



BALANCE

THE CANADIAN ARMED FORCES
PHYSICAL PERFORMANCE STRATEGY





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FOREWORD

We have a collective responsibility within the Canadian Armed Forces (CAF) to develop and sustain a strong, healthy and fit military. This begins with leaders who are fully committed to a “culture of physical fitness and wellness,” where soldiers, sailors, and airmen and airwomen take their wellbeing seriously and choose a lifestyle dedicated to eating well, engaging in regular physical fitness activities, maintaining a healthy weight, obtaining sufficient sleep and actively adopting injury prevention strategies.

Furthermore, I maintain that in addition to the organisational and individual benefits of operational and health-related fitness, CAF personnel also have a responsibility to set an example for the Canadian population in terms of living a healthy lifestyle. Our country looks to us for protection but also as beacons of health and wellness – a responsibility that should not be taken lightly.

The 2017 Defence Policy, Strong, Secure Engaged, places renewed emphasis on our most important military asset – our people – by investing in the CAF/DND Total Health and Wellness Strategy. Under the umbrella of that overall strategy, the current document provides strategic level guidance and concrete local-level support to generate a Regular and Primary Reserve Force that is fully capable of performing general military, common defence and security duties, as well as meeting the demands of combat operations. However, from a perspective of People First, Mission Always, it is important to note that

this initiative goes well beyond operational fitness and Universality of Service requirements. In addition to the CAF’s legal obligation to ensure the operational fitness of our personnel^{1,2}, we as leaders have a moral duty to support their general health and wellbeing throughout their careers³.

The 2008 Health and Physical Fitness Strategy⁴ placed renewed emphasis on physical fitness and wellness in the CAF, and yielded an increase in short-term resources. Now, 10 years later, there is a need to reconsider and revisit many of the initiatives contained in that document.

With a tighter focus on physical performance, and a better understanding of the interplay between physical activity, nutrition, sleep, injury and physical performance, this current strategy will reinvigorate this essential component of operational readiness and lifelong wellness.

Conceptually, this strategy is designed with a centralized intent and a primarily decentralised execution. This is to say that while I will ensure the completion of priority national initiatives, much of the execution will be up to commands and local leadership in consultation with their Personnel Support Program (PSP) and Health Services advisors to determine and implement initiatives and interventions to attain the sought-after outcomes. It is clear that a one-size-fits-all approach would not be appropriate to address command-specific and even local base/wing/unit realities. Operational demands, priorities,

logistical constraints, climate, and geography vary substantially within the CAF. This strategy will therefore outline broad outcomes and provide local leadership with guidance, policy, baseline data and a “menu” of evidence-based interventions in order to support them in addressing the gaps identified.

Within the decentralised execution component, I expect all leaders to not only create the conditions and expectations for optimal physical performance, but also to model the behaviours prioritised in this strategy. Unit Command Teams represent the centre of gravity for the success of this strategy. I firmly believe that the fitness and operational readiness of personnel is a reflection of the support they receive from their Unit Command Team, and that providing this support should be a priority for all leaders.

By enhancing individual and group-level motivation, coupled with the provision of a supportive environment and the development of a clear accountability framework, the Canadian Armed Forces leadership and every CAF member must be fully committed to the implementation of this strategy, to enhance and sustain a fit and healthy Force.



General J.H. Vance, CMM, MSC, CD
Chief of the Defence Staff
Canadian Armed Forces





1.0 PURPOSE AND SCOPE



The Physical Performance of our sailors, soldiers, airmen and airwomen is an essential and critical component of operational readiness⁵. According to Defence Administrative Orders and Directives (DAOD) 5023-0, entitled Universality of Service, the “mission of the Department of National Defence (DND) and the Canadian Armed Forces (CAF) is to defend Canada, its interests and its values, while contributing to international peace and security.” The principle of Universality of Service requires that all CAF personnel be able to perform general military duties and common defence and security duties in addition to their military occupation or occupational specification. It is clear that certain occupations require levels of operational fitness which go beyond these minimal requirements, and support in attaining these higher standards must also be considered.

Although physical activity is an essential determinant of physical performance, it is not the only element to consider. Proper nutrition, appropriate sleep and a healthy lifestyle, which actively prevents injury, are also critical behaviours in addressing physical performance.

Research indicates that in order to perform optimally, a service-member’s body must be appropriately trained and fit, properly fueled, well-rested, and free from injury^{6,7}.

These four behavioural targets, referred as the Performance 4 (P4), will therefore form the basis of this new strategy, in a holistic and integrated perspective. Despite these behaviours being of a seemingly individual nature, this strategy will highlight organisational and leadership implications and responsibilities in relation to their adoption and maintenance.

Figure 1 – Performance 4 (P4) Behaviours affecting physical performance.



The purpose of this strategy is, therefore, to guide and align the CAF, command and local leadership efforts in order to enhance the culture of fitness in the CAF and improve physical performance of our members leading to an increase to the collective operational effectiveness of the CAF.

These goals of improving physical performance will be attained by concentrating efforts on, and enhancing, physical activity, performance nutrition, sleep and injury prevention (P4).

By acting on these behaviours, it is anticipated that improvements can also be expected well beyond the realm of physical performance, including in mental/cognitive alertness and performance, resilience to stress and reduced obesity rates⁸. Though the term “Physical Performance” is at the centre of Figure 1, the effect that P4 behaviours have on cognitive performance and mental health in general should not be understated. At the organisational level, evidence indicates that the CAF can anticipate a more fit force eventually leading to reduced healthcare burdens, lower absenteeism and medical limitations, higher readiness for deployments, and an overall positive public image of the CAF⁹. Though many other variables beyond the scope and mandate of this Physical Performance Strategy impact these broad organisational outcomes, it is important to note that

the breadth of benefits yielded by behaviour change in physical activity, nutrition, sleep and injury prevention underpin their achievement.

The title of this document, BALANCE, is meant to acknowledge the many key elements of physical performance. Firstly, balance can be defined as an even distribution of forces enabling someone or something to remain upright and steady. This is certainly germane to the CAF’s duty of protecting Canada at home and abroad. Furthermore, in order to successfully perform this duty, it is important to consider the balance between health-related and operational fitness, the balance between productivity and sleep, the balance between work and home life, the balance between physical activity and injury risk, as well as eating a balanced diet. These notions and their influence on physical performance represent the foundational elements of this strategy.

In a more holistic perspective, addressing the P4 behaviours can be expected to optimise cognitive performance.



2.0 SITUATION



In order to appropriately address the purpose and target our interventions, we must first understand where the CAF currently stands in relation to the four key behaviours which influence physical performance, and in relation to the contextual elements which support these behaviours.



2.1 PREVIOUS AND CONCURRENT EFFORTS

Several previous and parallel initiatives to the current strategy exist within DND/CAF. Cross-representation on development committees, coherence and congruence between all these strategies is being assured.

2.1.1 2008 CAF HEALTH AND PHYSICAL FITNESS STRATEGY

From a historical perspective, the launch of the 2008 CF Health and Physical Fitness Strategy heralded a renewed focus on physical health and fitness on behalf of the chain of command³. Its broad and sweeping lines of operation led to increased resources for personnel and programming in fitness and health promotion. A post strategy audit report highlighted the need for subsequent strategies to¹⁰:

- i. Better define baseline and outcome measures to assess the impacts of the investment;
- ii. Include a more robust accountability framework, particularly for leaders;
- iii. Further decentralize activation in order to increase impact and uptake in the field; and
- iv. Secure stable and ongoing funding to support initiatives and infrastructure.





2.1.2 TOTAL HEALTH AND WELLNESS STRATEGY

Canada's Defence Policy – Strong, Secure, Engaged – will provide Canada with an agile, multi-purpose combat-ready military, operated by highly trained, well-equipped women and men, secure in the knowledge that they have the full support of their government and their fellow Canadians. In support of this initiative, the Defence Team is currently drafting the Total Health and Wellness Strategy which will generate a culture that respects health in all its forms as a paramount concern for our people.

This strategy will support the health and wellness of Defence Team members by fostering a culture that values all aspects of health, promoting measures to prevent harm, increase wellness, and provide care and support to the ill and injured in order to enhance the engagement, productivity and operational effectiveness of Defence Team members to achieve Canada's Defence Mandate. Several existing initiatives are nested under the Total Health and Wellness Strategy, including this Physical Performance Strategy, the Integrated Health Strategy, the CAF/VAC Joint Suicide Prevention Strategy and the Spiritual Wellness and Resiliency Strategy. In terms of a hierarchy of efforts, the Total Health and Wellness Strategy will therefore align and integrate existing initiatives, as well as identify and fill gaps between them.

Rather than duplicating efforts, these initiatives will refer to each other and present a coherent suite of lines of effort in order to optimise the health and wellness of the entire Defence Team.



2.1.3 INTEGRATED HEALTH STRATEGY

Current efforts include the Surgeon General's Integrated Health Strategy (IHS)-2017 "Integration For Better Health." This strategy identifies that the health of CAF personnel goes far beyond that of healthcare alone, and recognizes the pivotal role that their partners, and CAF members themselves, play in ensuring individual and collective health and wellbeing.

The priorities and goals of the Integrated Health Strategy are complimentary to those of this Physical Performance Strategy, thereby fostering ongoing collaboration between both CF Health Services and CF Morale and Welfare Services moving forward.

Though behaviours such as nutrition and injury prevention are addressed in both BALANCE and the IHS, BALANCE views them through the lens of performance whereas the IHS approaches them from a perspective of health. Many of the interventions suggested by these strategies, such as education and addressing the food environment, will be identical and therefore present one integrated effort.

2.2 CULTURE OF FITNESS: UNDERSTANDING THE ENVIRONMENT

At the broadest level, prior to becoming CAF personnel, individuals are first and foremost Canadians. It is therefore important to consider trends in the health status/behaviours of Canadians in general, to better understand the condition of those we are recruiting. To this end, it is estimated that less than one third of Canadian adults meet physical activity requirements¹¹. When one considers that this is the pool from which the CAF recruits its personnel, and that this rate has remained relatively unchanged over the past 15 years, it is incumbent upon the CAF to focus efforts on promoting fitness in its personnel across the military lifespan.

Within the CAF, the 2013 CAF Culture of Fitness study examined elements of the built environment, the social environment and the policy environment as they relate to physical activity and other health behaviours in the CAF. Though nearly 75% of respondents to the study reported that their leaders support physical activity, less than 50% reported that their Commanding Officer or Base/Wing Commander was in fact a fitness role model¹². Further analysis demonstrated that CAF members who view their leader as a fitness role model have nearly double the chance of being active¹³. In the 2013-2014 Health and Lifestyle Information Survey (HLIS), over 86% of Regular Force Personnel reported being given time to exercise at work, though many do not appear to take advantage of this opportunity¹⁴.

Although health behaviours often do come down to an individual decision, it is essential that the motivation to engage in this behaviour be met with an optimal social, policy and built environment on the part of the CAF.

Leadership modeling, as well as supportive policies and facilities, have been shown to significantly increase one's chances of being physically active.

2.3 OPERATIONAL AND HEALTH-RELATED FITNESS: UNDERSTANDING BEHAVIOURS



The elements of Operational and Health-Related fitness represent complimentary yet distinct constructs. Operational fitness is generally defined as the physical capability of an individual or unit/formation to perform required missions or functions. In the CAF, this construct is assessed via the Common Military Task Fitness Evaluation, and its associated FORCE Evaluation. Health-related fitness is a more general concept, including cardiovascular endurance, muscular strength and endurance, flexibility and body composition, as they relate to general health and wellbeing. The FORCE Fitness Profile builds on the FORCE Evaluation to assess these criteria as well. Together, operational and health-related fitness are strongly moderated by physical activity, nutrition, sleep and injury. It is important to understand the interconnectivity of these four behaviours with factors such as genetics and aging, which in turn can influence metabolism, recuperative abilities, nutritional requirements as well as rest requirements within individuals.



2.3.1 PHYSICAL ACTIVITY

In terms of physical activity, the HLIS showed that the percentage of Regular Force personnel classified as physically active (based on self-report) increased by 6.5% from 2008-2009 to 2013-2014. Based on an objective assessment of physical activity, preliminary data indicate that CAF males burn just under 3100 Kcals/day whereas females burn just over 2200 Kcals/day, placing both groups in a low to moderate physical activity range¹⁵. However, over the same time period, the number of leisure-time hours spent in sedentary activities (e.g., screen time) also increased. CAF personnel now spend an average of 30.5 hours per week engaged in sedentary leisure-time activities, in addition to an average of 27.5 hours per week seated at work¹⁴. Reducing sedentary time and increasing opportunities for physical activity both at work and beyond represent important targets for the current strategy. The military life can present challenges to the adoption and maintenance of an active lifestyle, particularly considering elements such as operational tempo, distance to facilities, resources, shift work, and family realities. The built environment as well as CAF and local policies must work in concert to help make the active choice the easy choice.

Promoting active living (the integration of physical activity into daily activities such as active commuting) and integrating friends and family into one's active leisure activities must be suggested and facilitated.



An optimal food environment is one where healthy, affordable and appealing food options are made available.

Salades

2.3.2 NUTRITION

In the area of nutrition and obesity, the 2013-2014 HLIS revealed that, based on self-reported height and weight, 49.0% of personnel were classified as overweight and another 26.0% were classified as obese¹⁴.

This represents a significant increase in the obesity rate when compared to the 2004 data¹⁴. Similarly, results from over 52,000 direct waist circumference measurements taken in 2016-2017 as part of the FORCE Fitness Profile suggest that 47% of males and 59% of females would be considered overweight, while 24% of males and 33% of females would be considered obese¹⁷. While these figures are significantly lower than those of the general Canadian population, they certainly represent room for improvement. The impetus to act is strengthened by the fact that CAF personnel who are overweight or obese are more likely to sustain an injury¹⁴. As with the general Canadian population, there are indications that intake of vegetables and fruit by CAF personnel do not meet the national guidelines for healthy eating¹². This is particularly concerning given that data suggests that nutritional choices may have a stronger influence on effective weight management than physical activity¹⁸. Additional information on CAF personnel eating habits and compliance with basic nutritional guidelines for healthy eating (whole grains, unsaturated fats, protein rich foods), as well as factors affecting their intake are essential to promoting healthy food choices, which enable personnel to meet the physical and mental demands of the CAF mandate.

2.3.3 INJURY

Though no physical activity is without risk of injury, it is critical to ensure that the behavior we promote to increase operational readiness, physical activity, is not responsible for an inordinate number of injuries and activity limitations. In fact, injuries were the most common reason for personnel not being able to deploy in the 12 months preceding the 2013-2014 HLIS¹⁴. Overall, 44% of all Regular Force personnel sustained an acute and/or a repetitive strain injury over that same period. Sports, physical training and military training were associated with the highest rates of repetitive strain injuries, as well as with the majority of the most serious acute injuries¹⁴. Prior to addressing this issue, it is important to better understand mechanisms, predisposing factors and burdens of injury in order to optimally orient efforts.

In situations where personnel are injured, it is essential that a concerted effort be deployed by Medical Officers, Physiotherapists, PSP Reconditioning Specialists, Casualty Support Management, and their own chains of command to ensure that they receive the services, support and time required to fully heal and return to duty.



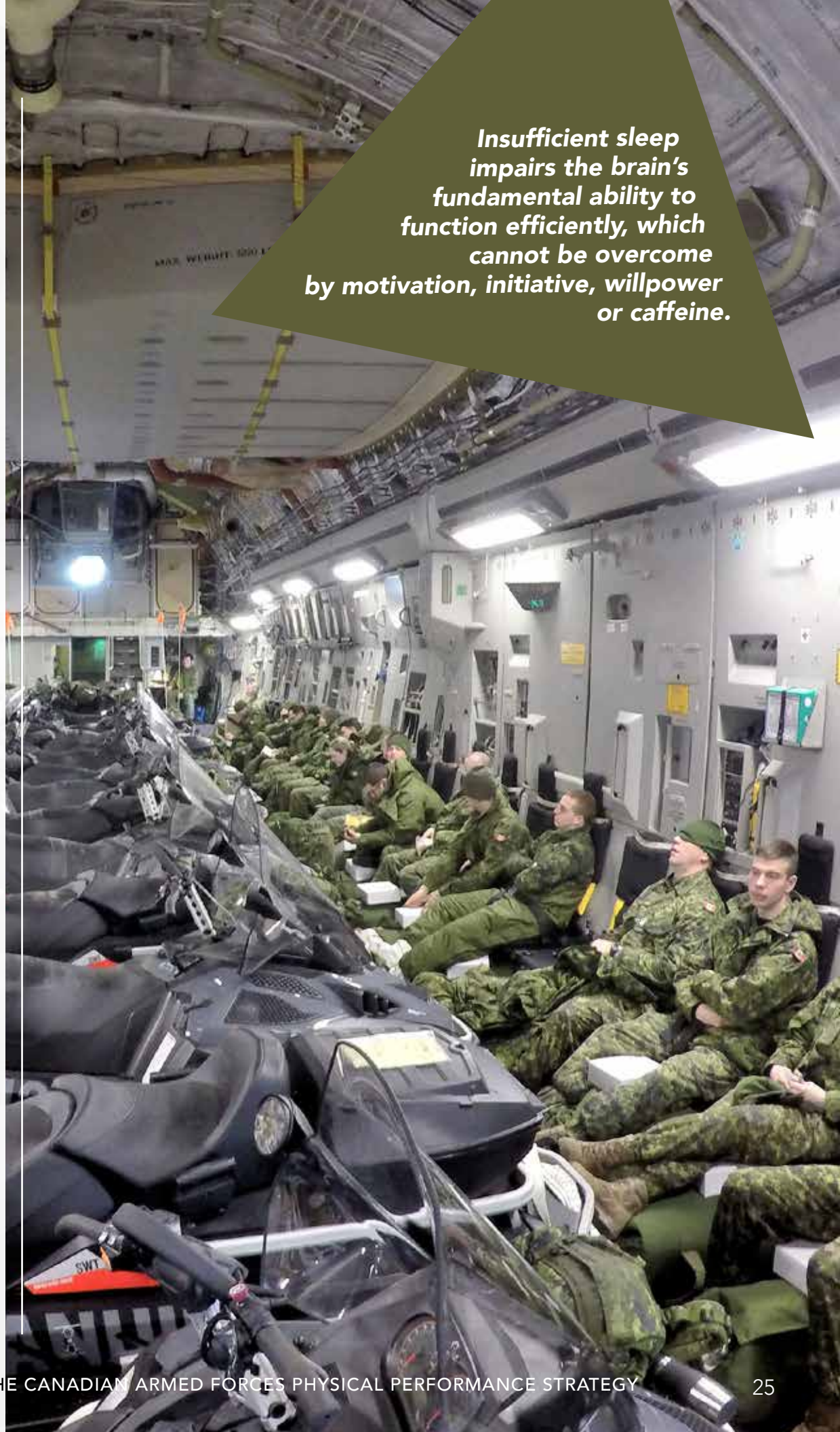
Unit leaders must understand the basic concepts of injury prevention and how to avoid unsafe training practices.

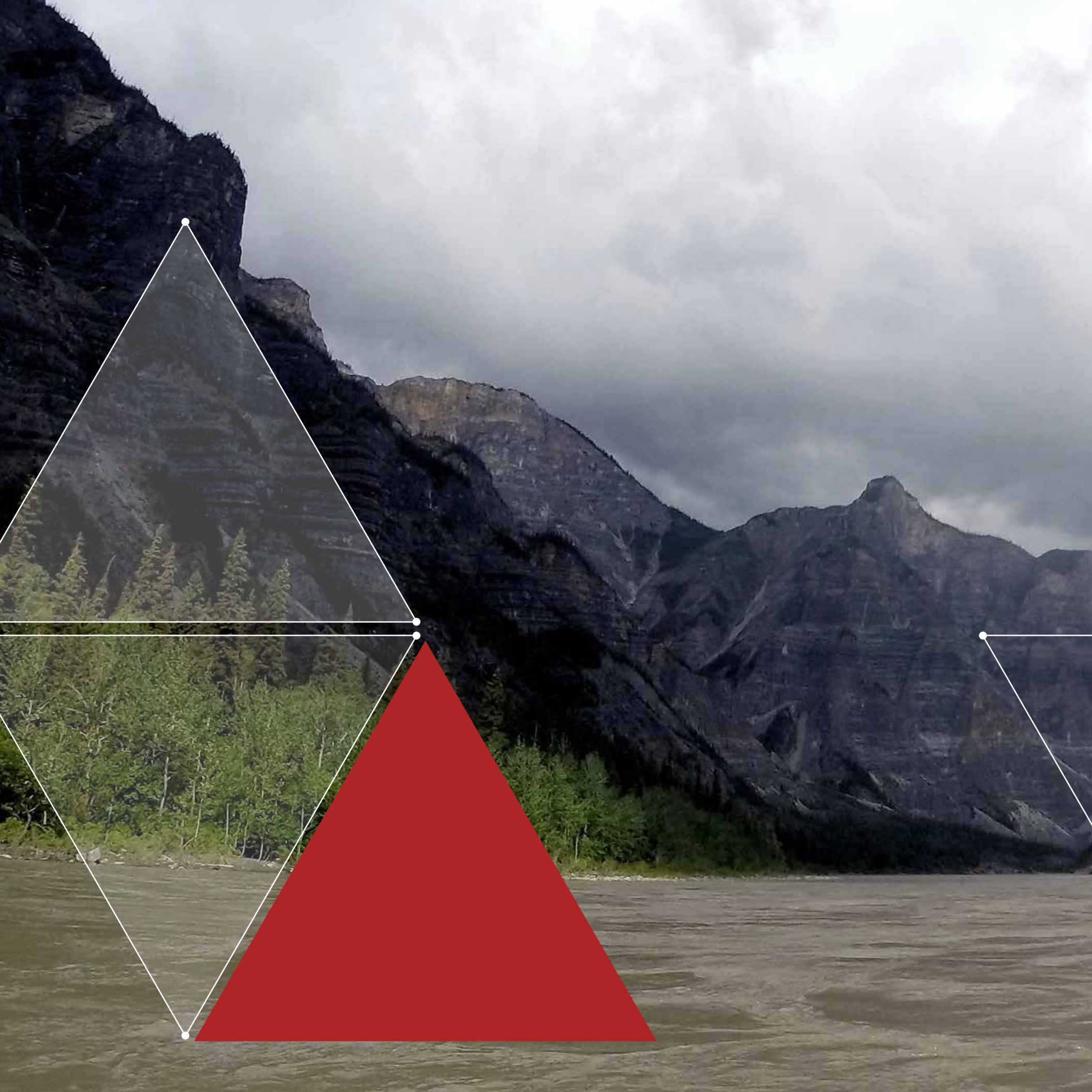
2.3.4 SLEEP

Obtaining sufficient quality sleep helps to maintain physical and psychological health, quality of life, and safety. Insufficient sleep has been shown to cause a decrease in military performance, including: weakened physical/athletic performance, increased risk of committing errors and causing accidents, decreases in visual acuity, impaired reasoning skills and poorer mood, motivation, attention, alertness and short-term memory^{19,20}. A chronic lack of sleep is linked to obesity and long-term health impairments¹⁹. The amount of sleep that a healthy individual needs is largely determined by genetics and age, though very few adults can perform optimally on less than 7-8 hours. Military personnel in particular have been demonstrated to overestimate their own proficiency with insufficient sleep²¹. Indeed, after 17-19 hours without sleep, performance on some cognitive tests is equivalent or worse than that at a blood alcohol content of 0.05%²².

A recent objective analysis of sleep habits of CAF personnel indicated that men in particular are not attaining minimal sleep guidelines¹⁴. In interpreting this data, it is important to note that sleep is influenced by individual behavioural as well as organisational factors which must all be understood and addressed.

Insufficient sleep impairs the brain's fundamental ability to function efficiently, which cannot be overcome by motivation, initiative, willpower or caffeine.





3.0 GUIDING PRINCIPLES

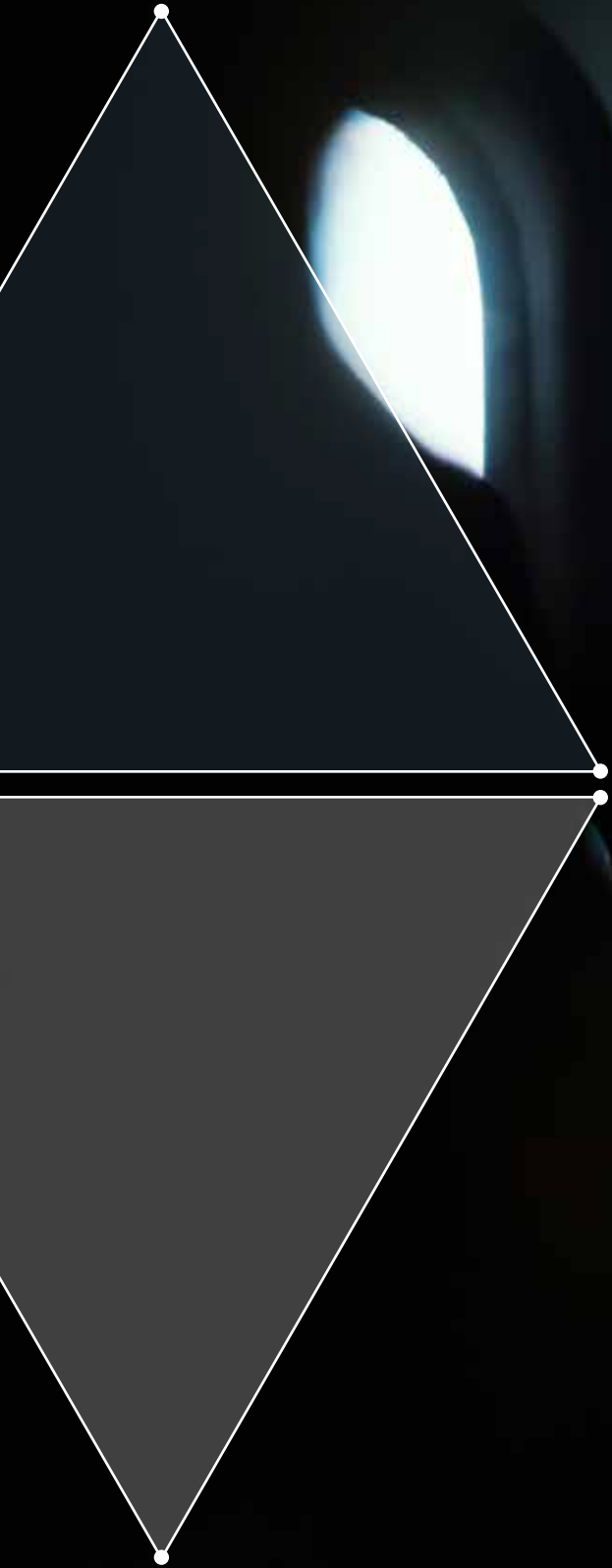
Based on previous efforts, as well as on best practices in promoting culture and behaviour change, this strategy will be focused on the following principles and structural foundations.





3.1 OPERATIONAL FOCUS

Emphasis must be placed on CAF personnel being able to complete their daily/operational tasks, as well as those common tasks identified within Universality of Service. Consideration must be given to the particular demands of different commands and occupations. For those with predominantly sedentary occupations, additional consideration must be given to maintaining physical fitness and reducing risks of lifestyle-related chronic diseases.



3.2 BALANCE OF LEADERSHIP, INSTITUTIONAL AND INDIVIDUAL ACCOUNTABILITY

It is clear that the final decision on engaging in health behaviours - whether or not to be active, eat healthily, adopt proper sleep habits or train safely - lies with the individual. This means taking personal responsibility for engaging in healthy behaviours and, when applicable, being held accountable.

However, data shows unequivocally that individual motivation must be supported by a favourable institutional environment in order to attain and maintain optimal health behaviours at the population level.

This can include the presence of supportive physical facilities/features and conducive policies. It also includes the provision of proper training and supervision to ensure that physical activity is undertaken appropriately to minimize the risk of unnecessary injury due to poor practices.

Leadership, especially Unit Command Teams who are the centre of gravity for P4 efforts, will have a critical role to play in ensuring and fostering this environment²³. The Fitness Profile capabilities allow for the reporting of results at the unit, command and CAF-wide levels. Commanders are expected to be aware of these results and take corrective action where required. Based on this data, L1 Commanders are encouraged to identify and recognise units which excel in physical performance, and share best practices with other units. The social environment must also be considered in this balance.

Interpersonal relationships, namely those with family, colleagues and close friends, can act as both a barrier and a facilitator to a healthy lifestyle. These influences must be understood in order to ensure they act in a positive direction.



3.3 CENTRALIZED INTENT AND DECENTRALIZED EXECUTION

In order to achieve a relevant operational focus across different operations, as well as to truly address contextual determinants of health behaviours, this Centralized/Decentralized strategy requires a shared responsibility in its implementation. At the national level, broad expectations, sought-after outcomes and specific national lines of effort including policy and guidance will be developed.

In addition to CAF-wide policy and guidelines, commands and their bases/wings/units will develop specific action plans to address their own priorities that align with sought-after outcomes. Local



Command Teams, supported by PSP and Health Services Personnel will be responsible for planning, designing, implementing and reporting on the short-term initiatives that will bring about the national medium and long-term objectives.

It is expected that Local Command Teams will support units by helping to enhance the base environment whereas unit command teams will retain responsibility for their personnel. Many bases/wings/units already have some form of health/wellness-related committees that can assume the mandate of this strategy, possibly with some modifications to their composition or terms of reference. Other locations will need to stand up these committees as per CDS issued Strategic Initiating Directive (SID) 01/2016. This SID also highlights that local PSP personnel (Fitness and Health Promotion) and Medical officers will play key roles in supporting committees and command teams in a community approach to promoting the P4 behaviours.



3.4 MEASURABLE

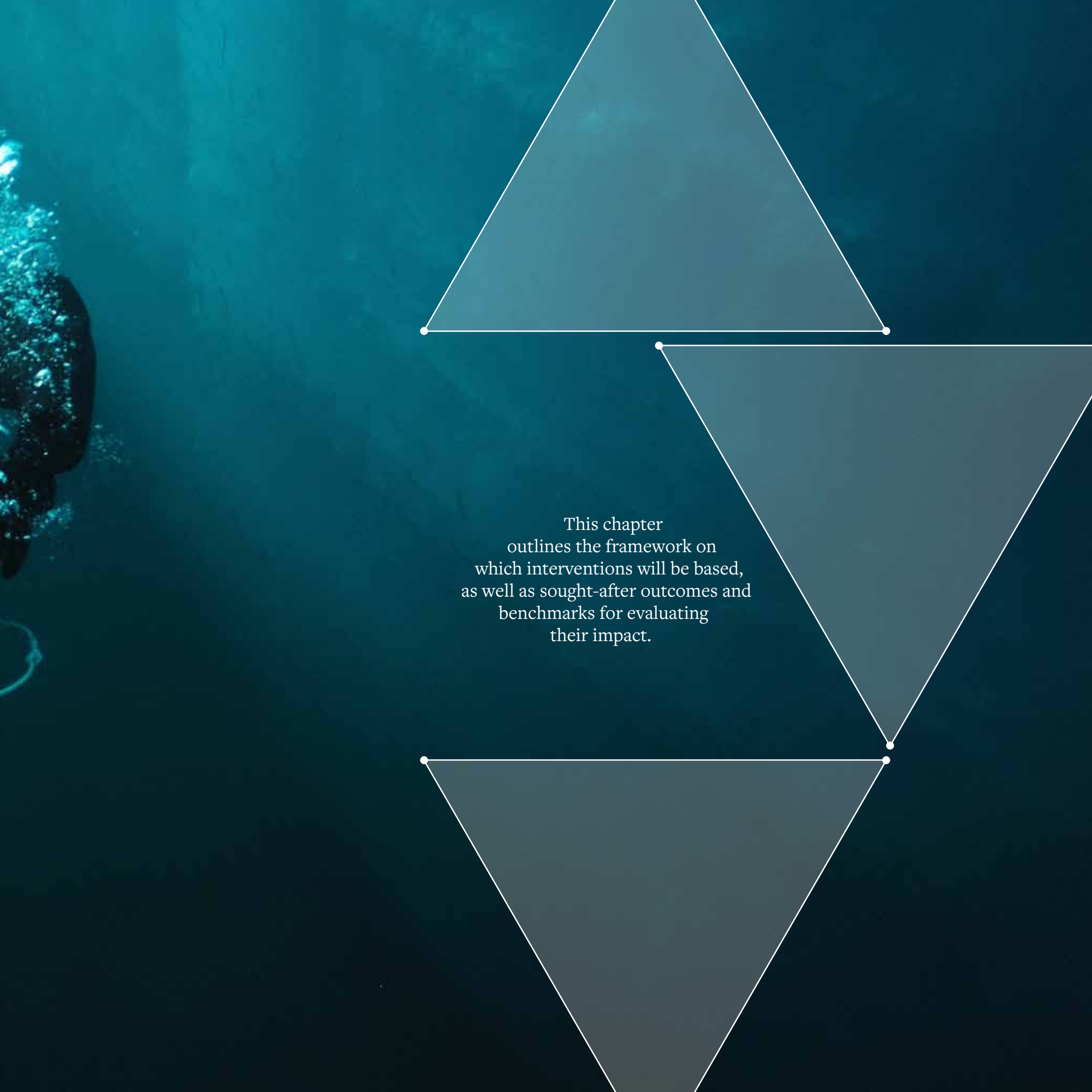
An extensive and robust performance measurement framework aligned with the Defence Results Framework will accompany these initiatives.

Measuring short-term outcomes (e.g., the implementation of environmental interventions), medium-term outcomes (e.g., behaviours), as well as long-term outcomes (fitness and health status) are essential to ensuring the attainment of objectives and to the sustainability of this strategy. Furthermore, the reporting of local activities up to the national level will allow for the creation of a platform upon which to share best practices between bases/wings/units and between commands. The roles of disseminating information on the attainment of objectives and sharing best practices between bases and wings will represent key responsibilities of the BALANCE National Steering Committee moving forward. Indicators have been selected to ensure coherence and integration with existing reporting systems including PSP's logic model, the Directorate of Force Health Protection Performance Management Framework and the Departmental Results Framework.





4.0 STRATEGIC FRAMEWORK AND SOUGHT-AFTER OUTCOMES

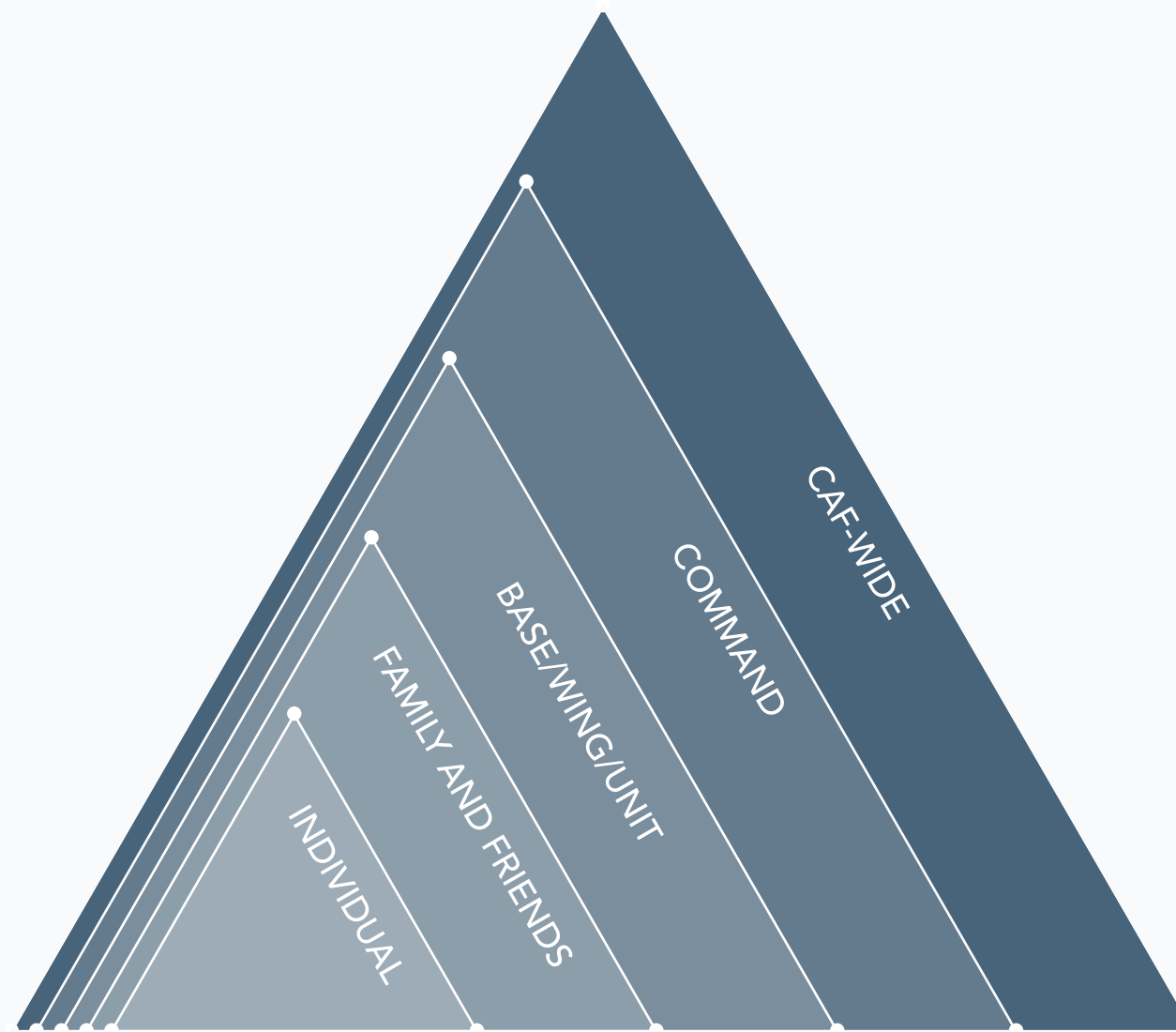


This chapter
outlines the framework on
which interventions will be based,
as well as sought-after outcomes and
benchmarks for evaluating
their impact.

4.1 STRATEGIC FRAMEWORK: SOCIAL ECOLOGY AND THE POPULATION HEALTH APPROACH

The model that will be used to frame priorities and interventions both at the CAF-wide and local levels is an adaptation of McLeroy et al's Social Ecological Model of Health²⁵. Widely accepted in scientific literature, and used across countless community settings, this model posits that in order to successfully address any health behaviour, it is important to consider determinants at the individual, interpersonal, organizational and policy levels.

**Figure 2 – CAF adaptation of the Social Ecological Framework
Areas of Strategic Focus/ Behavioural Targets/ Levels of Intervention**



This model is in line with the population health approach which looks at and acts upon the broad range of factors and conditions that have a strong influence on our health as a collection of organs, bones and muscles in a military uniform. We must see them as parents, spouses, siblings, employees, etc, and consider all the priorities and influences in their lives.

It is important that, regardless of the behavioural target selected (physical activity, nutrition, sleep, or injury prevention), an ecological perspective be maintained and that all levels of influence be considered. Whether considering how family and friends influence nutritional choices, how operational requirements affect sleep quantity/quality, or how the presence of safe paths promotes active commuting, recognising the myriad of determinants of human behaviour is essential in supporting CAF personnel to adopt and maintain these lifestyle habits.



Recognising the myriad of determinants of human behaviour is essential to fostering positive lifestyle habits amongst CAF personnel.



4.2 SOUGHT-AFTER OUTCOMES - TARGETS AND MEASUREMENT

The long-term outcomes of this strategy and their link to the Defence Results Framework will primarily be measured via the CAF Fitness Profile. This evaluation contains an assessment of both operational fitness (i.e. the FORCE Evaluation), as well as health-related fitness (with the added estimation of cardiorespiratory capacity and body composition). It is expected that in the 5+ year timeframe, the interventions and initiatives stemming from this strategy will contribute to improving the overall physical performance of the CAF as assessed by this evaluation.

More physical activity, better nutrition, better sleep habits and fewer injuries will contribute to better health results on the Fitness Profile, and, more importantly, improved operational performance.

In the interim, it is important to establish and assess short and medium-term objectives in order to gauge progress towards this ultimate goal. These interim outcomes can be of an organisational, environmental or behavioural nature, and can be evaluated and reported on regularly.

Figure 3 identifies all three levels of outcomes (short, medium and long-term) as well as benchmarks for assessing



success for a variety of behaviours. Though the medium and long-term outcomes will mainly be assessed and reported on at the national level, it will be up to local bases/wings/units to report on their activities at the local level (i.e. short-term outcomes). As organisational performance management frameworks and data collection tools evolve, some of these indicators may need to be slightly modified from what is indicated at Figure 3, though the focus on process, behaviour and outcome will remain.

As previously mentioned, a shared database has been established for Local Command Teams to enter details of their initiatives in contributing to the sought-after outcomes. It is an enhancement of the existing reporting system used by Health Promotion Personnel and includes items such as preparation work, outcomes of the initiative and population reached. PSP Fitness and Health Promotion personnel on every base and wing are positioned to support in this process and feed the information to the national level. It is from this database that a repository of best practices will be established in order to inform future interventions.

Figure 3 – Sought-after outcomes and indicators

PROCESS

INDICATOR	TARGET	SOURCE	FREQ
S1. Number of activities and interventions implemented by LSCs.	1 activity per year	HP'S ACCESS reporting platform	Annually
S2. Change in objective measure of activity friendliness of base environments	Within-base % score improvement	Project FEAL (Forces Enviro for Active Living)	2018 and every 4 years thereafter
S3. Change in perception of Culture of Fitness/ Wellness	Within-base % score improvement by domain	Culture of Fitness/ Wellness Survey	2019 and every 4 years thereafter
S4. % of National LOE activities started, completed or implemented			Annually

FEAL Forces Environment for Active Living

HLIS Health and Lifestyle Information Survey: Self-reported survey data on a variety of health behaviours and conditions – repeated every 4 years

HR-BASE Study which objectively assess activity and sleep behaviours on a representative sample of CAF personnel – can be repeated as required

FP Fitness Profile: Annual fitness assessment of all CAF personnel.

CFHIS Canadian Forces Health Information System: Electronic health records and other linked data.

WHO World Health Organization

BEHAVIOUR

PERFORMANCE

	INDICATOR	TARGET	SOURCE	FREQ	INDICATOR	TARGET	SOURCE	FREQ
PHYS ACT	M1. % of CAF pers classified as active	80%	HLIS/ HR-Base	Annually	L1. % of tested CAF personnel who pass the FORCE Evaluation	100%	FP	Annually
	M2. Avg hours of sedentary time/ week in CAF pers	<84 hrs	HLIS/ HR-Base	2018 / 4 yrs	L2. % of CAF personnel being tested on FORCE Evaluation	80%	FP	Annually
NUTRITION	M3. % of CAF pers meeting RDI for fruit and vegetables	65%	HLIS	2018 / 4 yrs	L3. % of CAF Personnel who qualify for the incentive program	55%	FP	Annually
	M4. Food services/CANEX sales metric		POS	Annually	L4. % of CAF personnel with Waist Circumference within WHO low-risk guidelines	60%	FP	Annually
SLEEP	M5. Avg hours of total sleep in CAF pers	6+ hrs	HLIS/ HR-Base	2018 / 4 yrs	L5. Frequency at which CAF personnel report having difficulty staying awake when they want to	75% never	HLIS	2018 / 4 yrs
	M6. Avg rating of quality of sleep based on HR variability		HR-Base	2017 / 4 yrs	L6. % of CAF pers sustaining acute MSK injuries in past 12 months		HLIS/ CFHIS	2018 / 4 yrs
INJ PREV	M7. % of leaders aware of/ implementing injury prevention practices				L7. % of CAF pers sustaining repetitive strain injuries in past 12 months		HLIS/ CFHIS	2018 / 4 yrs

5.0 NATIONAL LINES OF EFFORT





Despite the decentralised components of this strategy, there are, nonetheless, some national level initiatives to be taken on in order to attain the sought-after outcomes. These central activities will be spearheaded by the Command representatives on the BALANCE National Steering Committee (NSC), with support from the Director of Fitness, Sport and Health Promotion, the Director of Force Health Protection, Military Personnel Command and other partners. In general these priorities fall within 3 main Lines of Effort:

1. Governance;
2. Training/Education/Awareness; and
3. Program/Service Delivery.

Each Line of Effort has Strategic Objectives which will cascade to specific national and local level activities.

An exhaustive list of specific national action activities related to these lines of effort can be found in www.CAFconnection.ca/Balance. The lines of effort and strategic objectives will remain unchanged for the foreseeable future (2018-2028), it is expected that the activities will be revised annually by the OPIs and replaced as initiatives are completed.

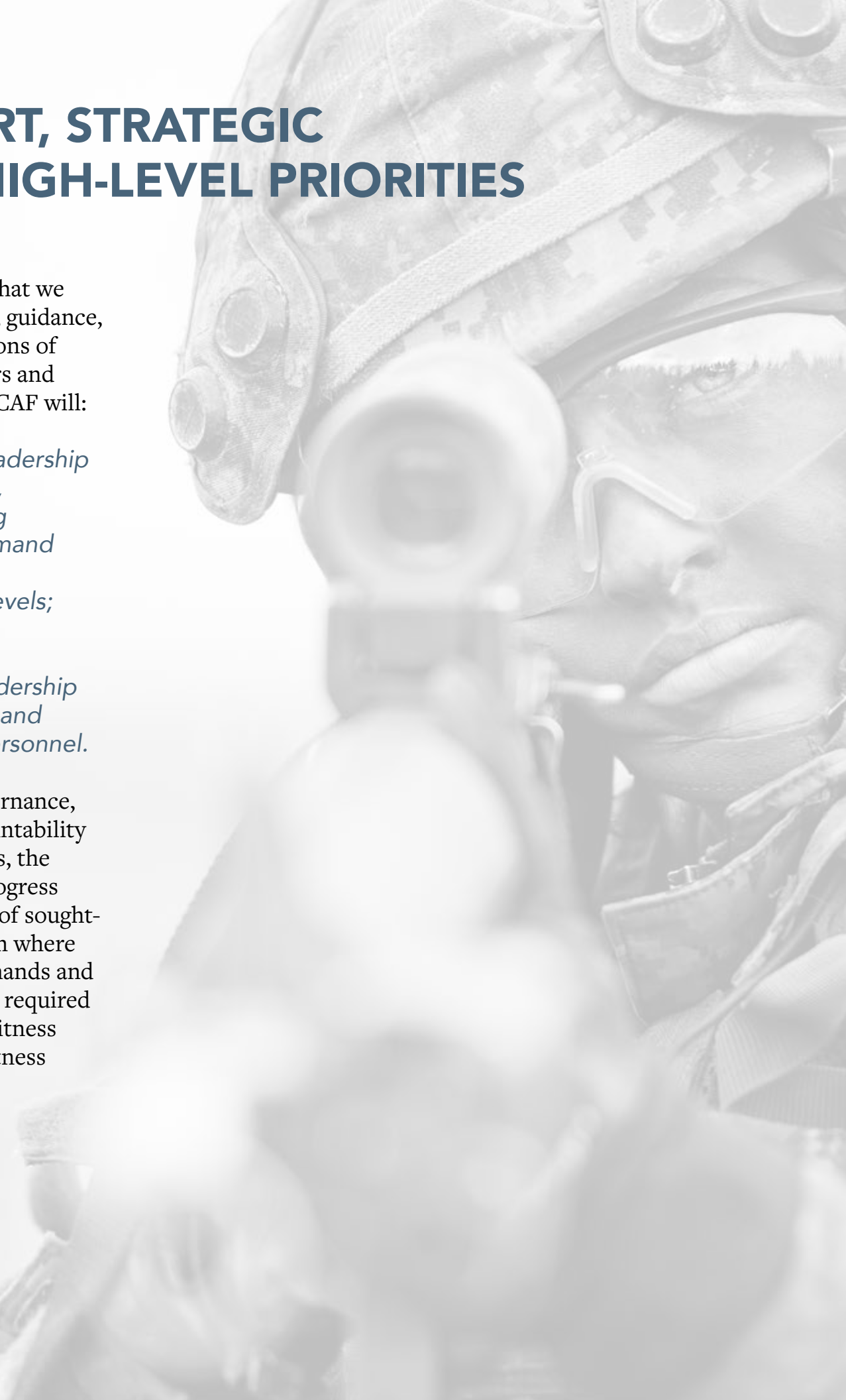
5.1 LINES OF EFFORT, STRATEGIC OBJECTIVES AND HIGH-LEVEL PRIORITIES

Line of Effort 1. Governance It is essential that we equip commanders with the structure, policy, guidance, information and motivation to act as champions of physical performance and to hold both leaders and individuals accountable. For this reason, the CAF will:

Strategic Objective 1a. *Provide leadership with the requisite policy framework, monitoring, enforcing and reporting mechanism to ensure chain of command and individual accountability at the strategic, operational and tactical levels; and*

Strategic Objective 1b. *Foster leadership by example through P4 behaviours and reinforce their importance for all personnel.*

High Level Priority Activity. In terms of Governance, in order to promote chain of command accountability at the strategic, operational and tactical levels, the National Steering Committee will provide progress reports at all levels regarding the attainment of sought-after outcomes (short, medium and long-term where appropriate) to Armed Forces Council, commands and to Local Command Teams on an annual or as required basis. This will include regular iterations of Fitness Profile reporting, the HLIS, the Culture of Fitness Survey and the HR-BASE data collections.





Line of Effort 2. Training, Education and Awareness

All CAF personnel must have an understanding of their responsibility with, and importance of, the P4 behaviours as well as the skills to adopt and maintain a healthy lifestyle. For this reason, the CAF will:

***Strategic Objective 2a.** Reinforce the importance of P4 behaviours for all CAF personnel and provide the knowledge and skill to adopt and maintain a healthy lifestyle; and*

***Strategic Objective 2b.** Provide and promote best practices to CAF personnel and leaders to integrate P4 behaviours into both their work and personal lives.*

High Level Priority Activity. In the area of **Training, Education and Awareness**, in order to provide best practices to CAF personnel and leaders to promote P4 behaviours, MILPERSCOM, Directorate of Fitness Sport and Health Promotion and Directorate of Force Health Protection will support command and local leadership with continued, up-to-date evidence based best practices in the adoption and maintenance of the targeted behaviours. The P4 concept will be reinforced within the individual training and education programs in the CAF.

Line of Effort 3. P4 Program and Service Delivery, Key to achieving the sought-after outcomes are the programs and services provided to personnel. For this reason, the CAF will:

Strategic Objective 3a. *Ensure that all P4 related policy, regulations, programs and recruiting practices remain coherent with the objectives laid out in this strategy;*

Strategic Objective 3b. *Continuously improve programs, education and services in support of P4 behaviors in the CAF to Regular and Reserve Force personnel; and*

Strategic Objective 3c. *Leverage PSP and Health Services advisors to commanders at all levels to further expand healthy lifestyle programming efforts (fitness, sports, recreation, health promotion, etc).*

High Level Priority Activity. Related to **Program and Service Delivery**, several activities will be undertaken including a campaign to support time for PT in the workday for all personnel, an effort to provide a healthier food environment across military and Non-Public installations, the development of an injury surveillance system leveraging Health Services existing injury surveillance initiatives and a behavioural rewards program to recognise steps in the right direction on behalf of CAF personnel.



6.0 CONCLUSION

A woman in tactical gear, including a tan helmet and a dark blue jacket, is shown in profile, aiming a handgun. She is wearing a pink earplug. The background is a blurred outdoor setting. A white geometric graphic consisting of several overlapping triangles is overlaid on the left side of the image.



Building on many previous efforts to improve health and physical fitness in the CAF, this current strategy represents a significant evolution in its approach, including:

- i. A decentralised component to its execution, wherein base and wing-level steering committees are equipped with best practices in order to take on initiatives at the local level.
- ii. An understanding of the interplay between individual responsibility and organisational accountability in the adoption and maintenance of the P4 behaviours.
- iii. An implementation framework that takes into account behavioural determinants at the individual, interpersonal, base/wing/unit, command and CAF-wide levels.
- iv. A detailed strategy-to-action plan supported by a robust reporting and evaluation framework.

Based on best practices in behavioural sciences, it is anticipated that this strategy will lead to significant improvements in the physical performance of CAF personnel in the coming years. This result can only be attained with a dedicated and concerted effort on behalf of CAF personnel, their leadership and the entire Defence Team. Leaders must prioritise the physical fitness of their workforce, by fostering a policy framework, a social climate and a physical environment that truly makes the healthy choice the easy choice for all personnel.

By ensuring that CAF personnel are physically fit, appropriately fueled, well rested and free from injury, we will be in a position to ensure the future defence interests of Canada, while supporting the lifelong health and wellness of our personnel.





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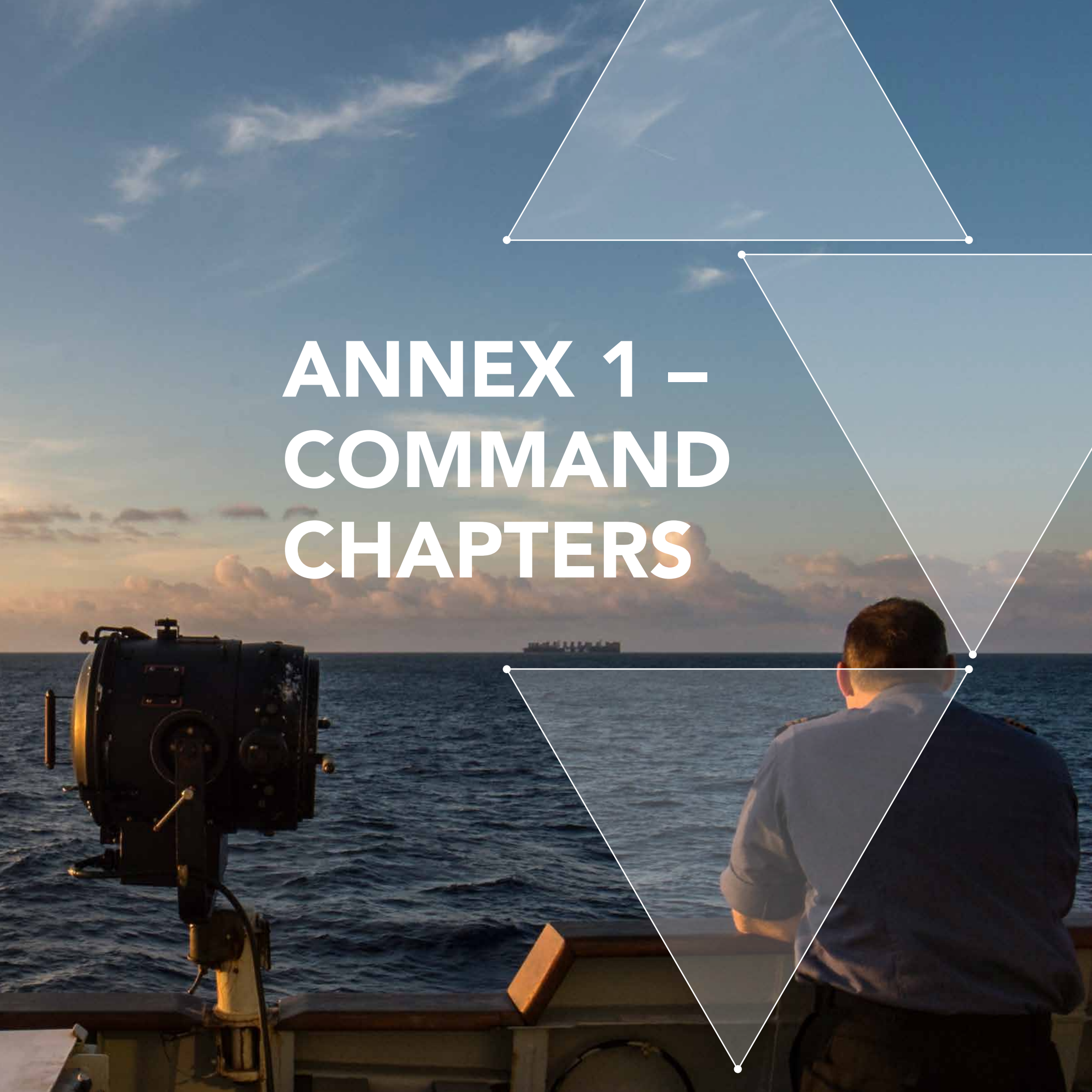






Canada





ANNEX 1 - COMMAND CHAPTERS

1.1 ROYAL CANADIAN NAVY

1.1.1 COMMANDER'S INTRODUCTION

The CAF's Physical Performance Strategy is a key enabler towards continued excellence in operations, either at sea or ashore, by ensuring that you achieve the highest level of physical/mental health and wellness in an effort to perform at an optimal level.

As Commander RCN, I fully support the CAF's Physical Performance Strategy. This strategy focuses on operations, balances the role of leadership with individual accountability, and actively promotes improving the spectrum of programs and practices available to achieve success. Also, this strategy will be synergistic and complementary to the already well-established

RCN Health and Wellness Strategy, which was developed and implemented in 2012-2013.

I am fully committed to establishing a culture that emphasizes the importance of health and wellness as a fundamental element of a unit's daily routine that will not only improve our overall well-being, but is essential for operational readiness.

As described in RCN Strategic Plan, "our success will continue to reside in policies and practices that permit our people to realize their full potential, that attend to their well-being and the well-being of their families."

1.1.2 COMMAND SPECIFIC PRIORITIES

Due to the inherent nature of RCN operations, we serve in a physically and mentally demanding environment where optimal work performance is paramount to conducting our business safely and effectively. There remain challenges in serving at sea that can affect our ability to sustain a healthy lifestyle within systems of irregular working hours, in austere conditions and/or confined spaces.

The greatest of these demands relates to sleep. With the majority of crews standing watches during the day and the night, the challenge exists to ensure personnel are provided adequate rest. Without sufficient sleep, sailors may experience the effects of sleep deprivation, decreasing cognitive abilities and overall fighting capability. Several RCN studies have been completed recently related to sleep and cognitive effectiveness; this research has assisted in the implementation of 1 in 3 straight eight watch rotation. It is incumbent on leadership to understand the effects of sleep deprivation and to provide innovative ways to ensure sailors are provided with the means and opportunities to optimize sleep.

The RCN leadership is committed to continuing efforts to research methods and emerging technologies to assist our personnel in overcoming these challenges. Programs and initiatives within the RCN shall therefore align with a holistic set of priorities that not only address physical fitness activities specific to the RCN both at sea and ashore, but incorporate areas including sleep, injury prevention and nutrition as determinants of physical and mental performance.

The success of this strategy rests with command teams to lead by example, to support national initiatives, to develop local programs and initiatives, to motivate others through recognition of individual behaviour changes, and to facilitate a working environment that makes it easier for you to make daily healthy-living choices that will strengthen and fuel your performance, therefore enabling the conditions for success in operations.

1.1.3 LOCAL ENGAGEMENT

In order to attain our collective national and RCN objectives, Local Command Performance Teams are expected to be fully engaged in the governance structures that support health and wellness and that will deliver on these priorities.

As part of the strategy, there will be national “One Navy” initiatives and research that are intended to bridge commonality and continually improve health and wellness across the entire RCN. The Navy Bike Ride is one such initiative that I have implemented and it is to become a regularly scheduled event throughout the country that is expected to enjoy enduring success.

Current nutrition research includes the science of providing “recovery and replacement” supplements to divers, submariners and NTOG personnel. We have also made significant improvement in dietary options both alongside and on board ship, reducing barriers to healthy choice and limiting unhealthy options. Frigates and MCDVs will be installed with new special

steam ovens that allow the preparation of superior, nutritious and tasty meals, while research is underway to provide healthy cooking alternatives in submarines, Orcas and for the future fleet. Research is incumbent on Local Command Performance Teams conducting a continuous cycle of community needs’ assessments and communicating/reporting on these results.

The RCN has already made significant progress in influencing a culture of fitness, not only with the RCN Bike Ride, but the introduction of regular Fleet Runs, annual Navy Runs and unit physical fitness training. In addition, we have expanded the deployment of Fitness, Sports and Recreation Coordinators (FSRC) in our ships to provide additional support whilst deployed or on extended exercise. Lastly, the Health and Wellness strategy has had impact on reducing barriers to active transportation, with improved gate access to Bases for biking and education on bike safety/maintenance and support. In an effort to ensure leadership effects lasting

culture change within their communities, commanders will continue to liaise with DFit/PSP to garner information regarding community recreation, health promotions programming and wellness support. Local PSP staff play a key role to ensure the right programs and equipment are available to our people, to regularly conduct inspections of all fitness equipment in ships while accepting guidance provided on procurement of 'best fits'.

1.1.4 CONCLUSION

Embracing a command-led and community-driven culture of overall health and wellness that focuses on physical fitness, mental health, sleep, injury prevention and nutrition will energize our institution. We can only sustain this culture with engagement from all levels and with continual feedback to improve our programs.

1.2 CANADIAN ARMY

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1.2.1 COMMANDER'S INTRODUCTION

The physical fitness of the CA is a critical and essential component of operational readiness. Soldiers must possess a higher degree of health and fitness than the general Canadian population to function in complex and demanding environments where strength and endurance could be the difference between success and failure. In essence, our personnel must be healthy, physically fit, employable and deployable over the course of their career. This is a shared responsibility between the CA and its members. All soldiers have a responsibility to maintain their physical fitness and a healthy lifestyle as a requirement of service. While the Fitness for Operational Requirements of CAF Employment (FORCE) evaluation remains the CAF Universality of Service standard, CA commanders will also use the FORCE combat evaluation in order to ensure personnel are prepared for the needs of domestic and expeditionary operations.

The CA commits to supporting all soldiers in the achievement of a high level of fitness by healthy lifestyle and proactive organisational policies that facilitate access to the best possible: health, fitness and recreation programs, fitness and recreation facilities, professional fitness educators, and health services with clinical and health promotion staff.

This chapter represents a condensed version of CAO 24-02 and outlines the expectations, responsibilities, and requirements of all members of the CA Team with respect to physical fitness.

1.2.2 COMMAND SPECIFIC PRIORITIES

Mission: Ready: In November 2015 the CA implemented its Canadian Army Integrated Performance Strategy titled “Mission: Ready”, an extensive strategy designed to foster a sustainable culture of health and fitness that reinforces the importance of an operationally ready and resilient CA team able to thrive before, during and after having successfully conducted land operations. Mission: Ready is freely available to all members of the Canadian Army team via the internet at reference D. The Canadian Army physical fitness policy is nested within that overall strategy and explicitly speaks to the importance of physical health and fitness.

There are four components specific to CA physical health and fitness:

- a. Physical Fitness. Annex A to CAO 24-02 describes the implementation of physical fitness training and the application of FORCE Combat, the CA physical fitness Individual Battle Task Standard (IBTS);
- b. Nutrition. Annex B to CAO 24-02 describes the importance and contribution of nutrition towards the maintenance of a healthy lifestyle that promotes resilience and improves operational readiness;
- c. Sleep. Annex C to CAO 24-02 describes the importance of sleep to the health, effectiveness and efficiency of CA soldiers; and
- d. Injury Prevention. Annex D to CAO 24-02 describes measures and responsibilities in injury prevention for members of the CA team.

Canadian Army Performance Triad: The foundational material that outlines the science, research, and best practices that relate to overall physical health and fitness are contained in references C and D and constitute the Canadian Army Performance Triad (CAP₃). The information covered within the CAP₃ publications is mandatory reading for all CA soldiers and leaders.

Physical Fitness: Physical fitness is essential to overall readiness and resiliency of the CA team. Physically fit CA team members are more resilient, feel healthier, look healthier, and have increased confidence and self-esteem. The CA, in collaboration with PSP, has developed an operational physical fitness IBTS titled FORCE Combat that constitutes the sole CA physical fitness IBTS for land operations. FORCE Combat replicates the physical fitness demands of a typical CA operational task as exemplified by CA operations conducted in various environments and consists of a load bearing component and a cardio-vascular component. It is considered normal CA IBTS and will be conducted, trained, and delivered at the platoon/troop/section level across the CA.

Nutrition: Proper nutrition will ensure CA team members properly fuel their bodies for the demands of Army life. Healthy eating habits provide CA team members the energy required to fuel operational demands, ensure the body has sufficient nutrients, and helps to prevent serious illness caused or exacerbated by poor dietary habits. Operational readiness starts with fit and healthy personnel who are educated, enabled and practice sound eating habits in support of a deliberate and relevant physical fitness training program. Proper nutrition is required to fuel CA tactical athletes. All members of the CA team have a responsibility to make informed nutritional choices that support and enable their personal and professional fitness goals.

Sleep: The CA relies on its soldiers to be operationally fit and ready to perform when called upon. All members of the CA team, regardless of position or task, require adequate sleep, a high level of physical fitness, and proper nutrition to perform at an optimum level for sustained periods of time. Sleep is vital to sustaining the brain's capacity to cognitively dominate the environment and enable individual and team success whether training for, or actually conducting operations. All members of the CA team are encouraged to become familiar with reference F that outlines the concepts and principles of cognitive dominance as it relates to Land Operations. Quality sleep helps to maintain physical and psychological health, enhances an individual's quality of life, and increases CA team member's ability to conduct training and operations with greater safety and

success. Sleep is the only time when the brain can recover from the wear and tear of daily life, the brain cannot recover during wakefulness, even if you are resting. It is also the optimal time during which the body can make minor physical repairs and allow tired muscles to recuperate and heal. Common short term consequences of sleep deficiency include decreased physical and mental performance, impaired memory and concentration, decreased reaction time, poor decision-making, decreased testosterone production, inability to perform complex actions, poor learning ability, and diminished emotional control. Long term consequences of sleep deprivation have been linked to increased risk of developing obesity, diabetes, hypertension, and cardiovascular disease. Insufficient sleep also impairs one's ability to self-monitor. CA team members who operate while suffering from sleep deprivation tend to significantly overestimate their ability to function as leaders or as members of a team. These physiologic deficits cannot be overcome by motivation, initiative, stimulants or willpower and can only be resolved with sufficient sleep. CA military culture historically does not place a priority on sleep. However, modern research has clearly demonstrated that optimal sleep is critical to mission success and that lack of sleep leads to impaired reaction time, poor judgement, increased numbers of preventable accidents and lower morale.

Injury Prevention: Injury prevention as an extension of CA health and fitness and is an important aspect of building and maintaining operational readiness in the CA. The ability

of the CA to force generate soldiers for operations is significantly impacted on an annual basis by injuries caused by, or exacerbated by physical fitness training and activities. The number of knee, ankle and lower back issues that precludes CA team members from deploying on training and operations is noteworthy. Preventative measures merit deliberate consideration by all members of the CA team. All CA commanders and leaders will put in place mitigation measures that address environmental conditions such as extreme cold/heat and ensure common sense is applied when considering the benefits versus the risks of physical exertion while training. However, the CA may be required to conduct operations in severe operational environments and it is therefore important for members of the CA team to learn how to operate in extreme climatic conditions. Part of routine CA training is education and experiential training on how to safely conduct activities in those environments. The CA conducts numerous physical fitness based competitions such as Mountain Man, Ironman and Bushman. Although participation is voluntary, the nature of CA team members is such that the competitive nature of a participant will often cause them to continue training and ultimately participate in the competition despite the onset of new or pre-existing injuries.

IAW CAO 24-02, the following policy is now in effect for all CA fitness based competitions:

- a. The applicable chain of command that owns the competition must publish and provide access to a suitable training plan for all potential competitors.
- b. The training plan will include explanations/ video on proper techniques for any high-risk, unusual aspects of the competition.
- c. The training plan should include a confirmatory aspect to ensure the participant has properly prepared for the competition.
- d. Participants must have a current and valid personal health assessment prior to commencing the competition.

Injury prevention is a fundamental responsibility of every member of the CA team. It is not an excuse for avoiding difficult activities, but it does mandate that individuals and the chain of command properly and deliberately prepare for challenging physical endeavours.

1.2.3 LOCAL ENGAGEMENT

Formal instruction is provided to CA leaders as part of Army career courses to provide the essential foundational training and education needed to lead and supervise physical fitness; and are recommended to seek additional available from PSP Staff locally, on demand. The CA NCO Corps is responsible for mentoring and training new members of the CA team such that they will be successful in achieving the mandated levels of knowledge and proficiency in all aspects of CA

physical fitness. All members of the CA team are responsible for ensuring their personal fitness is to a high standard that promotes operational readiness and resiliency.

The CA OPI for this chapter is the Comd CADTC on behalf of Comd CA.

1.2.4 CONCLUSION

It is the responsibility of CA leaders at every level to lead by example, promote optimum levels of health and physical fitness, and facilitate achievement of those same levels. IAW the specific obligations outlined in CAO 24-02 and Mission: Ready, the CA Chain of Command is responsible for ensuring education, guidance, support, time and resources are provided to all members of the CA team for the purposes of strengthening CA physical fitness and increasing operational readiness.

1.3 ROYAL CANADIAN AIR FORCE

1.3.1 COMMANDER'S INTRODUCTION

As the Commander of the RCAF, I am fully committed to promoting optimal levels of physical performance and facilitating RCAF members in the achievement of those levels, as a key enabler of both operational effectiveness and lifelong wellness.

The CAF Physical Performance Strategy provides a comprehensive approach to improving physical performance that is tailored to meet the unique needs of the RCAF. The RCAF has long held an understanding of the essential elements affecting physical performance: physical activity, performance nutrition, sleep and injury prevention.

I will oversee the implementation of the CAF Physical Performance Strategy within the RCAF as well as my RCAF specific priorities detailed below and amplified by Air Force Order. Accordingly, I will hold my RCAF Command Teams accountable for the delivery of physical performance objectives and expect them to effectively balance operational requirements to facilitate those under their command to engage in healthy behaviours.

This is not about more physical activity. It is about sleep, nutrition, injury prevention and physical activity. It is about balance!

1.3.2 COMMAND SPECIFIC PRIORITIES

As a guarantor of Canadian Sovereignty, the RCAF delivers air power to control and exploit the air environment in order to execute assigned missions and tasks that contribute to Canadian security and national objectives. These air power capabilities must be available whenever needed, 24 hours a day, 7 days a week, 365 days a year. It is for these reasons that all facets of the effective control of air power capabilities are critical enablers to CAF global expeditionary operations and joint interoperability with key partners and core allies, and thereby necessitate the RCAF to maintain the highest percentage of personnel on high readiness of the three services.

Due to this highly demanding nature of our mission, the RCAF's ability to maintain an operational advantage rests on the professionalism, dedication, education, technical skills, and expeditionary readiness of our RCAF members who deliver air power every day. Therefore, RCAF personnel must be operationally resilient and fit to meet the physical and psychological challenges of operations in complex and demanding environments. Achieving this strategic objective will require a strong leadership commitment to maintaining a high level of personal physical fitness, thereby ensuring

one's operational readiness and optimizing the benefits of a regular fitness program: increased strength, improved energy and endurance, enhanced ability to cope with mental and emotional stresses, and better work performance.

Accordingly, the RCAF will emphasize the interdependencies of physical activity, nutrition, sleep and injury prevention as essential elements to understanding the holistic approach to health-related fitness. This will be accomplished by increasing the understanding of this strategy through formal and informal education and training opportunities and supported by leadership modelling at all levels of the chain of command. RCAF Command Teams will be actively engaged in the delivery of this strategy through direct involvement as fitness role models, actively motivating subordinates through encouragement and by sharing responsibility and accountability for the operational and health-related fitness of individuals under their command.

This strategy complements the RCAF's commitment to managing fatigue through the recently implemented RCAF Fatigue Risk Management System (FRMS).

1.3.3 LOCAL ENGAGEMENT

Strategically, the RCAF will continue to actively participate in the Physical Performance National Steering Committee and further conduct a review of environmental fitness related direction and guidance to align command orders with the foundational elements of this strategy. As mentioned above, strategic level efforts will be focused on addressing environmental realities to support an enduring culture of fitness, campaigning for the development of RCAF specific education and training material related to this new strategy, and monitoring RCAF fitness results.

Operationally, Commanders of 1 and 2 Canadian Air Divisions will conduct a review of extant policies and orders to determine the extent to which tactical level operations can incorporate education and training requirements of the

Physical Performance Strategy commencing from initial training and continuing through operational readiness in support of international operations. Since physical fitness is already an ingrained part of our culture, initial assessments could focus on nutrition/hydration and sleep portions of the new strategy.

Continuing upon these efforts, and strengthening the fighting spirit, Division, Wing and Unit Commanders at the tactical level will integrate education and training specific to physical activity, nutrition, sleep and injury prevention into operational routines as an environmental priority. In addition, cultivating professional relationships with Health Services providers, Senior PSP Managers and Health Promotions Coordinators to develop and provide educational material directly related to RCAF

operations will be paramount to the success of local efforts.

To assist with these efforts, Local Command Performance Teams with command team representation are to be established where feasible as the mechanism to harmonize local initiatives and reporting. These committees are to focus on identifying and reducing barriers which preclude RCAF members from taking advantage of the opportunities presented by the physical performance strategy. Barriers created as a result of the modern family, childcare, availability of infrastructure and/or resources,

fitness facility hours of operation, and proximity of members to Wing resources are but a few of the suggested areas to be addressed by these committees.

Tactically, unit commanders are in a position to achieve the greatest effect through direct involvement as fitness role models and mentoring. Furthermore, I will continue to support inclusive initiatives such as Participation Day in Canada, the annual RCAF Run in Winnipeg, local Wing Commander Fitness Challenges, “Fun Runs” and similar activities at the unit/local level.

1.3.4 CONCLUSION

In summary, as the Commander of the RCAF it is my obligation to lead, facilitate, motivate, support, and enable RCAF members in the achievement of our mission. It is incumbent upon the RCAF leadership to incorporate time during working hours to allow RCAF members to adopt healthy behaviours. This, combined with the requirement to maintain healthy behaviours outside of the workplace will be key tenets of the RCAF fitness strategy. Significant investments in RCAF members, education and training, infrastructure and equipment will also be paramount to the success of our strategy. I stress that it is the men and women of the RCAF who are the center of gravity in this strategy. I will hold our leaders accountable for setting the example, structure, guidance and formal direction they issue in order to enable our people to be successful. Each Division, Wing and Unit must demonstrate leadership in achieving the balance between our demanding operational outputs and the principals of this strategy, without placing the burden solely on the individual. I am confident through this strategy we will nurture an enduring culture of fitness within the RCAF and ensure operational readiness to effectively execute the RCAF mission that contributes to Canadian security and national objectives.

1.4 CANSOFCOM

1.4.1 COMMANDER'S INTRODUCTION

As the Commander of CANSOFCOM and its fitness champion, I have stated explicitly in my direction and guidance that all CANSOFCOM members, without exception, be leaders in the Force in setting a strong standard of fitness and attempting the applicable fitness test on an annual basis. These standards underpin the essential three dimensions of fitness: operational requirement, total wellness, and professionalism.

First and foremost, physical fitness is the foundation of our core business and as such, it is not discretionary. Fitness is a component of the weapon system that is the CANSOF member, enabling their performance under a wide range of geographical and environmental conditions and ability to cope with the stresses of sustained

and complex operations.

Furthermore, physical fitness contributes to the overall well-being of our members, one part of the continuum of a person's whole health. Addressing that continuum ranges from the preventative to the reactive and will only be successfully achieved through an interdisciplinary approach.

Finally, it is a privilege to represent the profession of arms. In wearing the cloth of the nation, we have a moral obligation to present ourselves well, leading the country's population in physical fitness and health is a demonstration of that commitment.

1.4.2 COMMAND SPECIFIC PRIORITIES

In view of these essential dimensions, I believe the CAF Physical Performance strategy and its four focus areas of physical activity, sleep, nutrition and injury prevention provide the appropriate framework in which the specific priorities and objectives for CANSOFCOM can be pursued.

As part of CANSOFCOM's Optimizing Performance Force and Family (OPF2) program, its Physical Domain facilitates both physical fitness and physical health. The Physical Domain goals are aligned with the CAF Physical Performance Strategy: Balance and highlight injury prevention through integrated prevention and intervention strategies; promote resilience and enhanced performance through specialized teams, including mental performance and performance nutrition professionals; and situate the domain within a multi-discipline system founded on surveillance and data analysis. Specifically, CANSOFCOM focuses on physical activity related to performance and injury prevention, with rest and performance nutrition being just two of several elements that contribute throughout to the conditions that increase the ability to perform and reduce the impact of injury:

- a. Reduce the number of physical injuries. CANSOFCOM will create a system to establish its baseline injury pattern then measure change over time in order to detect, reduce and prevent risk of injury and re-injury.
- b. Reduce the impact of injuries on operational readiness and members' functional capacity. CANSOFCOM will track trends, through surveillance and investigation, of the impact of injuries and how different interventions affect the quality of employability and deployability.
- c. Provide CANSOFCOM members with the resources to maximize their ability to perform. CANSOFCOM will continue to develop a cadre of trusted and credible, dedicated and shared medical and PSP services providers to provide CANSOFCOM members with advice and coaching, including in the areas of mental performance and performance nutrition.
- d. Improve performance of the CANSOF member's mind-body weapon system. In conjunction with other OPF2 Domain areas, CANSOFCOM will develop teams of specialized professionals to help our members build upon physical and mental capacity as well as performance goals to achieve enhanced performance and resiliency.
- e. Reduce attrition and extend the longevity of a CANSOFCOM member's career. Understanding the natural tension between maintaining operational capacity and preserving members' optimal health and wellness, CANSOFCOM will identify conditions where members are at greater risk and why that risk space exists. This information will be the basis of further strategy development interconnected with the achievement of the previous goals.

To support the culture of fitness that must permeate our environment, enabling our members to inculcate the necessary behaviours in all aspects of their lives, action must start with the Commander and unit leaders but will also be championed by those who are standard bearers in our community. Individual sessions, team activities, or fitness as an intrinsic part of one's lifestyle are all supported as these create connections within CANSOFCOM that enhance all three dimensions of fitness.

CANSOFCOM will seek opportunities to identify and reward individual expressions of a fitness culture that include operational fitness as well as individual achievement or improvement, leadership roles or community involvement, and integration of physical activity into work-life balance. Changes in behaviour are reinforced by intrinsic rewards and personal or professional satisfaction, creating advocates of active involvement and pride in the profession.

Individuals and teams will be encouraged to explore and develop initiatives that push the envelope, to be on the leading edge whether in technology, procedures, or philosophy in order to achieve the Physical Domain objectives. Tactical level innovation sets up the organization to make smart, long term investment choices to yield stable results, which is also fed by research and development of evidence-based programs.

CANSOFCOM will continue to evaluate and create programs with its internal Human Performance research cell, share best practices with the CAF and its international SOF partners, and collaborate with DFIT, DGMPRA, DRDC and other credible researchers.

Under the OPF2 umbrella, a performance measurement framework will provide feedback to the Command on how different activities and their intersection across disciplines and Domains are delivering the desired effects, which will provide a basis for reporting against the Balance outcomes.

Due to the unique nature of the employment at this Command, CANSOFCOM has a number of specific requirements for resources, facilities, information and education that can differ from that of the general CAF. Where necessary, CANSOFCOM will continue to provide integral support in key areas within its units, including PSP and health services, so that members and their social networks are able to excel at home and abroad. CANSOFCOM will also work with local Bases and Wings, as well as the greater CAF, to leverage resources when there is good purpose fit and identify where differences exist that need additional support. While we have the luxury of more opportunity and means to be physical fit than most other Canadians, we must continue to facilitate physical activity by all means at our disposal, whether infrastructure, personnel, training, or incentives.

The Command priorities will be enabled as part of the Physical Domain in OPF2 as a shared responsibility of the Command PSP Manager and the Command Surgeon. Because the CANSOFCOM environment is highly operational, with members that contribute to the mission in vastly diverse roles, the realization of the specific objectives will be flexible and tailorable to the Command's various communities.

1.4.3 LOCAL ENGAGEMENT

Local engagement will be achieved predominantly through the dedicated unit PSP and health services resources and adapted to their specific unit chain of command needs, to whom they are responsive. As such, existing unit health advisory committees that include these resources will be leveraged as a

means to support the OPF2 outcomes as aligned with the national physical performance strategy. Further, SLAs between units and their Base/Wing will outline not only the services and facilities accessible to CANSOFCOM members but how unit resources collaborate with their Base/Wing

counterparts and contribute to the Local Local Command Performance Teams.

Progress with respect to Command priorities and objectives, including reporting of local

initiatives, will be tracked and managed through the Command PSP Manager and Surgeon, provided to DFIT as required.

1.4.4 CONCLUSION

At its core, physical fitness and health is an integral part of our members' ability to perform operationally and a professional responsibility. However, it is also one part of an individual's overall health and wellness, which is a shared obligation with the institution. CANSOFCOM fosters all three of the dimensions of fitness through the holistic support of all elements of health, innovation reinforced by research and education, and engagement at all levels, from the leadership through the community to our members. Ultimately, physical fitness and health as part of human performance and resiliency must be woven into the fabric of the organization, become part of the culture – it is not a set of programs, but a way of life.

1.5 MILITARY PERSONNEL COMMAND

1.5.1 COMMANDER'S INTRODUCTION

Military Personnel Command (MilPersCom) holds a dual role in the context of this physical performance strategy. First, it is our operational mission on behalf of the CAF to recruit, train and educate, prepare, support, honour and recognize military personnel and their families for service to Canada. These responsibilities are critical in driving Balance - The CAF Physical Performance Strategy, therefore MilPersCom is responsible for developing, publishing, and evaluating the overall physical performance strategy. Our second role is to ensure that we provide our military personnel within the MilPersCom team with the leadership, direction, guidance, motivation, and resources to live active and healthy lives, hence maximising operational performance.

I want to underscore to all CAF and MilPersCom personnel and to leave no doubt as to how important I see physical performance. It is critical to the effective functioning of our military. It not only makes us better sailors, soldiers and airmen and airwomen, it improves our health and our overall performance on the job both physically and cognitively. While it is the CAF's obligation to provide the resources necessary for you to maintain fitness, I am emphasizing that it is each and every member's responsibility to maintain a reasonable level of fitness and each and every supervisor's responsibility to encourage, support and, ultimately, ensure that their subordinates are remaining physically fit. The direction you will find in the succeeding paras reinforces this philosophy.

1.5.2 COMMAND SPECIFIC PRIORITIES

MPC will support the CAF by undertaking the following initiatives, further outlined in the strategy to action plan of this document:

- a. Conduct a review of CAF recruiting practices as they relate to physical performance, the fitness potential of candidates and the short to long-term effects on the CAF (including retention).
- b. Review entry level training practices to ensure they instil the behaviours as articulated in this strategy.
- c. Undertake a comprehensive review of all fitness related directives and regulations to ensure coherence with the objectives laid out in this strategy. Policy must be in place to give supervisors and leaders the tools to deal with issues of non-compliance with our policies.

- d. Implement and injury surveillance system with appropriate resources to better track and understand injuries in the CAF.

Within our own lines, it is important that MPC personnel set an example for the rest of the CAF and DND in terms of our own healthy, active and balanced lifestyles. For this reason MPC Commanders and supervisors, at all levels, are directed to:

- a. Make every effort possible to ensure that personnel have time to engage in PT during the work day, and that they have access to appropriate facilities and infrastructure to do so.
- b. Use the services of PSP Fitness and Health Promotion to ensure that physical activity is performed in a safe way, to prevent an active lifestyle from leading to avoidable injuries.
- c. Facilitate the provision and promotion of healthy food options on a daily basis in CAF facilities and during special events.
- d. Encourage all personnel to leave work at work. Generally speaking, evenings and weekends should be for connecting with family and friends, unwinding, and recharging our batteries. Being tethered to the office via a screen/mobile device not only affects our relationships but our quality and quantity of sleep as well.
- e. Lead by example. All Level 2 and unit commanding officers must demonstrate these healthy lifestyle behaviours – including modeling an appropriate work/life balance.
- f. Take action when necessary, and in accordance with policy, to encourage members to improve their lifestyle choices and if required to impose corrective actions.

1.5.3 CONCLUSION

The theme of this overall strategy is Balance, and it is evident that balance between the P4 behaviours, balance between individual and leadership accountability, and balance between work and personal life are essential if we want to be successful in optimizing the physical performance of CAF and DND personnel throughout their careers and beyond. In order to successfully promote lifelong healthy behaviours we cannot limit our interventions to the provision of skills and information to individuals. We need to consider the entire spectrum of contextual determinants of behavior, including policies, social norms, the built environment and the role of leadership.

1.6 CANADIAN JOINT OPERATIONS COMMAND

1.6.1 INTRODUCTION

The Canadian Armed Forces (CAF) has made great progress in the past few years embracing physical fitness through its STRONG, FIT and READY programme and providing CAF members with tools and resources to improve their physical fitness. The Canadian Army (CA), building upon this progress, created an initiative to ensure physical fitness within the CA is operationally relevant, achievable, sustainable, and effective. This initiative is known as the Canadian Army Integrated Performance Strategy (CAIPS), which includes the physical fitness standard of FORCE Combat.

As Commander CJOC, I fully endorse the CAF's STRONG, FIT AND READY programme and the CAIPS, in collaboration with Force Generators. Emphasis must be placed on deployed CAF personnel being able to complete their daily/operational tasks while concurrently maintaining physical fitness standards which best reflect

the physical nature and environment of CJOC deployments. Consideration must be given to the particular demands of different commands and occupations. To achieve physical performance success, the role of leadership is balanced with individual accountability, and actively promotes improving the range of programs and practices available.

At the organisational level, evidence indicates that the CAF can anticipate a fitter force eventually leading to reduced health care burdens, lower absenteeism and medical limitations, higher readiness for deployments, and an overall positive public image of the CAF. I am fully committed to establishing a culture that emphasizes the importance of health and wellness as a fundamental element of a unit's daily routine that will not only improve our overall well-being, but is essential for operational readiness.

1.6.2 COMMAND SPECIFIC PRIORITIES

Due to the unique nature of CJOC operations, CAF members are expected to deploy in various types of environments, which are often volatile. In recent years, experience demonstrated that the security situation for expeditionary missions can change and worsen with little to no notice. As such, deploying CAF members are expected to be highly trained, fit, and able to adapt to this changing environment, while executing a large spectrum of activities to ensure they return home safely from operations.

Over the last several years, the scale of tasks expected from deploying personnel on expeditionary operations has diversified greatly, and was influenced by a myriad of factors. With a tighter focus on physical performance, and a better understanding of the interplay between Performance 4 (P4) Behaviours (physical activity, performance nutrition, sleep/rest, and injury prevention), CJOC will strive to augment this essential component of operational readiness and lifelong wellness.

The CJOC leadership team is committed to maintaining a posture that ensures mission success and increasing the likelihood of appropriate and timely action being taken to resolve dangerous conditions. CJOC is committed to continuing efforts to research methods and emerging technologies to assist our personnel in overcoming these challenges. All CAF personnel must have an understanding of their responsibility with, and importance of, the P4 Behaviours affecting physical performance as well as the skills to adopt and maintain a healthy lifestyle.

1.6.3 DEPLOYMENT ENGAGEMENT

In order to attain our collective national and CJOC objectives, Deployed Command Teams will work collaboratively to develop a governance structure that will champion the key elements of the CDS-mandated Physical Performance Strategy (BALANCE): physical activity, performance nutrition, sleep, and injury prevention. CJOC will support the BALANCE National Steering Committee, and anticipate support from the Director Fitness (DFit), Sport and Health Promotion, the Director of Force Health Protection, Military Personnel Command, and other partners.

Operational demands, priorities, logistical constraints, climate, and geography vary considerably within deployed CJOC operations and the CAF. CJOC wholly supports national initiatives and with the unique nature of CJOC Operations, it is clear that an all-encompassing methodology may not be suitable for deployed operations.

Proper nutrition and adequate hydration are required to ensure that the physical capacity and mental performance of military personnel remain at optimal levels. Nutrition is a major contributor to the healing process of our injured personnel, as well as influencing their subsequent recovery and rehabilitation. A fundamental element of nutrition is the ability to sustain troops on operations, with the aim of preserving life, preserving physical and mental function, maintaining mood and motivation, preventing fatigue, and speeding up recovery.

In an effort to ensure Deployed Command Teams implement a sustainable change within their communities, commanders will continue to liaise with DFit/PSP to garner information regarding health promotions programming, and wellness support. Deployed PSP staff play a key role to ensure suitable programs and equipment are available to our people, and to regularly conduct inspections of all fitness equipment on deployed operations, where practical.

1.6.4 CONCLUSION

Canada's defence policy, "Strong, Secure, Engaged" will provide Canada with an agile, multi-purpose combat-ready military, operated by highly trained, well-equipped women and men, secure in the knowledge that they have the full support of their government and their fellow Canadians. It is inherent that we ensure we sustain the health and wellness of our deployed troops on all deployed operations. CJOC Command Teams, who are the center of gravity for P4 efforts, will have a critical role to play in ensuring and fostering this environment. Improved physical activity, better nutrition, improved sleep habits, and fewer injuries will contribute to sustained operational performance, while underpinning the CAF Physical Performance Strategy. Beyond the CAF's legal obligation to ensure the operational fitness of our personnel, we also have a moral duty to support their general health and wellbeing during, and post deployment.



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