



Department of the Air Force
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Framework for Integrating and Enhancing Resilience

Creating a thriving community of Airmen, Guardians
and families, united through a culture of connectedness
and equipped for life and mission demands

INTEGRITY * SERVICE * EXCELLENCE

EXECUTIVE SUMMARY

In August 2020, the Chief of Staff of the Air Force (CSAF) published a strategic approach titled *Accelerate Change or Lose* which acknowledged the rapidly changing technological and environmental landscape the Department of the Air Force (DAF) must face to succeed in its dominance of air, space, and cyberspace missions. This inflection point begins and ends with the care and support for Airmen, Guardians and families. Meeting this challenge requires the U.S. Air and Space Forces to build a culture of resilience within an integrated care and support framework while providing Airmen, Guardians and families the resources needed to be strong, empowered, mission-ready, and to reach their full potential. Action Order-Airmen emphasizes the DAF's mission to "recruit, access, educate, train, experience, develop, and retain Airmen and Guardians...with the attributes required to compete, deter, and win in the high-end fight." One way to achieve this is to find and enhance human-centric skillsets that are important to all Airmen and Guardians. Ultimately, Airmen and Guardians must be resilient and ready to operate and succeed in the future high-end fight.¹

Therefore, the DAF has developed an integrated and collaborative vision for care and support within an overarching integrated system of care framework bridging quality of life, resilience, prevention, intervention, postvention, and recovery services. The development process associated with this strategic roadmap helped to bring about a renewed understanding and approach towards integrated care and support across the DAF. Through Senior Leader engagements, four key themes emerged to reinforce how we balance the prioritization and importance of developing a people first mindset while maintaining continued focus on mission readiness. These themes also intertwine and bolster the Lines of Effort (LOEs) that were developed to help establish and guide a more robust integrated framework that will serve our Airmen, Guardians, and families for years to come.

A system of care is: a coordinated network of effective services and supports for Airmen, Guardians, and families that builds meaningful partnerships and addresses their physical, mental, social, emotional, educational and developmental needs in order to help them to function better at home, in service, in the community, and throughout life.

- 1) Connections Matter; we must focus on and prioritize building interpersonal connections within and outside of our work-centers and organizations.
- 2) There is No Wrong Door; when providing care and support to our Airmen, Guardians, and their families, easy- to- use, 'known' capabilities, and warm hand-offs between helping agencies are critical.
- 3) Placement and Access Builds Trust and Confidence; placing care and support services with accessibility at key points in time directly within organizations builds an environment of trust and confidence in the process and helps to destigmatize help-seeking behaviors.
- 4) Accountability, Innovation, Flexibility, and Continuous Evaluation; each of these are instrumental to building organizational trust and ensuring we uphold our strategic edge, while placing strong emphasis on our mission priorities without ever losing sight of what is truly important, our people.

¹ General Charles Q. Brown, Jr., Air Force Chief of Staff, *Accelerate Change or Lose* (2020)

The Air and Space Forces must build upon a framework that focuses on data and feedback-driven solutions, as well as collaborative efforts to enhance and promote an integrated system of care and support across the DAF. An integrated framework creates and strengthens the overarching system of care that encompasses helping services across all DAF efforts, while incorporating a continuum that includes universal and targeted approaches across the lifespan. This system spans across a wide range of services, programs, and practices to include quality of life, diversity and inclusion actions, resilience activities, personal and professional development, as well as clinical and non-clinical intervention and response.

Finally, the pursuit of an integrated care and support framework calls for further analysis on current programs, practices, and policies at each level throughout the DAF. Data derived from these program analyses will be used to eliminate redundancies, reduce geographic discrepancies, streamline decision-making, and ensure a cohesive and compressive strategy. Overall, this strategic roadmap is designed to equip the Force with holistic skills, tools, and education for all Airmen, Guardians, and their families to ensure that the DAF meets the needs of its most valuable and mission-critical resource...its people.

INTRODUCTION

At the heart of the U.S. Air and Space Forces exists an intricate and equally powerful network of individual Airmen, Guardians, and families who often sacrifice their own personal priorities and goals in service to the Nation's needs. This can often place heavy strain on their well-being, and as a result, the readiness of the Force can suffer. Additionally, in such a complex and continually-evolving environment, the DAF must establish an integrated strategy to gradually transform and combine the independent components of its care and support efforts into a cohesive and optimized strategic portfolio.

In support of the CSAF's Action Order-Airmen, the assessment and identification of potential gaps in today's care and support services were an instrumental starting point in developing and establishing a robust and holistic approach to both organizational and individual wellness. Working in collaboration with service members, families, and stakeholders throughout the Air and Space Forces, this Integrated Resilience Roadmap was developed to assist in ensuring a comprehensive approach to care and support is available throughout an Airmen's, Guardian's, or family's service. As a result, four primary LOEs were identified and captured within this strategy and represent the main components in which the DAF should explore and invest its resources. Additionally, "Quick Wins", grassroots ideas, and programmatic recommendations were developed through working sessions, focus groups, and virtual summit to extend the LOEs with suggested activities and recommendations. While many of these recommendations require further assessment, they do provide a strong basis of incorporating Airmen, Guardian, and family member feedback into the importance of support frameworks intended to improve resilience and primary prevention efforts, and help achieve the DAF Priorities of Modernizing the Air and Space Forces We Need and Growing Strong Leaders and Resilient Families.

This will require a shift in thinking to where service (mission) is understood as the byproduct of the relationships formed and cultivated across the organization.² In addition, the Department must adopt a *People First, Mission Limitless* mindset to overcome the challenges the future might hold. A continued state of deterrence and readiness comes at no small price for our Forces and families. Therefore, we must seize every opportunity to provide the care and support necessary for our Airmen, Guardians, and families to thrive and achieve their full potential.

VISION, DOMAINS, AND LINES OF EFFORT

A common understanding regarding the concept of resilience is important to meaningfully assess the current state of services, programs, and activities available for Forces and families, and crucial in defining the future state for DAF resilience efforts. Whether it is considered an outcome, a process or a characteristic, the essence of resilience is a positive, adaptive response in the face of adversity. This common understanding is embodied in a Vision, a set of four Lines of Effort, and seven **Domains** illustrated below.

² Lt Col Brandon J. Daigle, *People First: Mission Limitless* (From the Green Notebook, 2021)

Vision

The vision focuses on equipping leaders at all levels with the tools necessary for fostering integrated care and support, evaluating effectiveness, and building a sustainable, data and feedback-informed system of care. The DAF Resilience Vision, shown in *Figure 1*, serves as the unifying focal point for reinforcing a *People First, Mission Limitless* mindset.



Figure 1: DAF Resilience Vision Statement

Domains

Assessing the current state of resilience across the DAF begins by defining the primary components of resilience, resilient-type behaviors, and resilience skills training. After evaluating ten multi-domain frameworks, the seven distinct domains (*Figure 2*) captured in this document serve to guide a more holistic approach and understanding to individual and organizational wellness, resilience, and prevention. These seven domains were selected based on their probability of impact to individual and organizational resilience and readiness. Individuals having or demonstrating resilient behaviors across these domains demonstrate a higher probability of developing less serious negative outcomes when experiencing stress caused from within any of these areas.



Figure 2: Identified Resilience Domains

The identified domains outline the seven components that comprise DAF Resilience. The **Mental**, **Social**, **Physical**, and **Spiritual** domains are derived from the Air Force's Comprehensive Airmen Fitness (CAF) model. Pertinent stakeholders and Subject Matter Experts also incorporated the **Environmental** and **Financial** domains from the Chairmen of the Joint Chiefs of Staff (CJCS) Total Force Fitness (TFF) model, and identified the **Personal Development** domain to enable a more holistic and detailed assessment across the factors most relevant to individual and family resilience. Critically, these identified domains do not replace the CAF model in Air Force doctrine, policy or posture; however, they only serve to provide a better understanding by expanding the areas of concern that may be experienced by Airmen, Guardians, and families.

Lines of Effort

Four LOEs are identified within this Roadmap for near- and long-term strategic evaluation and execution. While the LOEs are described separately within this document, their goals are interwoven and interdependent. Notably, the LOE numbering does not bear any significance to the overall prioritization, level of effort, or level of impact. When managed together, the LOEs represent a holistic approach to addressing recommendations and full integration into a care and support framework.

The Lines of Effort, shown in *Figure 3* below, will guide recommended alignment and strategic execution during the assessment, validation, and implementation phases of transforming the recommendations and suggested activities into actionable tasks.

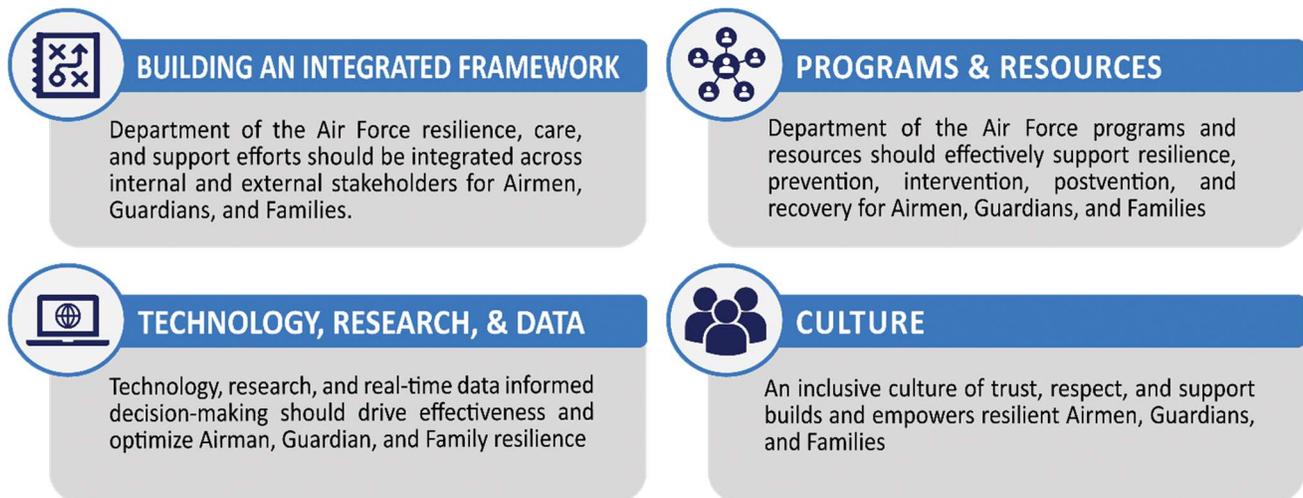


Figure 3: Lines of Effort

LOE 1: Building an Integrated Framework

LOE 1: *Building an Integrated Framework* or system of care focuses on solutions that centralize and coordinate integrated care and support efforts across internal (e.g., Functionals and MAJCOMs) and external (e.g., local community-helping agencies and joint partnerships) stakeholders. This effort refers to the integration and optimization of personnel, resources, trainings, communications, processes, and programs for all relevant DAF integrated care and support efforts to meet the stated needs of Airmen, Guardians and families. In such a complex and continually-evolving environment, the DAF must establish an integrated strategy to gradually transform and combine the independent components of its system of care into a cohesive and optimized strategic portfolio. In instances where pockets of excellence exist for care and support programs, this LOE strives to expand and scale up those best practices to form a more interconnected network of resources.

LOE 2: Programs and Resources

LOE 2: *Programs and Resources* focuses on solutions for Airmen, Guardians and families to access help and gain skills to prevent negative outcomes, enhance personal resilience, promote healthy behaviors, and cultivate and sustain a thriving culture of excellence. The DAF offers a wide variety of trainings, programs, and morale-boosting social activities to support individual and organizational resilience at the installation and MAJCOM/DRU levels.

LOE 3: Technology, Research, and Data

LOE 3: *Technology, Research, and Data* addresses the DAF-wide priority of integrating innovative technology, research, and real-time data for integrated care and support activities, to include direct feedback from Airmen, Guardians, and Families. These integral components inform data-driven decision making, driving effectiveness and optimizing resilience at the unit and individual levels. Additionally, it is critical to remain engaged with research developments in industry and grow partnerships with sister services and academia. The operational environment must adapt to rapid technological advancements to ensure mission readiness.

LOE 4: Culture

LOE 4: *Culture*, addresses equitable access to resources for all Airmen, Guardians, and Families. Trust and confidence in leadership is crucial; the DAF must create a culture of connectedness by making efforts to remove organizational biases and barriers. Trust and confidence in leadership is crucial. Policies, programs, and procedures must create and enable an environment where Airmen, Guardians and families can reach their full potential and are empowered to make positive change.

INTEGRATED SYSTEM OF CARE FRAMEWORK

The DAF is committed to identifying, implementing, and institutionalizing effective strategies, grounded in research and promising practices. This strategy assists in designing and developing an enduring and sustainable integrated system of care, which will be realized when the DAF has a fully operational holistic system of care that is people-centric, data-driven, and collaborative, with a focus on continuous evaluation and process improvement.

The DAF System of Care framework integrates policies, programs, and activities that build and enhance resilience aimed at enhancing positive outcomes, mitigating negative behaviors, and providing sufficient care and support to personnel in need. This document is intended to nest within this integrated framework providing seamless access across the DAF system of care that includes, clinical and non-clinical programs, activities, and resources. This system of care framework incorporates interpersonal and self-directed violence policy, enhancing personal resilience, optimizing human performance, fostering diversity and inclusion throughout the force, while building thriving communities. Additionally, it serves to provide a holistic collaborative approach that incorporates a full system of care, which will include efforts for quality of life, connectedness, persistent engagement, innovation, prevention, intervention, response, postvention and recovery efforts.

GOVERNANCE

Long-term implementation requires a robust and committed governance structure to oversee the broad implications outlined throughout the LOEs at the strategic, operational, and tactical levels. There are two primary arms that currently exist within the integrated system of care governance structure; the **Community Action Board (CAB)** and the **Community Action Team (CAT)**. The DAF CAB is the decision-making and steering body that enables senior leaders to address quality of life concerns and programs related to integrated care and support efforts across the enterprise. It serves as an oversight body, define and prioritize the strategic direction, uphold accountability and continuous evaluation, and enable improvements across the Department.

The DAF CAT functions as the primary working group and action arm of the DAF CAB. The DAF CAT will identify, assess and elevate community issues; develop and implement a community action plan to address identified needs; and oversee the development and implementation of the associated Plan of Action and Milestones (POAM) for this strategic roadmap to provide meaningful and action-oriented efforts and continuous evaluation.

CONCLUSION

This Roadmap, and the development of an Integrated System of Care strives to bring lasting change and sustainability to how the continuum of care and support efforts are assessed and executed throughout the DAF. Defining the path forward is the first major step, and consistent with the CSAF's call to *Accelerate Change or Lose*. The DAF must rapidly embark upon an enterprise-wide implementation plan and assess resources to bring this strategic roadmap to fruition. Implementation will require cross-functional cooperation and buy-in from all levels and across multiple DAF agencies. As such, this will necessitate further analysis to better support the governance framework (DAF CAB/CAT). As the process continues, we must evolve as we progress forward. The strength of our Force is carried on the backs of our Airmen, Guardians, and families. However, that does not mean we must sacrifice the wellness of our personnel as we continue to achieve greatness....and as an African proverb tells us, "If you want to go fast, go alone. If you want to go far, go together."

Appendix: Terminology

Associated terms and denotation provide common usage, understanding, and intent based upon the context of this document. Instructions, Directives, or other Guidance may contain variations to the definitions listed below.

Term	Denotation
Community Action Board (CAB)	Senior leader-led decision forums held at Headquarters Air Force, MAJCOM, and installation level, which facilitate resilience and violence prevention policy, practices, and programs.
Community Action Team (CAT)	Functions as the action arm of the CAB to develop and implement resilience and violence prevention policy, practices, and programs approved by the CAB and that meet each community's unique needs.
Domain(s)	A sphere of knowledge, influence, or activity.
Mental	The ability to integrate and improve cognitive, emotional, and behavioral practices to optimize performance and promote wellbeing.
Social	The ability to engage in productive personal and professional relationships, build trust, and positively interact with personal, organizational, and command networks.
Physical	The ability to adopt and sustain healthy behaviors needed to enhance health and wellbeing.
Spiritual	The ability to adhere to beliefs, principles, or values needed to persevere and prevail in development of personal qualities, health stress navigation, thoughtful decision-making, and accomplishing the mission.
Personal Development	The ability to enhance personal and career goals by expanding skills and knowledge.
Environmental	The ability to perform or support duties well in any situation, such as high altitude or remote locations, withstand multiple stressors of military missions, and predict challenging events.
Financial	The combination of attitude, knowledge, and skills to make and exercise money management decisions that best support an individual's life circumstances.
Interpersonal Violence	Intentional use of physical force or power, threatened or actual, against a person or group that results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation. This includes sexual assault, dating violence, family violence (e.g., intimate partner and domestic violence, child maltreatment and abuse), and workplace violence (e.g., workplace harassment, sexual harassment, hazing, and bullying).
Prevention	Any action, strategy, or policy aimed at stopping interpersonal and/or self-directed violence before it happens, enhancing personal resilience, and building communities where people thrive.

Associated terms and denotation provide common usage, understanding, and intent based upon the context of this document. Instructions, Directives, or other Guidance may contain variations to the definitions listed below.

Term	Denotation
Primary Prevention	Aims to prevent interpersonal and self-directed violence before it ever occurs, and focuses on reducing risk factors and strengthening protective factors.
Secondary Prevention	Provides early detection and prompt intervention to provide short-term solutions for survivors and consequences for abusers. The goal is to minimize the short-term consequences of interpersonal and/or self-directed violence and prevent further occurrences.
Tertiary Prevention	Aims to reduce further complications of an existing problem by providing on-going support to victims and on-going accountability to abusers. The goal is to provide treatment, support, and rehabilitation to address the long-term consequences of interpersonal and/or self-directed violence.
Resilience	The ability to withstand, recover, and grow in the face of stressors and changing demands.
Self-Directed Violence	Behavior that is self-directed and deliberately results in injury or the potential for injury to oneself. This includes acts of fatal and nonfatal suicidal behavior, and non-suicidal self-injury.
System of Care and Support	A holistic approach towards providing services and/or resources that enable Airmen, Guardians, and Families to thrive. This spans across a multitude of functional areas to build and increase resilience, prevention, intervention, postvention, and recovery.