

Campaign Plan for the Canadian Forces Health Services



Strategy 2K14





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Surgeon General's Message



Throughout the next five years there will be many challenges and opportunities facing the Canadian Forces Health Services Group. During this time the Health Services Group will diligently work at building strong institutional credibility within the Department, with the Chain of Command and with the patient. **This will be my centre of gravity.**

All of our goals, objectives and activities will be directly linked and support the Department's six core missions as detailed in the Canada First Defence Strategy, the three priorities of the Chief of Military Personnel and the environmental command needs.

In the immediate term we must continue to plan and force generate for our current mission in Afghanistan and to provide high quality healthcare at home and aboard.

Surgeon General Priorities

- Mental Health
- Rehabilitation
- Support to the Chain of Command
- Communication
- Performance Measurement
- Recruiting

In the near term we will actively plan and prepare to be capable of deploying health services personnel into another theatre of operations by January 2012, if so ordered by the Government of Canada. To accomplish this mission we must be agile and responsive to our patients, the chain of command and any transformational command requirements.

In the longer term we will ensure that we become leaders in the field of military healthcare with a renewed focus on research and development. In recognition of department-wide financial constraints, we will be fiscally responsible and our results will be measured and evaluated under a rigorous performance measurement model. This will set the conditions for success with the current and future Strategic Reviews. We will embrace the challenge of the Departmental Strategic Review and view it as an opportunity to confirm priorities and identify required projects that have not been identified or funded to date.

Introduction

The Canadian Forces Health Services Group (CF H Svcs Gp) is dedicated to carrying out its many activities that can be logically placed within three overarching headings. These headings are: Deliver Health Care, Provide a Deployable Health Capability, and Provide Health Advice. These three effects of the CF H Svcs Gp form the foundation of our Program Activity Architecture (PAA) which in turn links to all of our business planning activities. In order to achieve these three effects in an efficient and effective manner, the CF H Svcs Gp requires a Strategic framework which will allow the Surgeon General and his staff to produce a Campaign Plan for the next five years and beyond.

As far back as 1999, in the Review of the Canadian Forces Medical Services (CFMS) Report and in many subsequent documents and external audits, it was noted that the CFMS and later the Canadian Forces Health Services (CFHS) has been operating without Strategic Direction. This omission has resulted in high levels of frustration at both the Command and Staff levels. Personnel were forced to consider how their actions and efforts fit within the overall strategy of the Branch which was not clear and how they contributed to the accomplishment of goals of which they were not aware.

This campaign plan will clearly detail our framework and methodology used to determine the critical issues that must be addressed by our organization and the actions that have to be taken to meet our goals over the 2009-2014 time period. This Campaign Plan will be known as **Strategy 2K14**. As the Health Care provider of the Canadian Forces we have used healthcare nomenclature to divide the timeline of Strategy 2K14 into three distinct time periods; **STAT** (1 year), **Urgent** (2–3 years) and **Priority** (4 - 5 years). Strategy 2K14 has been closely aligned with the missions of the Canadian Forces as detailed in the Canada First Defence Strategy, the priorities detailed in CMP's Fight for Today and Tomorrow, and the Army's Reorientation Planning Directive.

Taking Stock : Our Past Five Years

The past five years have been unprecedented in the number of challenges and taskings for the Canadian Forces Health Services Group and the Group has risen to the occasion time and time again. Through the excellent health service support that we have provided to the Canadian Forces both home and abroad we have demonstrated why we are indeed the lifeline of the Canadian Forces. Since 2004, the Canadian Forces Health Service Group has accomplished many significant tasks including the following key achievements:

- Battlefield Support — improvements to training, research, and technology;
- Planned and then led a Multi-national Role 3 Medical Facility in Kandahar;
- Consolidated Role 1 and Role 3 Operational Training and Validation at the Canadian Manoeuvre Training Centre (CMTC);
 - Successfully completed the close out of Rx2000, early and under budget;
- The Comparative Cost Analysis Review conducted by an independent and external agency, and reviews by Accreditation Canada conclude that the CF Health System was both efficient and effective;
- The Performance Measurement Program DentIS won the Departmental Innovation Award;
- Successful move of the National Capital Healthcare Centre (NCR HCC) from the former National Defence Medical Centre (NDMC) to the Montfort Hospital.



Mission, Vision and Values

Mission

The mission of the CF Health Services Group is to provide high quality health services to Canada's fighting forces wherever we serve.

Vision

A professional military health service recognized for providing excellent care as an integral part of a world class fighting force.

Values

Caring We have empathy for our patients, whose welfare is our foremost concern. Compassion is always evident as we share with them the responsibility for their health.

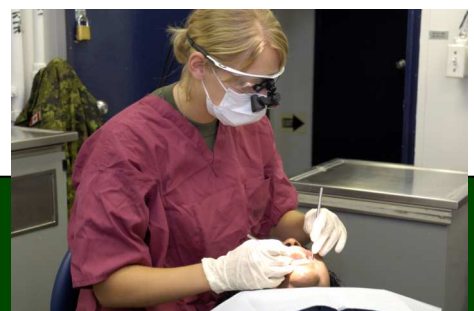
Our people We support, promote and encourage the professional and personal development of our people.

Teamwork We are a multi-disciplinary team that works together, guided by the best interests of those we serve.

Professional Excellence We master the skills of our disciplines, learn continuously and base our judgments on scientific evidence and the best interests of those we serve.

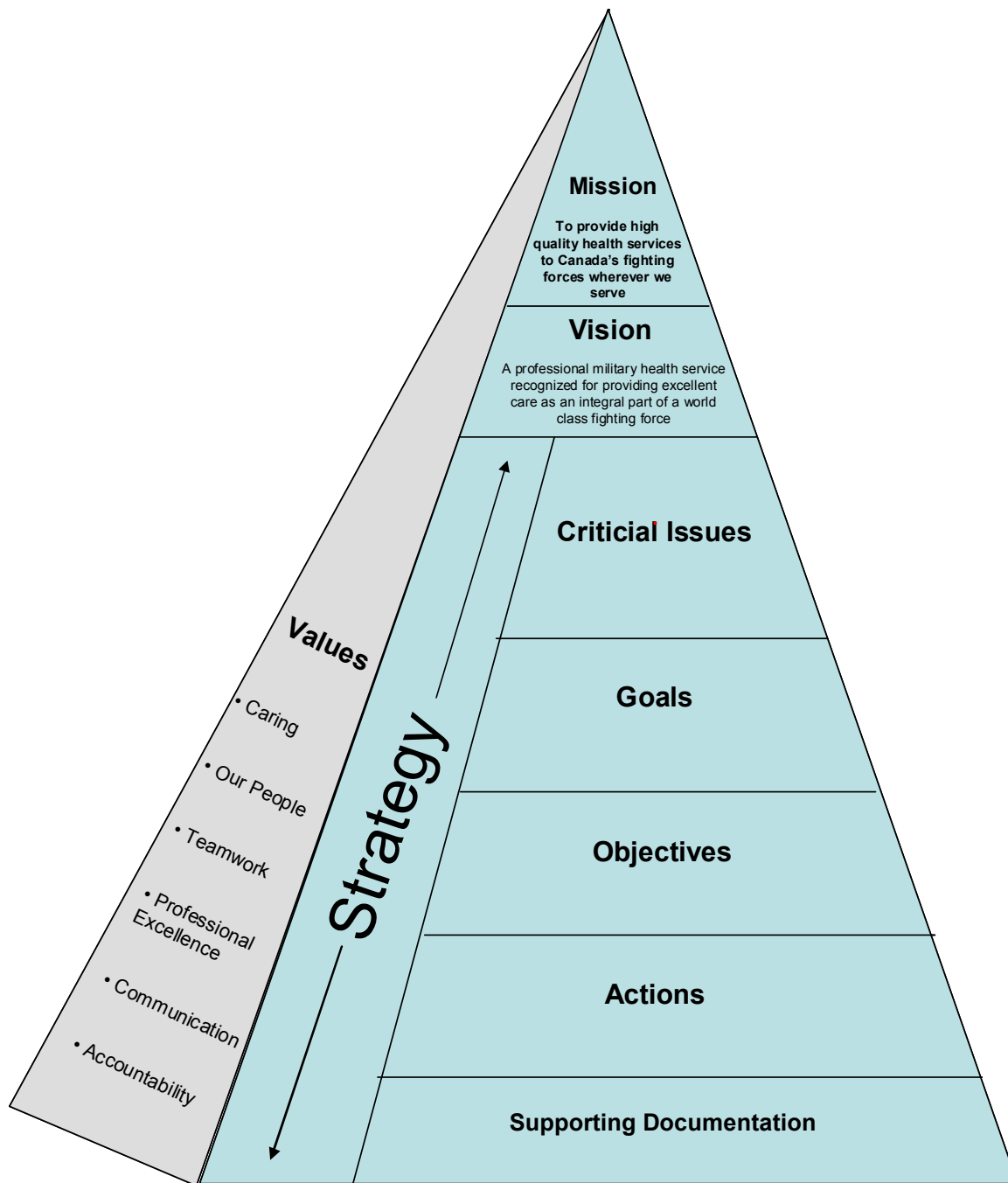
Communication We listen to, understand and inform our patients, our people, the Canadian Forces and the public.

Accountability We take responsibility for our actions, decisions and behaviour.



Strategic Framework

The Canadian Forces Health Services Group adopted this pyramid model to illustrate its Strategic Framework and the methodology that led to the completion of this campaign plan. In order to achieve the Vision and Mission of the Canadian Forces Health Services, a strategy has been developed starting with a review of supporting documents and the identification of critical issues that face the organization. Goals and then objectives were later identified and then assigned to allow the Directors and Operational leadership to develop their own action plans to support the over-arching Organizational Plan. The core values of the Organization were respected in the development of the Mission, Vision and the resulting Campaign Plan.



Critical Issues, Goals and Objectives

Critical Issue 1

Orient the Group to the Post–Afghanistan Period

Goal:

The Canadian Forces Health Services Group will be manned, equipped, structured and trained to be fully capable of supporting: a major international operation for an extended period; deploying forces in response to crises anywhere in the world for shorter periods; and meeting the domestic demands of the Government and the CF by January 2012.

Objectives:

- 1A Complete a Structural and Doctrinal review of the Health Services in support of operations;
- 1B Complete a full review of current equipment holdings both in theatre and at home to determine the future requirements;
- 1C Establish a formal project to manage the re-orientation of the CF H Svcs Gp; and
- 1D Develop and Staff a Force Development Cadre to examine the future trends and requirements for the Canadian Forces Health Services Group.



Critical Issues, Goals and Objectives

Critical Issue 2

Optimize Care and Health of CF and Family

Goal:

The Canadian Forces Health Services will be a leading provider of health services that will utilize an evidence-based and multi-disciplinary approach to develop and deliver its programs and services by a quality assurance framework and a rigorous performance measurement model in order to optimize the care and health of our patients by September 2014.

Objectives:

- 2A Analyze current programs and services to identify any gaps and develop a strategy framework to fill the gaps in services;
- 2B Develop a rigorous performance measurement model to ensure we are providing optimized care;
- 2C Review current infrastructure, the long term facility requirements and develop an action plan;
- 2D Establish a Rehabilitation Consortium/Network; and
- 2E Assess feasibility of acting in facilitator role for the provision of Dependent Care to support our members.



Critical Issues, Goals and Objectives

Critical Issue 3 Voice and Visibility

Goal:

The Canadian Forces Health Services will be a leader in military healthcare in the international community and a trusted advisor to the Chain of Command.

Objectives:

- 3A Re-establish strong affiliations with the Chain Of Command and within the Environmental Commands
- 3B Publish a Surg Gen Annual Report to capture and promote the excellent work being done and to celebrate success;
- 3C Publish our research on Military Medicine matters; and
- 3D Strengthen and continue to leverage our healthcare partnerships.



Critical Issues, Goals and Objectives

Critical Issue 4 Human Resources

Goal:

The Canadian Forces Health Services will become an employer of choice and retain our personnel at a higher rate than the Canadian Forces national average for voluntary release.

Objectives:

- 4A Develop a Recruiting / Retention Strategy for the distressed occupations of the Health Services;
- 4B Continue with the implementation of Op RESTORE;
- 4C Finalize the Succession Board Development and Institutionalize it;
- 4D Conduct an occupational structure review; and
- 4E Develop competencies for Clinical and Mil Prof and MCSP.



Critical Issues, Goals and Objectives

Critical Issue 5 Communication

-Goal:

The Canadian Forces Health Services will develop a fully integrated external and internal communication plan by July 2012. This plan will address the audiences to be reached, the media to be used to reach them and the key messages to be communicated.

Objectives:

- 5A Conduct a Communications audit to determine if our current communication vehicles are effective;
- 5B Determine the key external and internal message audience;
- 5C Develop an internal and external Public Affairs Plan; and
- 5D Review, Refine and Publish our plan for crisis management.



Strategic Overview

	Centre of Gravity	
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	Critical Issues	
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	Objectives	
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Build strong institutional credibility within the department, with the Chain of Command and with the patient

1 **Orient** the Group to the Post - Afghanistan Period

1A Structural and Doctrinal review of the Health Services in support of operations;
1B Full review of current equipment holdings both in theatre and at home to determine the future requirements;
1C Establish a project to manage the re-orientation of the CF H Svcs Gp;
1D Develop and Staff a FD Cadre to examine future trends and requirements

2 **Optimize** care and health of the CF and their families

2A Analyze current programs to ID gaps
2B Develop a rigorous performance measurement model
2C Assess the long term facility requirements
2D Establish a Rehabilitation Consortium/Network
2E Assess feasibility of acting in facilitator role for the provision of Dependent Care to support our members

3 **Voice** and **Visibility**

3A Re-establish strong affiliations with the Chain Of Command and within the Environmental Commands
3B Publish an Annual Report to capture and advertise the excellent work being done and to celebrate success
3C Publish our research in Military Medicine
3D Strengthen and leverage our healthcare partners

4 **Human Resources**

4A Develop a Recruiting / Retention Strategy for distressed occupations
4B Continue with the implementation of Op RESTORE
4C Finalize the Succession Board Development and Institutionalize it
4D Conduct an Occupational structure review
4E Develop competencies for Clinical and Mil Prof and MCSP

5 **Communications**

5A Conduct a comms audit to determine if current comms vehicles are effective
5B Determine the key external and internal message audience
5C Develop an external and internal Public Affairs Plan
5D Review, Refine, and Publish our plan for crisis management

Groupings and Taskings Matrix

Critical Issue	Objective	STAT	Urgent	Priority	OPI
Re-Orient the Group in the Post-Afghanistan Period					
	1A	✓			COS/ DHSO
	1B	✓			DHSO/HS Del
	1C		✓		COS
	1D			✓	COS
Optimize care and health of the CF and their Families					
	2A		✓		HS Del
	2B		✓		D Med Pol
	2C		✓		HS Del
	2D	✓			D Surg Gen
	2E			✓	D Surg Gen
Voice and Visibility					
	3A	✓			Regional Surg/ HSG
	3B	✓			D Surg Gen
	3C		✓		D Surg Gen
	3D			✓	HS Del
Human Resources					
	4A	✓			HS Pers
	4B	✓			D Dent Svcs
	4C		✓		COS
	4D		✓		HS Pers
	4E			✓	HS Pers
Communication					
	5A	✓			COS
	5B	✓			COS
	5C		✓		COS
	5D		✓		COS