agreed that they were satisfied with the measures the department is taking to protect their physical health during the COVID-19 pandemic.
Managing employees working remotely	The majority of supervisors felt that the department had provided them with adequate training and/or resources to manage a remote team. However, only 24% strongly agreed while 41% somewhat agreed .

Source: Public Service Employee Survey (TBS)

DGMPRA Sexual Misconduct-Related Research Completed in FY 21/22

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- LeBlanc, M., Peach, J., & Wright, J. (2021, June). *CAF Harassment and Discrimination Survey: Harassment, discrimination, and top-line findings, Regular Force*. [PowerPoint presentation] Armed Forces Council.
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- Lecuyer, N., Rubinfeld, S., & Silins, S., (2021, November). *Sexual Misconduct Research and Initiatives*. [PowerPoint presentation] Five-Eyes Forum on Sexual Misconduct, virtual. (Produced in collaboration with the SMRC)
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- Rubinfeld, S., & Russell-Miller, S. (2021). *Sexual Misconduct in the Canadian Armed Forces: Senior Non-Commissioned Members' Perspectives* (Director General Military Personnel Research and Analysis Scientific Report DRDC-RDDC-2021-R128). Defence Research and Development Canada.
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- Russell-Miller, S., & Fraser, K. (2021). *Sensitive topics and vulnerable populations in military-focused qualitative research* (Director General Military Personnel Research and Analysis Scientific Letter DRDC-RDDC-2021-D117). Defence Research and Development Canada.
- Russell-Miller, S., & Rubinfeld, S. (2021, September). *Where is the Line? Integrating Research from the Canadian Armed Forces' Research Program on Sexual Misconduct to Address Barriers to Bystander Intervention*. 40th Annual Research and Treatment Conference: Association for the Treatment of Sexual Abusers.
- Silins, S. (2021, October). Exploring the Lived Experiences of Victims and Survivors of Sexual Misconduct in the Canadian Armed Forces (CAF): Impacts and the Threat of Secondary Harm [PowerPoint presentation]. Canadian Institute for Military and Veteran Health Research (CIMVHR) Forum.
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Annex C – Realigned SPAP Action Items

During the realignment process, the SPAP action items were reviewed and sorted into one of the five LoEs of the THWS. Stakeholders were then consulted to report on the status of these items to determine the phase of their implementation. In the realignment process, it was highlighted that two of the action items would be better suited under another strategy. These two action items are as follows:

- SPAP Action Item #2.6 - Operational/Occupational Selection Centres/Processes. This item has been realigned to the *Defence Team Human Resources Retention Strategy*.
- SPAP Action Item #6.3 - The Journey. This item has been realigned to the *Canadian Armed Forces Human Resources Strategy*.

Additionally, 3 action items that were realigned under the THWS were identified as complete in the 2019 CAF SPAP Annual Report. These items were assessed and it was determined whether they would continue to be monitored under the THWS. These items and the decisions made are as follows:

- SPAP Action Item #1.8 – Annual Update of the *CDS Guidance to Commanding Officers and their Leadership Teams*.

This action item will continue to be monitored by the THWS under the strategic action item #18 - Coordinate the development of resources (i.e. toolkits, forums, advisory support) for leaders to promote a healthy work environment. As the strategic action items will begin monitoring in phase 2, this item was added to the THWS Action Plan as item #18.1 and will be addressed in FY 22/23.

- SPAP Action Item #5.1 – Stand Up a new CAF Transition Group (TG)

As the TG was stood up in 2019 and action items related to achieving full operational capacity of the TG are included under the THWS, this item will not be monitored by the THWS. Action items related to the continued development and outputs of the TG were identified and are included in the THWS action plan. See action items [#16](#) – Achieve full operational capability for the CAF Return to Duty program and [#31](#) – Achieve full operational capability for CAF TG – THWS Core Action Item in the action plan for more information.

- SPAP Action Item #7.12 – Research Project: Resilience in the CANSOFCOM Community

This research project is identified as a “Completed Action Item” by the THWS as this project was completed in March 2019. The results of this study were reported as being used as OPF2 baseline

data, as well as justification and direction for OPF2 program planning and implementation in the 2019 SPAP report. Through consultation with the primary OPI on this project, DGMPPRA, it was confirmed that this item does not need to be tracked. See action items #41 - Optimizing Performance Force and Family (OPF 2) - CANSOFCOM Program in the action plan for further information on OPF2.

Table 10: Realigned SPAP Action Items Adopted into THWS

ACTION ITEM	ACTION ITEM IN 2019 SPAP	PHASE	ACTION
5.1	2.7	2	Health and Wellness Committees
12	1.3/4.5	Ongoing	Operation: HONOUR; Operation HONOUR: Support to Members Affected by Sexual Misconduct <i>These action items have been realigned under the new action item "Continue to address sexual misconduct, hateful conduct, any form of discrimination, harassment and violence, employment inequity and abuse of power in the workplace"</i>
12.1	7.19	Ongoing	Research: Operation HONOUR – Factors Affecting Sexual Misconduct (SM) <i>This action item has been realigned and adapted to "Continue the Sexual Misconduct Research Program"</i>
12.7	6.4	Ongoing	Operation HONOUR: Review and Update Applicable Policies and Procedures <i>This action items has been realigned and adapted to "Continue to address sexual misconduct"</i>
18.1	1.8	2	Annual Update of the CDS Guidance to Commanding Officers and their Leadership Teams <i>This item will be a sub-action item under the THWS Strategic action item "Coordinate the development of resources (i.e. toolkits, forums, advisory support) for leaders to promote a healthy work environment"</i>
27.1	5.10	2	Align CAF/VAC Medical Transitions
27.2	5.11	2	Standardize CAF/VAC Case Management Support
27.3	5.16	1	Use the <i>Integrated Case Management Practice Model</i>
31.11	7.5	2	Evaluate the Effectiveness of the CAF/VAC Transition Model Project
31.12	5.4	Ongoing	Implement the CAF/VAC Transition Model Project Plan
31.13	5.2	Ongoing	Establish Transition Centres with Integrated CAF/VAC Resources
31.14	5.6	Ongoing	Provide an Orientation Process for CAF Members and their Families at each CAF Posting
31.15	4.6	Ongoing	Health & Wellness Self-Assessment Checklists and Procedures
31.16	5.12	Ongoing	CAF/VAC Transition Interview
31.17	5.13	Ongoing	VAC Transition Checklist
31.21	5.19	Ongoing	Review, Develop, Expand and Deliver Updated Second Career Assistance Network (SCAN) Seminars under the SCAN 2.0 Transformation
31.22	5.5	Ongoing	Building pre-transition awareness – Inform CAF Members, and their Families, earlier in their Careers about the Importance of Transition Planning and about VAC Benefits, Services and Supports
31.31	5.18	Ongoing	Enhance CAF/VAC Websites and CAF/VAC Social Media Presence in order to make all Information on VAC Services and Supports easily Accessible and Comprehensible for Releasing CAF Members, Veterans and their Families
31.32	5.17	Ongoing	Develop End-to-End Online Benefit Applications and Approvals Processes for Releasing Members
31.41	5.3	Ongoing	Continue work of CAF/VAC Seamless Transition Task Force
31.42	5.8	Ongoing	Actively Promote and Work to Register all CAF Members and Veterans to My VAC Account
31.43	5.7	1	Introduce Veteran Service Agent check-in Calls to Releasing Members 30 days prior to Release as a follow up to the Transition Interview
31.44	5.14	Ongoing	Implement the <i>Joint CAF/VAC Employment Strategy</i>
41	2.1	Ongoing	Optimizing Performance Force and Family (OPF 2) - CANSOFCOM Program
41.1	2.2	Ongoing	Special Operations Mental Agility (SOMA) - CANSOFCOM Program

41.2	2.3	Ongoing	Transition Out of CANSOFCOM Program
41.3	7.12	Completed	Research Project: Resilience in the CANSOFCOM Community <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
42	2.13	Ongoing	Strengthening the Forces (STF) Program
42.1	1.6	Ongoing	Injury Prevention and Active Living - Strengthening the Forces (STF) Initiative
43	7.8	2	Resilience Coaching for Canadian Army
44	7.2	2	Research Project: Enhance/Optimize CAF Member Resilience through Selection and Training Processes to Operational Functional Point (OFP)
45	7.18	2	Human Dimensions in Operations Research
46	6.5	1	Implement the <i>CAF Diversity Strategy</i> Action Plan
47	7.11	2	Conduct Research on Army Morale Project Leadership Training
48	2.12	Ongoing	CAF Sports Program
50	2.17	Ongoing	Soldier On Program
51	2.9	1	CA Mission: Ready Program
55	3.11	Ongoing	Officer/Non-Commissioned Members Mess
56	3.12	Ongoing	PSP Community Recreation Programming
57	4.4	Ongoing	Improve Engagement of Patients and Families in Program Planning and Health Care Delivery (EPR#11) <i>This action item has been realigned and adapted to "Implement the Patient Partnered Care Initiative"</i>
58	7.10	Ongoing	Employ an Addictionologist <i>This action item has been realigned and adapted into "Evaluate the CAF Addiction Program"</i>
59	7.15	Ongoing	Apply VAC Research to Inform CAF Policy and Procedures
63	3.2	Completed	Military Family Services – National Facebook Groups <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
64	3.5	Completed	Military Family Services (MFS) National Website on Programs/Resources at <i>CAFConnection.ca</i> ; A Family Guide to the Military Experience <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
65	3.10	Ongoing	Family Violence Prevention Awareness Campaign ("Take a Stand") <i>This action item has transitioned into the "Family Violence Prevention Awareness Campaign ("Healthy Relationship Campaign")"</i>
66	2.16	Ongoing	PSP Deployment Support to Members
67	3.3	Completed	Military Family Services – MFRC Information and Referral Services <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
68	3.4	Completed	Military Family Services – Family Information Line <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
69	3.8	Completed	Military Family Services (MFS) National Healthcare Initiatives (Grouping of Service Providers) <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
70	2.15	Completed	Support Our Troops Fund <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
71	3.7	Completed	Family Liaison Officer (FLO) <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
72	5.15	Completed	Veteran Family Program <i>As this item was defined as completed before the fiscal year 21/22, this item will not have a status report in this annual report.</i>
73	2.14	Ongoing	Service Income Security and Insurance Plan (SISIP) Personal Financial Education Program (PFEP); Financial Counselling Program (FCP)
62	7.3	1	Research Project: Developing CAF Member's Resilience during Post OFP Training

See: 31.2	5.9	Ongoing	Implement the Guided Transition Support Initiative <i>Through consultation with stakeholders, it was confirmed that this item has been adapted to "Transition Assistants the come under the CAF Transition Model Project" which is covered by item #31.2.</i>
See: 13	6.7	Ongoing	Integrated Complaint and Conflict Management (ICCM) <i>This item will be covered by the THWS core action item "Continue to operationalize Integrated Conflict and Complaints Management"</i>
See: 34	2.10	2	Achieve Spiritual Resilience (ASR) <i>This item will be covered by the THWS core action item "Implement The RCChS Spiritual Resiliency and Wellness Strategy"</i>
See: 35	2.11	Ongoing	CAF Physical Fitness Program <i>This item will be covered by the THWS core action item "Implement BALANCE – The CAF Physical Performance Strategy"</i>

Annex D – Performance Measurement Framework Reporting for FY 21/22

The results for Key Performance Indicators (KPIs) that are used to measure the strategy's progress towards achieving what it is set out to accomplish can be found in Table 12. The outcomes and indicators are grouped by LoE and correspond to elements within the strategy. Within each LoE, different levels of outcomes were determined. The definition of outcome levels as defined by the THWS can be found in Table 11.

As many new initiatives were proposed through the strategy, some baselines and targets will need to be established to measure progress towards the expected outcomes. Once baseline data is determined, targets will be set within specific timeframes. In total, there are 51 KPIs in the THWS performance measurement framework (PMF). It is important to note that this report includes the latest data that is available, and therefore some results for this FY 2021/22 may not yet be available (eg. PSES, YSS, DRF Results). Furthermore, as many KPI's are dependent on future action items or future data sources, the KPI measure itself may need to be realigned or adjusted once the context of the data source and contextual environment is in place to best measure the output.

Table 11: THWS Outcome Level Description

Outcome Level	Description	Approximate Timeline to Reach Outcome
Outputs	The product of an activity or action. Outputs can be used as measures through quantifying an action, for example the action is "Deliver training to CAF members on xyz" and the output is "CAF members are trained on xyz" and an output measure would be "# of CAF members who have attended training on xyz"	0-1 year
Short-Term Outcomes	These outcomes are the results expected of an activity/action output, which include changes in skills, awareness, attitudes and knowledge and are the first set of outcomes that might be observed.	1-3 years
Mid-Term Outcomes	These expected results are directly connected to activities/actions, Short- or other Mid-term outcomes, typically including behavior, or decision making. They are generally larger changes that take time to make an impact (eg. Policy changes). An example would be "CAF members apply knowledge to outside contexts, and adopt to new policies"	3-5 years*
Long-Term Outcome	Long-term strategic effect can take years to decades to achieve. These ultimate changes or impacts are directly connected to Mid- or other Long-term outcomes, and typically include social, economic, organizational culture, or environmental changes.	5-10 years*

*As the Strategy was released in March 2022, mid-term and long-term outcomes will not be available at this time. As some of the data sources and KPIs being tracked were existing before the Strategy release, data has been provided for these items and are an exception to this expectation.

Table 12: Performance Measurement Data Available for FY 21/22

LoE 1: Communicate, Educate, Collaborate	Results
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Key Performance Indicator	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
The KPIs under LoE 1 are all related to measuring the effectiveness of the communication and collaboration of the THWS. As the Strategy was just released, communication related action items have yet to be implemented, and therefore related KPIs are unavailable at this time. Additionally, some of the KPIs are dependent on data sources that are currently in development. As KPIs become available to be reported on they will be added to the annual report.								
LoE 2: Strengthen Governance					Results			
KPI Number and Title	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
Short-Term Outcome: THW initiatives and efforts are prioritized, sustained and progressing as a high priority for the CAF/DND								
7. % of THW action and sub-action items that have been fully/partially/not yet implemented	THWS Action Plan	TBD ^a	TBD ^a	TBD ^a	New Indicator	New Indicator	New Indicator	27.5% Fully+ 47% Partially++ 25.5% Not yet+++
Activity Output: Ongoing monitoring of the THWS implementation								
11. % of KPIs tracked and reported annually for the THWS PMF	THWS PMF	TBD ^a	TBD ^a	TBD ^a	New Indicator	New Indicator	New Indicator	40% ^b
LoE 3: Enable a Healthier Workplace					Results			
KPI Number and Title	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
Activity Output: Identified risk factors and solutions for psychological health and safety in the DT workplace								
21. % of new DND civilian employees who have not completed the workplace harassment and violence mandatory training within the first 3 months of employment	Workplace Harassment and Violence Prevention (WHVP) Mandatory Training Dashboard	TBD ^a	TBD ^a	TBD ^a	New Indicator	New Indicator	New Indicator	27% ^c
Short-Term Outcome: Reduced risk of harassment and violence in the workplace								
22. % of civilians who self-identify as victims of harassment	Departmental Results Report (DRR)	TBD ^d	TBD ^d	TBD ^d	16%	14%	12%	Data not yet released
23. % of the Canadian Armed Forces (CAF) who self-identify as victims of harassment	Departmental Results Report (DRR)	17.7%	11.9%	31 March 2021	17.7%	16.7%	15.5%	Data not yet released
25. % of Civilian employees who agree that the CAF/DND works hard to create a workplace that prevents discrimination	Public Service Evaluation Survey (PSES)	70%	TBD	TBD	70%	72%	74%	Data not yet released
26. % of CAF members who agree that the CAF/DND works hard to create a workplace that prevents discrimination	Your Say Survey (YSS) (2021 and before) Your Say Matters (YSM-CAF) (2022 and annually)	TBD	TBD	TBD	Data not collected this cycle	75.4%	72.9%	Data not yet released
Short-Term Outcome: Defence Team members have positive workplace well-being								
27. % of Canadian Armed Forces members who report a positive level of workplace well-being ^e	Departmental Results Report (DRR)	64.3%	At least 71.5%	31 Mar 22	64.3%	71.5%	67.4%	Data not yet released

28. % of Civilian Defence Team members who are categorized to have positive workplace well-being	DWWS (2018) / YSM-DND (2022 and every 3 years after)	72%	TBD	TBD	72%	Data not collected this cycle	Data not collected this cycle	Data not yet released
Short-Term Outcome: A workplace culture that promotes THW across the Defence Team								
33. % of DT members reporting high levels of civility and respect in the workplace	DWWS (2018) / YSM-DND (2022 and every 3 years after)	33%	TBD	TBD	33%	Data not collected this cycle	Data not collected this cycle	Data not yet released
Mid-Term Outcome: A psychologically safe and positive DT workplace								
34. % of DT members who report they feel psychologically safe in their work teams	DWWS (2018) / YSM-DND (2022 and every 3 years after)	33%	TBD	TBD	33%	Data not collected this cycle	Data not collected this cycle	Data not yet released
35. % of civilian employees who describe the workplace as psychologically healthy	Departmental Results Report (DRR) ^a	TBD ^f	TBD ^f	TBD ^f	59.0%	79.0%	66.0%	Data not yet released
Mid-Term Outcome: DT members are supported, valued and empowered at work								
36. % of Regular Force members who report they agree the organization cares about their well-being	DWWS (2018) / YSM-CAF (2022 and annually)	56.5%	59.5% ^g	31 Mar 22 ^g	56.5%	Data not collected this cycle	Data not collected this cycle	Data not yet released
37. % of Primary Reserve members who report they agree the organization cares about their well-being	DWWS (2018) / YSM-CAF (2022 and annually)	64.7%	72.5% ^g	31 Mar 22 ^g	64.7%	Data not collected this cycle	Data not collected this cycle	Data not yet released
38. % of Civilian employees who report they agree the organization cares about their well-being	DWWS (2018) / YSM-DND (2022 and every 3 years after)	57.1%	60.3% ^g	31 Mar 23 ^g	57.1%	Data not collected this cycle	Data not collected this cycle	Data not yet released
39. % of DT members who report that working with members of their team, their unique skills and talents are valued and utilized	DWWS (2018) / YSM-DND (2022 and every 3 years after)	70.7%	TBD	TBD	70.7%	Data not collected this cycle	Data not collected this cycle	Data not yet released
LoE 4: Improve Access to Care and Support					Results			
KPI Number and Title	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
The KPIs under LoE 4 are all related to improving access to care and support. As the Strategy was just released, action items related to the relevant KPIs have yet to be implemented and therefore KPIs are unavailable at this time. Additionally, some of the KPIs are dependent on data sources that are currently in development. As KPIs become available to be reported on they will be added to the annual report.								
LoE 5: Align and Integrate					Results			
KPI Number and Title	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
Short-Term Outcome: Increase in THW stakeholder collaboration for integration and alignment of efforts and activities								
44. % of currently monitored THWS actions and sub-actions that report they collaborate with	Progress and Performance Summary Form (THWS PPSF)	TBD	TBD	TBD	New Indicator	New Indicator	New Indicator	89.7%

other initiatives across Defence ^h								
All THWS LoEs					Results			
KPI Number and Title	Data Source	Baseline	Target	Target Date	18/19	19/20	20/21	21/22
Ultimate Outcome: 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								
48. Average sick leave usage in days for Civilian Defence Team members ⁱ	HRMS	TBD	TBD	TBD	11.5	9.7	5.9	Data not yet released
50. % of military personnel who feel that the Canadian Armed Forces provides a reasonable quality of life for themselves and their families	Departmental Results Report (DRR)	53.2%	85%	31 Mar 21	53.2%	56.7%	54.4%	Data not yet released
51. % of military personnel who are medically fit for their occupation	Departmental Results Report (DRR)	90.5%	90%	31 Mar 21	90.5%	89.8%	87.0%	Data not yet released

^a New indicator therefore baseline and targets will be determine after this first reporting cycle 2021/22

^b 20/50 THWS PMF Indicators have data to report on this FY 21/22

^c Data collected and reported for 2021 calendar year

^d DRF targets for this indicator has been delayed because of ongoing legal activity that will directly affect the target. Data has been collected on this indicator for the previous FY, and once the legal activity has concluded, a realistic target using the previous year's data as a baseline will be put in place.

^e DRF: Targets are revisited yearly as further data becomes available to better understand the realities and drives of these indicators

^f This indicator is taken from the Public Service Employee Survey (PSES). The target and the date to achieve for departments have not yet been established. We will consider establishing one for the 2022–23 Departmental Plan. Financial, human resources and performance information for the Department of National Defence and the Canadian Armed Forces' Program Inventory is available in the GC InfoBaseEndnote 115.

^g Targets are pending approval by CMP & LO (Feb 2022)

^h Additional data analysis is available on which organizations the THWS actions partner with and details on this involvement. Contact THW Program Office to request more details.

ⁱ Note that Sick leave usage has actually dropped quite a bit over the pandemic frame. There are quite a few elements to why this, including (but not limited to): Self-isolation and public health measures reduced all forms of illness, reducing need for sick leave; Employees working from home were more likely to work through illness, rather than claiming sick leave; and 699 leave was available (especially early in the pandemic) and was sometimes taken in lieu of sick leave.

+ Includes actions with status as "completed" and "steady state completed"

++ Includes actions with the status of "In part"

+++ Includes actions with status of "not started" "delayed" and "unlikely/mitigated"

Annex E – THW Glossary

Table 13: Glossary

TERM	DEFINITION
Action item/ initiative	The activity essential to meeting strategic objective.
Challenge/Barrier	Anything that inhibits or interfaces with the success of the program/initiative.
Current Funded	Current initiatives that are FOC and are baseline funded.
Current Unfunded	Current initiatives which are not baseline funded.
Deliverables	Refer to all inputs (tangible or intangible that are submitted within the scope of a project submitted during any project phases).
DRF Placemat	A tool that outlines the Core Responsibilities of the DRF and includes DRs (Defence Results), DRIs (Defence Result Indicators) and POIs (Program Outcome Indicators) Internally see departmental-results-framework-2022-23.pdf (mil.ca) or externally Departmental Results Reports - Canada.ca
DRF Result	Defence Results Framework Result (see DRF placemat).
Expenditure	In accounting, the word expenditure is used to indicate a cost that is paid to acquire equipment or other assets. An expenditure is a type of expense but is listed differently on income statements. Expenditures are classified as capital assets, inventory items or expenses (which incur an immediate benefit).
FOC	Full Operational Capacity – Program/Initiative is post implementation and fully operational.
FY	Fiscal Year – Financial Period From April 1st to March 31st of each year.

Input	The various resources available to support the strategic objectives.
KPI	Program/initiative has available (could be brand new, existing, no data reported or with data available).
L1 Organization	The organization that owns the program/initiative.
Line of Effort (LOE)	LOE's are the foundation for the approach to achieving the strategic goal.
Logic Model	A tool to provide a visual picture of what a program/strategy is trying to achieve, and the logical process of how to get there.
Milestone	A stage to be reached in the planning, programming or implementation processes of a project.
Office of Primary Interest (OPI)	The individual or organization named to exercise primary management or leadership responsibility in the execution of an assigned task.
Outcomes	Outcomes are the intended results of the strategic objective. They include immediate, intermediate and ultimate outcomes.
Output	The product of the activity.
Planned Funded	Planned initiatives that are FOC and are baseline funded.
Planned Unfunded	Planned initiatives which are not baseline funded.
Point of Contact (POC)	Reference to Primary THW SC member
PPSF	Program and Performance Summary Form
Proposed Unfunded	New initiatives proposed to meet the strategic objective – not baseline funded.
Responsibility Centre Manager (RCM)	The person in a position that is allocated a budget and who has spending authority under the Financial Administration Act for this budget.
Risk	A potential impact that may cause the program/initiative to fail.
Strategic Objective	Defines the activity that must be achieved to make the strategy successful.
Target	The measureable result for which the initiative/program is working towards achieving.
Target Date	The date the expected target is to be achieved.
THWS	Defence Team Total Health and Wellness Strategy