



ESTIMATES

# Veterans Affairs Canada

## Performance Report

For the period ending  
March 31, 2002

Canada

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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## Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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# VETERANS AFFAIRS

## Portfolio Performance Report

For the period ending  
March 31, 2002

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The Honourable Dr. Rey D. Pagtakhan, P.C., M.P.  
Minister of Veterans Affairs





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## Executive Summary

The Veterans Affairs Portfolio (VA) consists of Veterans Affairs Canada (VAC) and the Veterans Review and Appeal Board (VRAB).

VAC's Five-year Strategic Plan, published in June 2001 and updated annually, is structured around two strategic objectives that provide long range direction for the Department: Integrity of our Programs and Service Improvement and Organizational Effectiveness. The Portfolio's activities during 2001-02 supported these strategic objectives and contributed to the realization of relevant themes contained in Canada's Performance 2002, a report to Parliament by the President of the Treasury Board. These relevant themes include "The Health of Canadians," "The Strength and Safety of Canadian Communities," and "Economic Opportunities and Innovation in Canada." For the purposes of this Executive Summary, it is useful to review VAC's 2001-02 performance in the broad context of these three themes and the Department's two strategic objectives.

### **The Health of Canadians**

Canadians attach great importance to their personal health and that of their families and friends. VAC provides eligible Canadian veterans with disability pensions, health treatments, counselling, home care services and long term institutional care.

During the past year, the client groups eligible for the Veterans Independence Program were broadened to include Military Service Pensioners and certain income-qualified civilians, along with expanded

VAC's Five-year Strategic Plan is structured around two strategic objectives that provide long range direction for the Department: Integrity of our Programs and Service Improvement and Organizational Effectiveness







coverage for seriously disabled veterans. In partnership with the Royal Canadian Legion and the Canadian Council on Health Services Accreditation, VAC signed a contract to incorporate VAC's ten outcome standards into their new accreditation process, thereby providing "national standards" for long-term care.

Also, a new contract was awarded to Atlantic Blue Cross Care for the Federal Health Claims Processing System (FHCPS). This system provides health claims processing and certain administrative services in support of VAC's programs and services benefiting eligible war veterans, Canadian Forces (CF) veterans and active members, as well as Royal Canadian Mounted Police (RCMP) pension recipients. The Department has also partnered with veterans' organizations in initiatives such as the Review and Determination of Housing Issues for Veterans and Seniors Study and the Accessing Health Information Project.

A service challenge for VAC in 2001-02 was that the number of disability pension clients increased by almost 3%. This was partly due to increased awareness of our programs and services as well as the transfer of the management of disability pension claims for members of the Royal Canadian Mounted Police (RCMP) to the Department.

A Research Directorate was created to better identify and pursue research most relevant to the evolving needs of its aging war veterans, its younger Canadian Forces veterans and caregivers of both groups. In addition, the Department began to strengthen its strategic policy capacity with a view to more effectively draw on its program and service expertise as a basis for contributing to national policy discussions, with potential resulting benefits to a broader spectrum of the Canadian population.

### **The Strength and Safety of Canadian Communities**

Communities are composed of individuals with mutual interests, linked by a common history, by social, economic and political ties, and by a sense of shared destiny. War veterans and Canadian Forces veterans constitute distinctive communities in Canada. For war veterans, as they experience the sunset of their lives, a major concern is assuring that their legacy lives on. For Canadian Forces veterans entering civilian life after their unique experiences responding to emergencies and humanitarian crises at home and abroad and maintaining or restoring peace throughout the world, there is a desire that Canadians recognize





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their contribution to global security. Veterans Affairs Canada contributes to strengthening these communities through its Canada Remembers Program. These activities include educating Canadian youth, Veterans' Week 2001 - "In the Service of Peace", and various community commemorative activities. The creation of the Minister of Veterans Affairs Commendation, to be awarded to individuals who have performed commendable service to the veteran community and/or represent commendable role models for their fellow veterans, resulted in the first Commendation being awarded to Mr. Paul Métivier, a First World War veteran.

### **Economic Opportunities and Innovation in Canada**

The Portfolio has depended greatly on the professionalism, steadfast dedication and innovative approach in service delivery and leadership of our staff in order to achieve its mission. Among its numerous meritorious accomplishments, two have been officially recognized by external agencies. In June 2001, Ste. Anne's Hospital's Dysphagia Program earned the Award for Leadership in Service Innovation from the Association of Professional Executives of the Public Service of Canada (APEX). The Head of the Public Service Award was presented by the Clerk of the Privy Council to Verna Bruce, the Associate Deputy Minister, in recognition of valuing and supporting people within the Department.

### **Integrity of our Programs and Service Improvement**

The National Client Satisfaction Survey revealed an overall level of client satisfaction of 85%. The Portfolio drew on the information contained in the Survey to guide its strategic direction and undertake service improvement initiatives.

One such initiative, following consultations with the VAC-CF Advisory Council, was a national conference of VAC's Chiefs of Client Services to better educate our staff on the circumstance and needs of our Canadian Forces veterans. Another involved the VAC Gerontological Advisory Council (GAC), which provided expert advice to assist us in meeting the needs of our clients and their families.

Another service initiative was the recognition of the significant war-time role played by Merchant Navy Veterans (MNV's) who received compensation for demobilization benefits which they were not eligible to receive at the end of the Second World War, and the Korean War.





The Department's ability to improve service was also enhanced as a result of a new information technology system, the Client Service Delivery Network (CSDN), and improved business processes. The CSDN supports the migration to on-line service delivery, in addition to face-to-face, telephone and mail channels of service delivery.

In addition, over the next five years, the Ste. Anne's Hospital Renovation Project will bring the Hospital in line with provincial standards for long-term care institutions and provide patients with an environment better adapted to their needs. As well, the Canadian Battlefield Memorial Restoration Project (CBMRP) will see the repair, restoration and rehabilitation of Canada's thirteen First World War memorials in Europe, including the Canadian National Vimy Memorial.

#### **Organizational Effectiveness**

Several initiatives in 2001-02 supported VAC's second strategic objective. For example, VAC completed a review of its commemorative program and, as a result, has developed a new program framework for the Canada Remembers Program.

VAC has also entered into the Health Care Coordination Initiative (HCCI), a partnership with other federal departments and agencies, which has resulted in operational savings of more than \$14 million per year for the Government of Canada.

Although the Portfolio has met most of its commitments during the past year, much work remains to be done in terms of our ability to track our strategic outcomes and linking performance information to our outcomes.

#### **Veterans Review and Appeal Board**

The Veterans Review and Appeal Board developed specialized reference materials and training sessions for Members and staff, implemented a code of conduct for Members and developed new working tools to improve the timeliness, consistency and articulation of their decisions. The Board pursued new methods of service delivery and improved communication with clients and their representatives.





I want to assure Canadians that Veterans Affairs will continue to provide exemplary client-centred service to our veterans, other clients and their family members.

## Messages

### Minister's Message

Canada's development as an independent country with a unique identity stems in no small measure from the sacrifices and achievements of Canadian veterans and peacekeepers who courageously served in times of war and peace. Veterans Affairs' mission is to repay our nation's debt of gratitude by providing exemplary client-centred service and benefits that respond to the needs of these veterans, our other clients and their families in recognition of their services to Canada; and to keep the memory of their achievements and sacrifices alive for all Canadians.

I am pleased to present the Veterans Affairs Portfolio Performance Report which outlines our strategic outcomes and achievements for the fiscal year ending March 31, 2002.

During the past year, Veterans Affairs continued to engage our clients and Canadians in initiatives focussed on improving the programs and services we provide. Since my appointment as Minister of Veterans Affairs, several productive meetings have been held with veterans' organizations, the Veterans Affairs Canada-Canadian Forces Advisory Council and with the VAC Gerontology Advisory Council. Their input has assisted us in achieving an overall improvement in the delivery of our health care and disability pension programs, while maintaining our service excellence to war veterans and strengthening our services to Canadian Forces veterans.





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The Department's priority achievements designed to help our aging war veterans included broadening the client groups eligible for the Veterans Independence Program, a national home care support program; investing \$14 million in improvements to long-term care facilities in Atlantic Canada; and the commitment to modernize Ste. Anne's Hospital so as to better adapt the care units to the needs of its residents. Services to Canadian Forces clients were improved through initiatives which addressed their unique needs including the implementation of the VAC Transition Coordinator Pilot Project, the Assistance Service for former members of the CF and their families who require professional counselling, and the Operational Stress Injury Social Support (OSISS) Pilot Project (VAC and DND), which increases the level of social support available to CF members and CF veterans affected by operational stress injuries (OSI), inside and outside the workplace. In addition, Veterans Affairs' experience in health promotion, home care and palliative care for veterans continued to constitute a valuable source of knowledge pertinent to the emerging health care challenges faced by Canada's aging population.

In conclusion, I want to assure Canadians that Veterans Affairs will continue to provide exemplary client-centred service to our veterans, other clients and their family members. We will work closely with veterans' associations to achieve even greater public awareness and recognition of the sacrifices of those who have so ably served their country. They are a great source of pride and inspiration to us all!

The Honourable Dr. Rey D. Pagtakhan, PC., M.P.  
Minister of Veterans Affairs





## Agency Head's Message

It is my pleasure to provide the 2001-02 Performance Report of the Veterans Review and Appeal Board to Parliament.

In Canada there is a long-standing tradition of Parliament creating independent agencies which ensure that fair and credible decisions are rendered on individual cases where persons feel aggrieved by determinations made by government departments. The Veterans Review and Appeal Board is an independent administrative tribunal, separate from the Department of Veterans Affairs, which protects the rights of individuals and ensures that clients receive all the benefits to which they are entitled under the legislation.

The Board is focused on providing fair and more efficient service to war service veterans, Canadian Forces and RCMP members and their families.

The Board is focused on providing fair and more efficient service to war service veterans, Canadian Forces and RCMP members and their families. The Members are well trained to ensure that clients receive a high standard of service and are treated with respect. Quality decision making is carried out by a professional cadre of Members who are supported by highly skilled, understanding employees, all of whom are aware of the issues and concerns of clients.

At the Board, we are sensitive to the challenges facing war service veterans, former and current Canadian Forces and RCMP clients and their dependents. As such, we strive to meet the demands of clients and aim to provide an optimal result. Board policy evolves depending on the needs of





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clients, which is reflected in our leadership over the past decade in conducting research and gathering extensive knowledge on health issues related to our clients. The steady rise in the level of expertise at the Board is demonstrated in our commitment to quality decision making.

The Board is continually assessing and implementing opportunities for improvement. A solid record of client satisfaction demonstrates the Board's commitment to and success in making clients the only priority.

The Veterans Review and Appeal Board carries out its work with fairness, consistency, and professionalism. The 2001-02 Performance Report is illustrative of the Board's successes in its client-centred approach.

Brian W. Chambers  
Chair, Veterans Review and Appeal Board









## Portfolio Overview



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# Portfolio Overview

## Our Mission

To provide exemplary, client-centred services and benefits that respond to the needs of veterans, our other clients and their families, in recognition of their services to Canada; and to keep the memory of their achievements and sacrifices alive for all Canadians.

**The Veterans Affairs Portfolio consists of:**

- Veterans Affairs Canada
- Veterans Review and Appeal Board

## Our Mandate

Veterans Affairs Canada provides benefits and services to eligible Canadians who served their country during periods of war and peace, including peacekeeping operations, and honours their sacrifice and achievements in the defence of freedom. Its legislative authorities are contained in the Department of Veterans Affairs Act, 14 other Acts of Parliament and 27 Regulations and Orders-in-Council.

The Veterans Review and Appeal Board is mandated by the Veterans Review and Appeal Board Act to render decisions on reviews and appeals of disability pensions under the Pension Act and other Acts of Parliament and final appeals on War Veterans Allowance cases under the War Veterans Allowance Act. VRAB also adjudicates on duty-related disability pension applications for review and appeal under the authority of the Royal Canadian Mounted Police Pension Continuation Act and the Royal Canadian Mounted Police Superannuation Act.

Veterans Affairs values the contributions of our men and women to the development of Canada as a nation and honours the sacrifices they have made in the defence of freedom and the pursuit of world peace. In expressing Canada's gratitude to them we strive to exemplify the high principles which they have defended.





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We strive to deliver our benefits and services with integrity, respect, service excellence, accountability, teamwork and balance.

## Our Roles and Responsibilities

In order to achieve our vision, VA fulfills a variety of roles:

**Leader/Partner** - Since 1944, the overall role of VA, in cooperation with other federal departments, provincial governments and the private sector, has been to lead in the development, coordination and administration of federal policies and programs that provide support for the financial, social, mental and physical well-being of war service veterans, Canadian Forces veterans and still-serving members, current and retired members of the Royal Canadian Mounted Police and qualified civilians.

**Service Provider** - We provide, in a fair and timely manner, compensation for hardships arising from service-related disabilities and lost economic opportunities; the delivery of innovative health and social programs; professional legal representation; and programs aimed at recognizing and honouring our Portfolio client groups. We also administer Ste. Anne's Hospital, a 560 active-bed hospital in Sainte-Anne-de-Bellevue, Quebec, and oversee the smooth transition of our aging clients into an appropriate institutional environment when necessary.

**Compensator** - We provide veterans and other eligible clients with disability pensions, prisoner of war compensation, special awards (attendance allowance, clothing allowance, exceptional incapacity allowance), war veterans allowance, survivor benefits and other economic benefits. We also provide funding for the Veterans Independence Program, health care benefits and long-term care as well as grants to the Last Post Fund, Commonwealth War Graves Commission and the United Nations Memorial Cemetery in Korea.

**Advocate/Counsellor** - Through the Bureau of Pensions Advocates, we provide free legal advice and representation to veterans and other eligible clients who are seeking a review or appeal of a pension or allowance decision before the Veterans Review and Appeal Board. Staff at our Regional, District and satellite offices also provides counselling





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services for veterans, their families and others seeking to apply for disability pension, health care, bereavement or other services.

**Information Provider** - We provide education, special events, programming and other commemorative activities across the country. These activities are aimed at instilling in Canadians an appreciation for the sacrifices made by veterans and others during periods of conflict. They strengthen the nation's cultural identity and ensure that this legacy is not lost for future generations. Departmental staff also provides information on VAC's programs and services through its network of offices, its Internet Web site and its newsletter, *Salute!*

**Redress Agent** - The Veterans Review and Appeal Board, an independent, quasi-judicial tribunal, provides a redress mechanism for clients requesting reviews and appeals of decisions on disability pensions and final appeals of war veterans allowance decisions.

## Our Operating Environment

Involving citizens in the decisions that affect them is an essential component of a strong vibrant nation. Canada believes that to be an effective democracy, its citizens must be consulted and engaged. At Veterans Affairs, we engage not only our veterans and other clients, but all Canadians.

Many factors affect the types of services and resources available for our clients. For instance, the current review of the national health care system and the resulting changes to services delivered by our partners may impact on Veterans Affairs' ability to deliver its programs and services. The overall aging and decline of the Portfolio's war service veteran client base, coupled with the steady increase of Canadian Forces clients and their divergent service delivery needs, continue to pose the most significant influence on the Portfolio. Emerging medical advances may also influence the type of health services available to our clients and increase their life expectancy and quality of life, placing increased demand on our service delivery capacity. In addition, Canada's contribution to the international campaign against terrorism has necessitated a review of the benefits and services offered to Veterans Affairs' clients.





Efficiencies are realized through collaborative efforts with our partners – other federal departments, provincial/territorial governments, veterans’ organizations, volunteer organizations and business partners (see Our Major Partners on page 83).

Clients and their caregivers are actively encouraged to participate in the decisions that affect their lives. Our Client-Centred Service Approach and Client Service Delivery Network enable us to provide timely, personalized service targeted at delivering the right service at the right time.

Apart from our clients who receive benefits and services, we also serve a much larger community through our Canada Remembers Program. This redirected remembrance program focuses on the need to ensure that Canadians, particularly youth, understand and honour the sacrifices and achievements of those who served and those who continue to serve Canada in the cause of peace and freedom. Public information and research, engaging communities in remembrance activities, and providing attention and resources to Canada’s monuments, memorials and cemeteries are key means for creating this knowledge and understanding.

## Our Clients

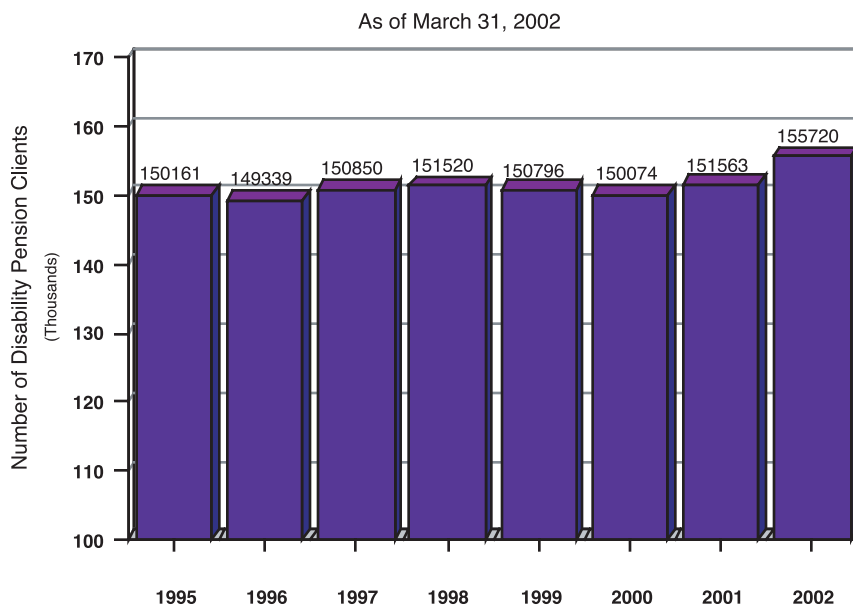
VAC’s family of clients includes war service veterans, Canadian Forces veterans and still-serving members, current and retired members of the Royal Canadian Mounted Police, and qualified civilians.

VAC disability pension client numbers have increased by 4,137 between March 2001 and March 2002, for a total of 155,720 clients – the largest number of disability pension clients in at least 15 years. Well over 10,000 new war service and Canadian Forces clients were awarded pensions last year, double the recent annual average. The 19,789 First Application adjudications done last fiscal year also far exceed the average of 11,548 completed yearly over the previous five years. Figure 1 below illustrates the trend in disability client numbers from 1995 to 2002. This increase is attributable to greater program awareness by both war service and CF veterans.





**Figure 1: VAC Disability Pension Clients (1995-2002)**



Source: VAC Statistics Directorate

The Canadian Forces veterans and still-serving clients are younger and, as a rule, their claims are more complex. Their medical conditions often are comprehensive and, therefore, require extensive research in some cases.

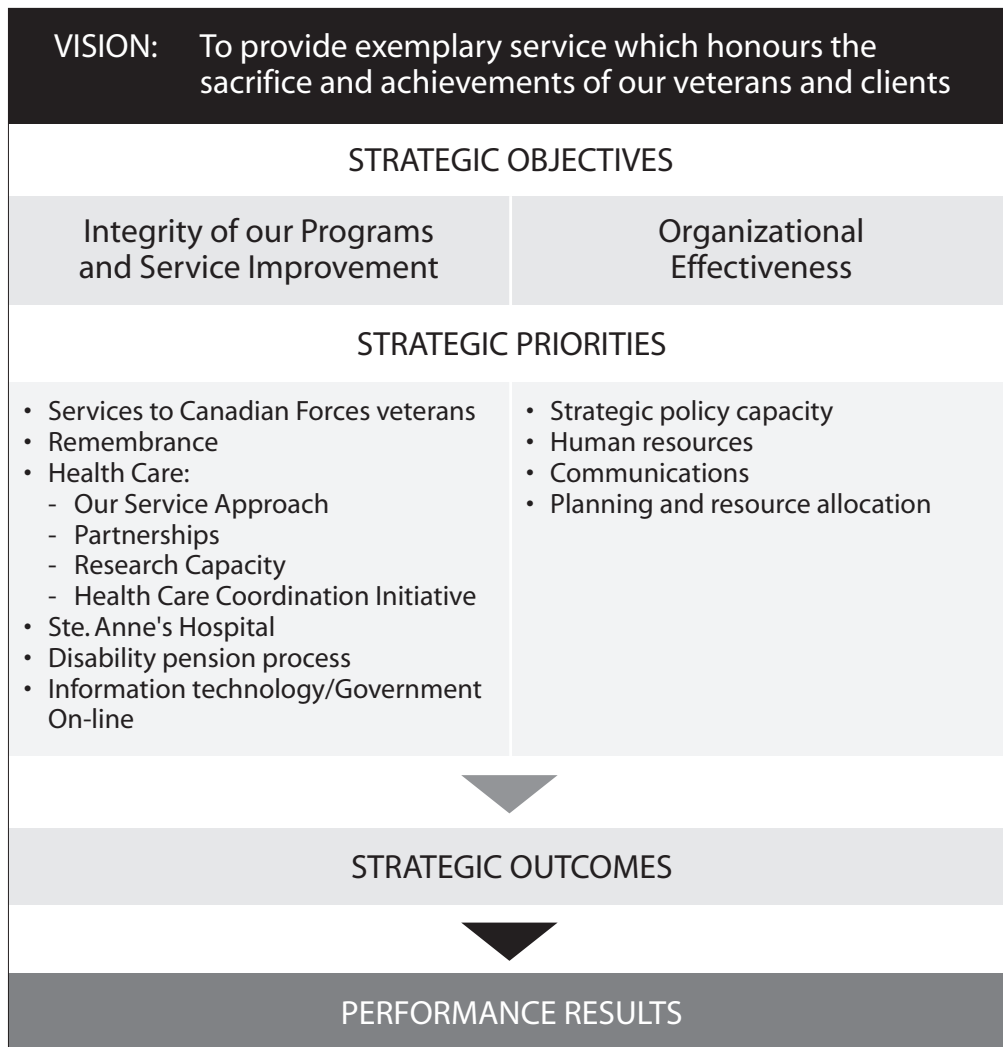
## Our Strategic Priorities

The strategic planning exercise undertaken in 2000 and 2001 allowed us to clarify our mission and vision, reaffirmed our commitment to maintain personalized services to all our clients, and set the direction for the Department over the next five years. The ten priorities identified in the Veterans Affairs Canada Five-Year Strategic Plan support two strategic objectives: Integrity of our Programs and Service Improvement and Organizational Effectiveness. Figure 2 (next page) will illustrate how our strategic objectives and priorities relate to our strategic outcomes and anticipated results and allow us to achieve our vision.





**Figure 2: Relationship between Strategic Objectives and Priorities and Strategic Outcomes and Results Achieved**









## Performance Accomplishments



## Performance Accomplishments

Veterans Affairs Portfolio 2001-02 Financial Resources (\$ millions)		
	Veterans Affairs Canada	Veterans Review and Appeal Board
Planned Spending (Estimates Part III)	2,097.9	10.6
<i>Total Authorities</i>	2,252.3	10.4
<b>Actual Spending</b>	<b>2,236.3</b>	<b>10.3</b>
<b>Actual FTEs (Full-Time equivalents)</b>	<b>3,403</b>	<b>104</b>

The summary of financial information is intended to show: what the plan was at the beginning of the year (Planned Spending); what additional spending Parliament has approved to reflect changing priorities and unforeseen events (Total Authorities); and, what was actually spent (2001-02 Actuals). The actual Full-Time Equivalents totals for the year have also been included.

In order to achieve our mission, the Portfolio has depended greatly on the professionalism and steadfast dedication of our staff. Some of the more meritorious accomplishments have been recognized by the Deputy Minister of Veterans Affairs Canada and the Chair of the Veterans Review and Appeal Board. The acknowledgements of their efforts can be seen on page 85 of this report.

## Benefits and Services Programs

Veterans Affairs Canada's pensions and allowances and health care programs are designed to provide clients with a full range of benefits and services. General information on the Disability Pension, the War Veterans Allowance (Income-tested Benefits) and the Health Care programs is available on our Web site at [www.vac-acc.gc.ca/clients/sub.cfm?source=services](http://www.vac-acc.gc.ca/clients/sub.cfm?source=services).

### Issue













Until recently, many VAC programs ran almost independently of each other. This situation was a reflection of how programs came into being and the needs which they served at that particular place in time. Today, many of our clients access several of our economic, disability pension





and health-related programs, simply because their advanced years or personal circumstances dictate a greater need. Therefore, it is more effective for VAC to structure its services around each person's comprehensive needs rather than along program lines. Many client needs can be fulfilled within our existing programs; others by programs or services found outside the Department. We will be challenged to continually adapt our client-centred approach to best meet the changing needs of both traditional war service and Canadian Forces veterans, and their families.

The next table provides an overall review of VAC's Benefits and Services Programs performance achievements against the commitments and expected results, as well as the resources required in 2001-02 to achieve the strategic outcome.

Legend:  Exceeded Expectation		 Progress Achieved
 Met Expectation		 No Progress Achieved
Strategic Outcome	Expected Result	Self-Assessment of Performance Achievement
The benefits and services delivered to our clients contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces veterans and still-serving members, qualified civilians and their families in recognition of their sacrifice to the nation	• Compensation for sacrifice to Canada	
	• Improved basic standard of living	
	• Client-centred services and programs delivered in a timely, fair and consistent manner	
	• Client independence and healthy lifestyle	
	• Optimization of health	
	• Appropriate care in the most suitable location	
	• Improved quality of life	
	• Quality "end of life" care	
<b>Resources Allocated to Strategic Outcome</b>		
FTEs 2,664	(\$millions) \$2,108.6	





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### **Merchant Navy Veterans Compensation**

On February 1, 2000, the government announced a one-time compensation package for Canada's Merchant Navy Veterans and surviving spouses. These payments compensated MNVs for demobilization benefits which they were not eligible to receive at wars' end, and lost opportunity because of this. As of March 31, 2002, 14,335 applications had been received. Total funds paid out by March 31, 2002 amounted to 92.4 million for 7,736 successful claims. The Department also received 3,015 requests for review. For additional background information, refer to the VAC Web site at: [www.vac-acc.gc.ca/clients/sub.cfm?source=services/mnavy](http://www.vac-acc.gc.ca/clients/sub.cfm?source=services/mnavy).

### **Aboriginal Veterans Policy**

The National Round Table (NRT) on First Nations Veterans (FNV) Issues, established in February 2000, to examine concerns raised by FNVs relating to the way in which they and their dependents were treated during and after the wars, has been concluded. A report from the NRT was submitted to the Ministers of Veterans Affairs Canada (VAC), Indian and Northern Affairs Canada (INAC) and National Defence in May 2001. Following the release of the Report, First Nations Veterans separately submitted a resolution to Ministers outlining their expectations and concerns. Although the issues outlined in the Report are very complex, the NRT report contributes to the Government of Canada's understanding of the problems faced by FNVs on their return from the wars. Officials from the three departments reviewed the findings in the NRT report and the recommendations from the First Nations members of the National Round Table. The Minister of Veterans Affairs indicated that the federal government will be responding to First Nations Veterans shortly.

Government officials are working with Métis and Non-Status Indian Veterans to determine what happened to these veterans after the wars. VAC has recently completed file reviews on this matter and government officials will be meeting with the National Métis Veterans Association and the National Aboriginal Veterans Association to discuss the results of the file reviews.

### **Managing RCMP Disability Pensions**

Over the past two years, Veterans Affairs Canada (VAC) and Atlantic Blue Cross Care (ABCC) have supported the Royal Canadian Mounted Police (RCMP) in the delivery of health care benefits to still-serving regular





members. Building on this successful partnership, in January 2001, the A/Commissioner of the RCMP requested that we assume full responsibility for the management of RCMP disability pensions for regular and civilian members, including pension adjudication and payment. The RCMP also requested that VAC lend support to the provision of health care benefits for civilian and retired disability pensioners.

Currently over 3,900 RCMP pensioners have been awarded a disability pension under the Pension Act. From March 2001 to January 2002, VAC completed RCMP pension adjudications for 1,009 first applications and 882 reassessments. This represents a 50% increase in the uptake of RCMP pension claims from the previous year and can be attributed to the approval of Bill C-41, which enabled pensions to be paid to still-serving Canadian Forces and RCMP members. In addition to the provision of adjudication and payment services for RCMP pensioners, members and civilians, VAC will support the RCMP in the delivery of health care benefits and services to eligible RCMP civilians and released regular members.

#### **Authorson Class Action Lawsuit**

Under federal legislation, Veterans Affairs Canada may assume administration of the monetary benefits and other personal funds of a veteran client if the veteran is unwilling or unable to manage their finance for their own benefit or that of their dependants. During the period 1916 to 1990, for the most part, no interest was paid on the administered account balance. Litigation was commenced on behalf of a veteran client, Mr. Authorson claiming that the Crown should have paid interest on administered accounts prior to 1990. The claim was certified as a class action lawsuit in December 1999. On October 11, 2000, the Ontario Superior Court rendered a judgment which imposed a liability for damages in the form of interest, in relation to the monies it administered on behalf of veterans prior to 1990. On appeal, the Ontario Court of Appeal unanimously confirmed the lower court decision in a judgment issued March 13, 2002. This decision confirmed that VAC was liable to pay retroactive interest on administered accounts to the members of the class action. Veterans Affairs and Department of Justice lawyers are carefully reviewing the judgment. The Government of Canada had 60 days to decide on whether it would seek leave to appeal to the Supreme Court of Canada on this matter.





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### **Pension Adjudication Streamlining/Reform Project**

The objective of the adjudication reform, launched on June 7, 2001, was to change the approaches and processes around the adjudication of disability pension claims so that improvements could be made to both the time lines and quality of decisions by adjudicators. The reform of adjudicative activities also modified the processes around claim preparation so that the time required to prepare a client's application for adjudication, where applicable, could be shortened and expedited.

As part of the reform, Canadian Forces (CF) Pension Adjudication protocols were piloted to ensure that disability pension benefits for which CF members are entitled are in place prior to service release to facilitate their continuity of care and ease their transition into civilian life.

Progress to date:

- Terms of reference and guidelines for the project were developed and are being piloted;
- Pilot sites and participants have been established in Edmonton and Cold Lake CF Bases/Edmonton VAC District Office and Esquimalt CF Base/Victoria District Office and Head Office Charlottetown
- Teleconferences were held monthly to provide an update on progress, identify challenges, recommend changes, etc.

### **Table of Disabilities and Entitlement Guidelines Project**

The project was established to develop and implement new entitlement and assessment guidelines for the disability pension program. The objectives of the project were to improve the consistency, equity, and quality of decisions in awarding and assessing pensioned disabilities; to increase the transparency of the process and decision making; and to enhance accountability.

The revised Table of Disabilities adopts a more holistic approach to rating disabilities, which include an evaluation of both impairment and quality of life. A comprehensive draft of the Table of Disabilities ([www.vac-acc.gc.ca/providers/sub.cfm?source=tabodis](http://www.vac-acc.gc.ca/providers/sub.cfm?source=tabodis)) and the Entitlement Guidelines were completed in March 2001. Consultations in the field and with veterans' organizations are ongoing and the Veterans Review and Appeal Board continues to be apprised of this initiative. Due to funding challenges, a decision on implementation of the Table of





Disabilities was deferred until the 2003-04 fiscal year. Training module/plans and national implementation strategies for the Table are under development as well as program costing activities.

The Entitlement Eligibility Guidelines ([www.vac-acc.gc.ca/providers/sub.cfm?source=eguidelines](http://www.vac-acc.gc.ca/providers/sub.cfm?source=eguidelines)) contain a current medical and scientific description of injuries and diseases for which pension application will be made. The Entitlement Eligibility Guidelines were implemented in 2001-02 and further guidelines will be released in 2002-03.

Fifty-five medical questionnaires were completed to standardize the collection and evaluation of disability assessment information for the disability pension program. In conjunction with the Government On-line Project, VAC completed the on-line medical examination guides for the disability pension program and will pilot electronic transmission of medical information using these questionnaires/guides in 2002-03.

#### **Continuum of Service Project (COSP)**

This project concentrated on modernizing the spectrum of benefits and services available to Canadian Forces (CF) veterans and their families.

Consultations were conducted with various stakeholder groups as partners to bring together representatives from several federal and provincial departments to explore potential contributions that would assist in the successful transition for CF members from military to civilian life. Intergovernmental forums were held this fiscal year in Ontario, Alberta, Quebec, Nova Scotia, New Brunswick, and Saskatchewan. Working committees were established in each province to ensure efficient and effective integration of programs and services for CF clients. A feedback forum was also held with VAC staff with experience in the CF and ongoing liaison occurred with the VAC-CF Advisory Council ([www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/consul](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/consul)). The Council represented veterans and peacekeeping groups; scholars, researchers and practitioners; and representatives from the CF community, federal government departments and federal agencies.

Quality of Life funding was secured to provide transition services and support to CF veterans, CF training and education for staff, and research and evaluation on CF issues.







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### **Veterans Affairs Canada - Canadian Forces Project (VAC-CF)**

This project provides leadership and acts as a departmental focus for Canadian Forces (CF) issues related to improving services. A staff exchange - in the form of DND and VAC Liaison Officers - has also been established to promote better awareness and understanding of each department's programs and services.

Since March 25, 1999, the VAC-CF Project has managed the coordination of activities in support of the Department's Quality of Life Initiative with progress achievements reported each year in the Annual Report to the Standing Committee on National Defence and Veterans Affairs (SCONDVA) on Quality of Life in the Canadian Forces. Background information on the Government of Canada and VAC's responses to SCONDVA may be obtained at [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/qualityreport](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/qualityreport).

Throughout 2001-02, VAC has worked closely with DND and other parties on a host of activities/initiatives aimed at addressing some of the social and economic challenges faced by the Department's CF clients. These include:

- The DND-VAC Centre for the Support of Injured and Retired Members and Their Families: VAC created a Deputy Director's position to work in collaboration with the Director (who is appointed by DND). Additional information on the Centre may be obtained at VAC's Web site: [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfcentre](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfcentre).
- The VAC Transition Coordinators Pilot Project [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/trans/coorpil](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/trans/coorpil) placed seven full-time employees at key CF locations in an effort to assist CF members in their transition from military to civilian life. The Coordinators acted as a bridge between the CF Case Manager and the VAC District Office. They also helped those who are still-serving access VAC's benefits and services to which CF members are entitled.
- The Assistance Service for former members of the CF and their families who require professional counselling was accessed by a toll-free telephone line (1-800-268-7708). The "Assistance Service Brochure" may be accessed at VAC's Web site: [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/assiserve](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/assiserve).







- The Operational Stress Injury Social Support (OSISS) Pilot Project (VAC and DND) increased the level of social support available to CF members and CF veterans affected by operational stress injuries (OSI), both inside and outside the workplace ([www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/reestab](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/reestab)).
- The “Post Traumatic Stress Disorder and War-Related Stress” booklet has been very favourably received by clients, clinicians and VAC employees. To date, 40,000 copies have been printed. For additional information on PTSD, refer to VAC’s Web site: [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/stress](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/stress).

### **Dual Card Project**

This project was established to identify still-serving CF clients with a pensioned condition that could negatively impact on their ability to perform military duties. The sharing of disability pension information between VAC and DND protects the health and safety of these clients and those with whom they serve. Additional information on this initiative may be obtained at VAC’s web site: [www.vac-acc.gc.ca/clients/sub.cfm?source=forces/infoshare](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/infoshare).

### **Increasing Awareness of Programs**

Information about VAC’s benefits and services is communicated through VAC, CF and DND. Briefing sessions to Regular Force and Reserve Force personnel were delivered as part of pre- or post-deployment briefings and Second Career Assistance Network (SCAN) seminars.

### **National Chiefs of Client Services Conference**

A National Chiefs’ Conference was planned, organized and carried out with all Chiefs of Client Services from districts, regions and Head Office in attendance. The Conference concentrated on improving the managers ability to serve the younger CF client.

### **VAC Gerontological Advisory Council**

This Council was formed by VAC in October 1997, to advise the department on policies, programs, services and trends impacting Canada’s aging veteran population. The guidance, expert advice and recommendations generated by the Council have played a major role in the development of new policies and revision of existing policies or services to meet the needs of our clients and their families.





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The Council, which meets biannually, is chaired by Dr. Victor Marshall, Ph.D., one of North America's leading social gerontologists. He is joined by 13 members-at-large representing many of Canada's most distinguished experts on aging, seniors' and veterans' issues.

The Council has provided the department with guidance on a number of pressing concerns including: caregiver issues, alternative housing trends for veterans, long-term care, health promotion and education and departmental research. Many of their recommendations have been implemented. The Council has also played a major role in educating departmental staff and the public on caregiving and health promotion issues, through a series of symposiums held across the country. For general information about the Council, refer to the VAC Web site at [www.vac-acc.gc.ca/providers/sub.cfm?source=gac](http://www.vac-acc.gc.ca/providers/sub.cfm?source=gac).

### **Research Initiatives**

In response to a gap identified in VAC's capacity to generate, capture and use knowledge critical to the various dimensions of its work, a Research function was established. The role of the new function is to help the Department improve its own care systems and move the management decision-making to a more evidence-based focus. VAC also recognizes that research and analysis are fundamental tools for bringing critical information into policy discussions.

In order to strategically scope the work of the new function, work was initiated in the identification of research areas most relevant to the evolving needs of VAC's main clientele, the aging war veterans, younger disabled CF veterans and the caregivers of both groups. In addition, the Department began to strengthen its strategic policy capacity with a view to more effectively draw on its program and service expertise as a basis for contributing to national policy discussions, with potential resulting benefits to a broader spectrum of the Canadian population.

### **Veterans Independence Program**

VIP assists clients to remain healthy and independent in their own homes or communities by offering a variety of services to those who meet the eligibility requirements. Positive client outcomes are achieved through this program including:





- quality care provided to clients in long term care facilities;
- significant support to family caregivers to alleviate the physical, emotional and financial burden of caring for an elderly or disabled relative; and
- coordinated palliative care assistance to enable veterans to “die with dignity” in their own homes, surrounded by family and friends.

In August 2001, the client groups eligible for VIP were broadened to include Military Service Pensioners, and certain income-qualified civilians, along with expanded coverage for seriously disabled veterans. The total number of clients accessing the program was approximately 69,363, with associated expenditures of \$171 million. Actual expenditures confirmed that the number of elements and expenditure levels per client are increasing, due to an increase in the number of frail, elderly clients with extensive and complex health care needs. In addition, the need for VIP among our elderly client population and the extension of VIP to the aforementioned groups have contributed to an increase in the actual number of VIP clients.

For additional information on program services and eligibility requirements, refer to the VAC Web site: [www.vac-acc.gc.ca/clients/sub.cfm?source=services/vip](http://www.vac-acc.gc.ca/clients/sub.cfm?source=services/vip).

#### **Client Service Delivery Network (CSDN)**

The CSDN is part of VAC’s strategy to prepare for migration to on-line service delivery. Release II of the CSDN was fully implemented on March 19, 2001. As with any new system, staff faced a number of challenges in learning to utilize this new integrated software. At the same time, employees faced the challenge of dealing with additional workload pressures due to an increase in the number of pension applications received. To address these challenges, a comprehensive action plan was put in place to stabilize operations. As a result, by October 2001, the Portfolio was able to declare that operations had returned to normal. The focus then became, and continues to be, that of streamlining and modernizing business processes in order to maximize the efficiencies that can be gained through the use of the CSDN. In turn, this contributes to VAC’s ability to provide improved service to clients and supports the principle of excellence in service delivery.





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The principal benefits of the CSDN are:

1. maintenance and improvement of client services;
2. long term continuity of service to veterans;
3. security accuracy of client information;
4. operational efficiency; and
5. a work environment that provides meaningful work and promotes employee well-being.

### **Integrated Services for Seniors and Veterans (ISSV) Project**

Seniors are offered programs by municipalities, provincial and federal governments, and non-profit organizations. The ISSV pilot projects streamline services for seniors and veterans provided by VAC and P.E.I, Manitoba and Ontario. A “how-to” manual for organizations delivering services to seniors, titled “A Practical Guide for Intergovernmental Partnerships - An Example from the Integrated Services for Seniors and Veterans Project: PEI”, consolidates cross-jurisdictional partnership experiences and lessons learned.

### **Voluntary Sector Initiative**

Veterans Affairs Canada has received approval for the following proposals:

- The study, “Review and Determination of Housing Issues for Veterans and Seniors,” was conducted. A founders’ meeting was held in February with representatives from key stakeholders. VAC’s partners included the Royal Canadian Legion; the National Council of Veterans Associations; and the Army, Navy and Air Force Veterans in Canada. For additional information, refer to the VAC Web site at [www.vacacc.gc.ca/general/sub.cfm?source=department/press/viewrelease&id=140](http://www.vacacc.gc.ca/general/sub.cfm?source=department/press/viewrelease&id=140).
- “Giving Voice to Seniors’ and Veterans’ Interests” is in partnership with the Victorian Order of Nurses. A Contribution Agreement was developed for signature in April.





### **Ste. Anne's Hospital**

This hospital, located in the west end of Montreal, at Sainte-Anne-de-Bellevue, is the only psycho-geriatric and long-term care institution still administered by Veterans Affairs Canada ([www.vac-acc.gc.ca/general/sub.cfm?source=steannes](http://www.vac-acc.gc.ca/general/sub.cfm?source=steannes)), with over 560 veterans and eligible civilians, and approximately 250 veterans accessing the Day Centre.

Recognized as a centre of excellence, Ste. Anne's Hospital offers a wide range of state-of-the-art programs and services designed to maintain the autonomy and dignity of veterans and to improve their quality of life. These include the Falls Prevention Program, the Restraints Reduction Program, the Program for the Awareness of Pain as a Fifth Vital Sign, and the End-of-Life Care Program. The Dysphagia Program earned the Hospital the prestigious Award for Leadership in Service Innovation from the Association of Professional Executives of the Public Service of Canada (APEX), in June 2001.

While continuing to conduct research with the aim of offering leading-edge services to an aging population, Ste. Anne's Hospital looks resolutely to the future. Every three years it takes part in the rigorous accreditation process administered by the Canadian Council on Health Services Accreditation, and internally, it maintains its continuous quality improvement process. In addition, Ste. Anne's Hospital, in cooperation with DND, expanded the range of services in 2001-2002 to provide a collaborative approach to meeting the mental health needs of CF members, CF veterans and their families suffering from operational stress injuries resulting from military service. A multi-disciplinary professional team provides assessment and treatment services, particularly for post-traumatic stress disorder. Other services are currently under preparation.

A \$67.7-million modernization project was announced to refurbish the hospital by 2006, with the aim of better adapting the wards to the needs of the patients. The project calls for the refitting of the main building by converting the 560 existing beds, consisting mostly of ward rooms, to private rooms. In addition, a new 130-bed annex will be built, providing the Hospital with a total of





460 private rooms. Another building, the Edith-Temple Pavilion, will be renovated, and a new heating plant will be built. These renovations will bring Ste. Anne's Hospital in line with provincial standards for long-term care institutions and provide patients with an environment better adapted to their needs.

### **Residential Care Strategy and National Long Term Care Issue**

The Residential Care Strategy, as a continuous improvement document and a work in progress, evolves as needs change or as demands arise. This strategy outlines initiatives that collectively ensure that both the current and future long-term care needs of veterans will be appropriately addressed. The following outlines the major focus of activities for 2001-02:

- The Overseas Service Veterans (OSV)-At-Home pilot project, which provides VIP benefits and services to eligible OSV clients who are on a waiting list for a priority access bed, was extended nationally as of November 2001 to all sites with a waiting list.
- As of December 2001, approximately 1,000 additional beds were allocated to eligible clients under the Wait List Management process.
- On January 24, 2002, VAC signed a contract, in partnership with the Royal Canadian Legion and with the Canadian Council on Health Services Accreditation, to incorporate VAC's ten outcome standards into their new accreditation process. This is to provide "national standards" for long-term care. VAC is strongly encouraging non-accredited priority-access-bed (PAB) sites to obtain their accreditation with the CCHSA.
- VAC hosted a National Long-Term Care meeting in Montreal on April 23-25, 2002. In addition, a "Best Practices" meeting was held with VAC's ten largest priority-access-bed (PAB) sites in western Canada. These meetings provided networking opportunities and the sharing of exemplary practices in long-term care.







- The National Dementia Care Initiative was implemented to improve the quality of care and quality of life for veterans with dementia and to provide staff with dementia care training.



For additional information on the Residential Care Strategy and its guiding principles, you may access our Web site at [www.vac-acc.gc.ca/clients/sub.cfm?source=services/residentcare](http://www.vac-acc.gc.ca/clients/sub.cfm?source=services/residentcare).

### **Falls Prevention Initiative**

This VAC initiative, in partnership with Health Canada, has three phases of project funding. The Phase I projects, which are now complete, focussed on the capacity-building aspect of the Initiative. A total of thirteen projects were carried out. As a result of these projects, multi-sectorial partnerships have been created which include the following: health and social services; emergency services; municipal and provincial governments; universities; injury prevention centres; ethno-cultural groups; private sector; gerontological associations and community agencies. Key stakeholders, particularly those from veterans and seniors groups, were engaged in the evaluation and design of projects in order to increase their falls prevention awareness and their capacity to apply best practice findings within their communities. Additional information on this initiative may be obtained at [www.vac-acc.gc.ca/clients/sub.cfm?source=health](http://www.vac-acc.gc.ca/clients/sub.cfm?source=health).

Twenty-six projects totalling approximately \$5.0 million have recently been approved in Phases II and III of the Initiative. The projects target strategies such as physical environment, personal health practices, and community awareness and activation. A comprehensive mid-term evaluation of the Initiative is currently underway with a final report expected in the fall of 2002.

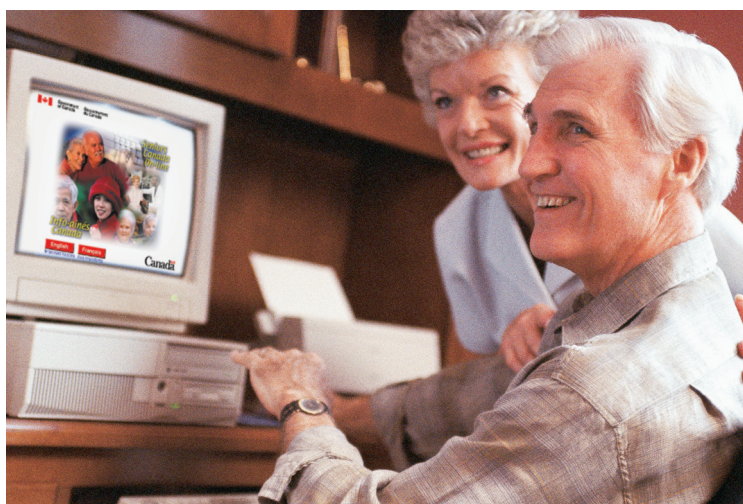




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### **Seniors Canada On-line**

Veterans Affairs Canada, in partnership with six other federal departments/agencies, as well as with the provinces of Ontario and Prince Edward Island, has led the development and implementation of the Seniors Canada On-line Web site at [www.seniors.gc.ca](http://www.seniors.gc.ca). This Government On-line initiative will be carried out in three phases between 2000 and 2004. The following table (beginning on the next page) illustrates the results achieved against the commitments made in the 2001-02 Report on Plans and Priorities for this project.







Legend:  Exceeded Expectation  Progress Achieved Met Expectation  No Progress Achieved		Self-Assessment of Performance Achievement
RPP Commitments	Results	
Provide Canadians with timely, relevant and accessible information for and about Canadian seniors.	<ul style="list-style-type: none"> <li>As a 2001 Government in Technology (GTEC) finalist, the team was recognized as a leader in project management and systems management arenas.</li> <li>The site served as another service channel for veterans, their families, care givers and supporting organizations to access government information more easily.</li> <li>Since the initial launch of the Web site in January 2001, the number of visitor sessions grew to over 289,000. The number of repeat users continued to increase monthly and, by March 31, 2002, reached 22,000. Links to partners and the Seniors Cluster Advisory Panel Web sites proved an effective technique to raise awareness and increase the number of visits to the Web site.</li> <li>Promotional material and articles for publication were supplied to further increase awareness and marketing of the Web site.</li> </ul>	
Lead the development and implementation of a single-window access to information of relevance to Canadian seniors, their families and/or caregivers and organizations providing services to them.	<ul style="list-style-type: none"> <li>The Web site was developed as a client-centred service, with input received from the Seniors Cluster Advisory Panel which represents seniors' organizations from across Canada.</li> <li>Partnership agreements with the federal and provincial departments were crafted to obtain commitments in linking their web content.</li> <li>Links have been made to content from every province and territory. Negotiations to increase the amount of content on the Seniors Portal are on-going.</li> <li>Positive partnerships have been developed and maintained with Treasury Board Secretariat's GOL, gateway and cluster managers. The team has led many working groups/committees and actively participated in several pilots (e.g. client outreach and literacy) to ensure that client needs were considered in the development of policy and guidelines.</li> </ul>	
[continued next page]		





Legend: Exceeded Expectation    Progress Achieved  
 Met Expectation        No Progress Achieved

**Self-Assessment  
of Performance  
Achievement**

**RPP Commitments**

**Results**

- The Canadian Seniors Partnership was formed in November 2001 as a forum for senior-level managers from federal and provincial governments as well as the voluntary sector to work collaboratively to: undertake service integration pilots; join up all Seniors Portals in Canada; develop a common approach to a multi-channel service strategy; and enlarge the membership of this voluntary organization.

Use the lessons learned from this "pathfinder" initiative to assist in the evolution of on-line support to clients beyond providing information.

- Findings from the Phase I Evaluation Report and Focus Group Testing have validated and confirmed that there is a high level of satisfaction by users of the site regarding: appearance, usefulness, accuracy and amount of information, navigation and download speed.
- Features such as e-mail, Contact Us, Feedback, Stay in Touch and on-line surveys have been introduced to measure performance.
- A diagnostic tool was designed as a Proof of Concept Model to provide a visitor to the Seniors' Portal, a list of Web links that are more tailored to their particular circumstances. In this instance the tool was developed for the major life event associated with a death and the need to find home care/long term care.
- An audio-visual help feature has been developed as a Proof of Concept which has received positive results through focus group testing. The feature is a video of a "guide" who helps novice Internet users become more comfortable when navigating and searching for information.





### **Accessing Health Information Project**

This project began as a pilot with the Royal Canadian Legion (RCL) at four sites in 1999. During the past year, 44 Community Access Program (CAP) sites have been

established at Legion branches in seven provinces. This initiative provides our clients with computer instruction, access to the Internet and health information to assist them in being better informed about their health.

*“Now I know how to access more health information from the Internet so I can talk to my doctor and get more out of my appointments.”*

*“I could never have been able to do this had I not taken your course. Thanks for opening up a new world to me!”*

*Comment from course participant*

*E-mail from a course participant*

During 2001-2002, selected RCL branches in each of the seven provinces delivered an eight-week computer and health promotion course. A facilitator’s manual developed by VAC on how to organize and deliver the course is available electronically on VAC’s website ([www.vac-acc.gc.ca/clients/sub.cfm?source=health/legion](http://www.vac-acc.gc.ca/clients/sub.cfm?source=health/legion)). Emerging plans include offering the course in other provinces as well as working with new partners to expand the project to a wider client base.

### **Federal Health Claims Processing System (FHCPS)**

This system replaces the Treatment Accounts Processing System (TAPS) cards and provides health claims processing and certain administrative services to Veterans Affairs Canada (VAC) as well as the Canadian Forces (CF) and the Royal Canadian Mounted Police (RCMP). The contract and the system are administered and managed by VAC, on behalf of all partners. The new contract was awarded on January 7, 2002 to Atlantic Blue Cross Care. The contract includes an eighteen-month implementation. The total value of the contract is \$183 million, composed of the following components: \$100 million for the initial five-year contract and \$83 million for the exercise of two option periods of two years each. The most notable change for VAC clients will be the flexibility that will be afforded to clients to pay for Veterans Independence Program benefits with their health cards.

## **Pensions Advocacy Program**

The Pensions Advocacy Program, delivered by the Bureau of Pensions Advocates, provides legal advice and representation to veterans and





other eligible clients for reviews or appeals of unfavourable or partially favourable entitlement or assessment pension or allowance decisions rendered at the first level of adjudication, or for final appeals of War Veterans Allowance decisions. The Bureau also represents still-serving Canadian Forces members and Royal Canadian Mounted Police



clients in their redress of duty-related disability pension application decisions. General information regarding the Bureau's roles and responsibilities may be accessed at VAC's Web site at [www.vac-acc.gc.ca/general/sub.cfm?source=department/organization/bpa1](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/organization/bpa1).

The next table provides an overall review of Pension Advocacy Program's performance achievements against its commitments and expected results, as well as the resources required in 2001-02 to achieve the strategic outcome.

Legend: <input checked="" type="checkbox"/> Exceeded Expectation <input type="checkbox"/> Met Expectation <input checked="" type="checkbox"/> Progress Achieved <input type="checkbox"/> No Progress Achieved		Self-Assessment of Performance Achievement
Strategic Outcome	Expected Result	
The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances.	• Clients being informed of the process and their rights	<input type="checkbox"/>
	• Professional case preparation and representation	<input type="checkbox"/>
	• Service Improvement	<input type="checkbox"/>
Resources Allocated to Strategic Outcome		
	FTEs	(\$millions)
	83	\$7.4

Clients continue to be informed of the pension advocacy process and of their rights: on an individual basis, by Second Career Assistance Network Seminars, by video and by other means.

The Bureau's claim load, although down from expected levels, remained at about 90% of the hearings performed by the Veterans Review and Appeal Board.





Senior management carried out a random file review to evaluate the quality of case preparation.

The Bureau has redistributed resources from locations of low demand to areas of high demand in order to improve service. This has been accomplished through the closure of two Prairie offices, and the reassignment of existing staff to locations and offices where demands for advocacy have increased. BPA has developed a new workload management system to centrally regulate workload to ensure balance and reduce delays in areas of high volume.

Bureau staff, while recognizing the benefits of the new Client Service Delivery Network (CSDN), encountered challenges in learning, adapting to, and fine tuning the system to meet the needs of clients and staff. Additional service improvement initiatives such as the use of Departmental Reviews to send a claim back to the Department instead of to redress; the seeking of additional evidence for a Departmental decision rather than redress; and the increased use of national toll-free lines are some of the ways that more timely and thoughtful service is being offered to pension clients.

## Canada Remembers Program

The Canada Remembers Program acts as a steward and a catalyst. As a steward, the program endeavours to keep alive the achievements and sacrifices made by those who served Canada in times of war and peace. As a catalyst, the program engages communities to remember these achievements and sacrifices, and to reflect on their significance in Canadian life as we know it today.

### **Issue**

During 2001-02, and as a result of a major Commemoration Review, the Canada Remembers program began the transition to delivering its program through three pillars: National and International Memorials, Public Information and Research, and Community Engagement.

The next table provides an overall review of the Canada Remembers Program's performance achievements against its commitments and expected results, as well as the resources required in 2001-02 to achieve the strategic outcome.





Legend:  Exceeded Expectation  Progress Achieved		Self-Assessment of Performance Achievement
Met Expectation  No Progress Achieved		
Strategic Outcome	Expected Result	
A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation	• Increased knowledge and public awareness of remembrance subject matter by Canadians, especially youth	▲
	• Veterans' recognition in life and death	▲
	• Maintenance, preservation and presentation of Canada's commemorative resources	▲
Resources Allocated to Strategic Outcome		
	FTEs	(\$ millions)
	32	\$29.0

Under the pillar **National and International Memorials**, the Canada Remembers Program continued its responsibilities both in Canada and overseas ([www.vac-acc.gc.ca/general/sub.cfm?source=memorials](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials)). This component is responsible for preserving and presenting Canada's international battlefield sites and monuments including the Canadian National Vimy Memorial ([www.vac-acc.gc.ca/general/sub.cfm?source=memorials/ww1mem/vimy](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials/ww1mem/vimy)) and the Newfoundland Beaumont-Hamel Memorial ([www.vac-acc.gc.ca/general/sub.cfm?source=memorials/ww1mem/BeaumontHamel](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials/ww1mem/BeaumontHamel)). This includes memorials under the jurisdiction of Veterans Affairs as well as the Canadian portion of responsibilities of the Commonwealth War Graves Commission ([www.cwgc.org](http://www.cwgc.org)), and the United Nations.



During 2001, the Treasury Board Secretariat approved \$30 million in new funding, under the Program Integrity Initiative, for the repair, restoration, and rehabilitation of the Department's 13 European First World War Battlefield Memorials in France and Belgium. The **Canadian Battlefield Memorials Restoration Project (CBMRP)** will be implemented over a period of five years and is expected to be completed by July 2006. The project work







commenced formally in the fall of 2001, with preliminary work towards replacement stone requirements and laboratory studies on stone samples for the Vimy Monument, Battlefield Terrain monitoring at Vimy and Beaumont-Hamel, tree assessment at all sites, and ground-penetrating radar and magnetometer assessments of the subterranean features at Vimy and Beaumont-Hamel.

Pilot work at the Courcelette, Le Quesnel, Gueudecourt and Masnières memorial sites got under way in March 2002 in order to establish best practices and cost efficiencies for the repairs at the remaining smaller memorials ([www.vac-acc.gc.ca/general/sub.cfm?source=Memorials/ww1mem](http://www.vac-acc.gc.ca/general/sub.cfm?source=Memorials/ww1mem)). Reports, investigations and site visits have contributed to the preparation of key request for Proposal documents. These include the subterranean features investigation ([www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/subterr](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/subterr)), forest remediation and the overall rehabilitation of the Vimy memorial site ([www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/vimyrestor](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/vimyrestor) and [www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/batterr](http://www.vac-acc.gc.ca/general/sub.cfm?source=memorials/cbmr/batterr)). Additional information on this project may be obtained at VAC's Web site [www.vac-acc.gc.ca/general/sub.cfm?source=Memorials/cbmr](http://www.vac-acc.gc.ca/general/sub.cfm?source=Memorials/cbmr).

Also included under the National and International Memorials pillar is responsibility for the newly-constructed Visitor Centre for the Newfoundland Beaumont-Hamel Memorial Park, in France, which was officially unveiled at the 85th Anniversary of the Battle of the Somme on July 1, 2001. A delegation of approximately 90 Newfoundlanders and other Canadians attended the ceremonies to open the Centre at the site where the Newfoundland Regiment first saw action in France during the First World War.

This year, the Canada Remembers Program continued to provide young Canadians with the opportunity to serve as guides at the Canadian National Vimy Memorial and the **Newfoundland Beaumont-Hamel Memorial** ([www.vac-acc.gc.ca/general/sub.cfm?source=youthfeature/studentguide](http://www.vac-acc.gc.ca/general/sub.cfm?source=youthfeature/studentguide)). Guides are hired under the Federal Student Work Experience Program and provide interpretation and tours during one of the fourteen week sessions: January to May; May to August; or August to November. During fiscal year 2001-02, forty-five Canadian students were afforded this excellent opportunity to learn about, and share, Canada's First World War heritage.





The National and International Memorials pillar includes the provision of funeral and burial services. The **Last Post Fund Corporation** is a non-profit organization which operates in close association with Veterans Affairs Canada. Canada Remembers continued to support the process for an overall transfer of the administration of the Department's Funeral and Burial program to the Last Post Fund. During 2001-02, 3,003 funeral and burial applications were approved totalling \$11 million in grants. For information on the Last Post Fund, refer to the VAC Web site at ([www.vac-acc.gc.ca/clients/sub.cfm?source=bereavement/lpf](http://www.vac-acc.gc.ca/clients/sub.cfm?source=bereavement/lpf)).

*"This program has changed my life, and it has given me solid work experience with the federal government, while still allowing me to live the life of a student. I recommend to anyone eligible to try for it."*

*- Matthew Janes is a university student at Memorial University of Newfoundland. He worked at both Vimy Ridge and Beaumont Hamel.*

As part of this partnership, Canada Remembers coordinated the delivery and installation of ten new computers in offices of the Last Post Fund Corporation across Canada and these are now directly connected to the Veterans Affairs high-speed Client Service Delivery Network (CSDN).

Additionally, Canada Remembers, through the Canadian Agency of the Commonwealth War Graves Commission ([www.cwgc.org](http://www.cwgc.org)), continued to carry out its responsibility for **Grave Maintenance** for approximately 116,000 Canadian war dead located in 74 countries. The Department also pays for the care and maintenance of over 300,000 grave sites for service personnel, veterans and other eligible persons who were buried in about 15,000 cemeteries across Canada. During this year, there were six major cemetery restoration projects which were undertaken for a total cost of \$306,207. These included projects at the two Departmental cemeteries: Veterans' Cemetery in Esquimalt, British Columbia (\$108,350), and Fort Massey Cemetery in Halifax, Nova Scotia (\$108,360), as well as four other cemeteries in Winnipeg, Vancouver, Saint John and Saint John's.

Veterans Affairs provides the first issues of **war service medals and awards** to eligible veterans or their next of kin, free of charge. Replacement medals are also supplied, but at a nominal cost. During 2001-02, a total of 7,800 first medals and replacement medals were issued to 2,161 clients. For general information on the Canadian







Military Medals and Decorations, refer to VAC's Web site at [www.vac-acc.gc.ca/general/sub.cfm?source=collections/cmdp/mainmenu](http://www.vac-acc.gc.ca/general/sub.cfm?source=collections/cmdp/mainmenu).

Under the **Public Information and Research** pillar, the Canada Remembers Program continued the development and distribution of its innovative learning products for Canadian youth. In an effort to ensure the message lives on, this pillar focusses on youth as ambassadors of remembrance. Activities included significant interactive on-line learning opportunities, such as virtual tours of Canada's Vimy Memorial in France, partnerships with established youth/education-oriented organizations, and provision of classroom resources for educators. One such resource that was created and distributed was a learning kit called "The Tomb of the Unknown Soldier." For more information on each of these areas, see the following web sites: ([www.vac-acc.gc.ca/youth](http://www.vac-acc.gc.ca/youth), [www.vac-acc.gc.ca/youth/sub.cfm?source=memorials/ww1mem/vimy](http://www.vac-acc.gc.ca/youth/sub.cfm?source=memorials/ww1mem/vimy) and [www.vac-acc.gc.ca/youth/sub.cfm?source=teach\\_resources](http://www.vac-acc.gc.ca/youth/sub.cfm?source=teach_resources)).

Other learning opportunities for youth included occasions to learn first hand from veterans. For example, several Nova Scotia high school students learned about the Second World War in a two-day event in which they met with Gunnar Sonstebj, Norway's highest decorated living veteran, and other Canadian and Norwegian veterans.

In another example, approximately 1,600 cadets from CFB Gaagetown in Fredericton, New Brunswick, participated in the "Chronicle of an Unknown Soldier." This interactive learning exhibit guided them through highlights of Canada's wartime experiences at home and abroad. This activity was presented in partnership with National Defence and the Canadian War Museum.



As part of its **Research** component, the **Canadian Virtual War Memorial (CVWM)** is a registry of information about the graves and memorials of more than 116,000 Canadians who served and died in service to Canada. Visitors can preserve a digital copy of their

photographs, newspaper clippings, postcards or letters by using the on-line submission form at [www.vac-acc.gc.ca/general/sub.cfm?source=collections/virtualmem](http://www.vac-acc.gc.ca/general/sub.cfm?source=collections/virtualmem). During this year, surviving





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family members, dedicated volunteer researchers and custodians of Canadian regimental memorabilia collections submitted over 2,000 images.

A significant step in the ongoing development of this web site was the launch of a premier partnership between Canada Remembers and the city of **Waterloo, Ontario**, to honour their citizens who had died during the First and Second World Wars. The Heritage section of the city's web site at [www.city.waterloo.on.ca/sonsofwaterloo](http://www.city.waterloo.on.ca/sonsofwaterloo) hosts a special Roll of Honour page. The names on this page are linked on-line with the matching commemorative records in the CVWM.

Canada Remembers continued its ongoing research into the military service records which are preserved by National Archives Canada. As a result numerous amendments were made to the **Books of Remembrance**. Visitors to the Veterans Affairs web site can view digital copies of the remembrance pages in each of the six Books of Remembrance (see [www.vac-acc.gc.ca/general/sub.cfm?source=collections/books](http://www.vac-acc.gc.ca/general/sub.cfm?source=collections/books)). During this year, preliminary studies were completed for the creation of a seventh Book of Remembrance to honour the contribution of over 100 Canadians who have died in the cause of peace and freedom.

Under the **Community Engagement** pillar, the Canada Remembers Program acts as a catalyst to engage communities in the act of remembering through activities at the national and local level. Examples of those activities include: remembrance ceremonies and events, both overseas and in Canada; Veterans' Week activities; learning events; and the national presentation of remembrance messages.

In the fall of 2001, representatives of Canada Remembers assisted in the preparations, and attended the burials, of two Second World War Canadian soldiers in the Netherlands and participated in ceremonies of remembrance in France, Belgium, and the Netherlands. They also represented Canada at a ceremony to mark the **25,000th playing of the Last Post** at the Menin Gate in Ypres, Belgium.

Additionally, Canada Remembers held its annual Remembrance ceremonies to recognize the achievements and sacrifice of Newfoundland and Canadian soldiers in France at the **Newfoundland**





**Beaumont-Hamel Memorial** in July 2001, and at the **Canadian National Vimy Memorial** in November 2001.

As part of this pillar, Canada Remembers, in conjunction with the Live Learning Network, Apple Learning Interchange and Aliant Telecom, created an interactive broadcast on the significance and importance of Remembrance Day. Students from schools across Canada participated in this “**Virtual Field Trip**” event which originated from the Halifax Citadel National Historic Site. The event featured the world premiere of a song specifically written to commemorate Remembrance Day, by Terry Kelly, a well-known Canadian singer and songwriter.



Veterans’ Week continues to be one of the most highlighted times of the year for the recognition of Canadian veterans. The theme for **Veterans’ Week 2001** ([www.vac-acc.gc.ca/general/sub.cfm?source=feature/week2001](http://www.vac-acc.gc.ca/general/sub.cfm?source=feature/week2001)), “In The Service of Peace”, paid tribute to all Canadians who have defended this country’s traditional values of freedom and democracy. To mark the beginning of Veterans’ Week 2001, a special **Ceremony of Remembrance** was held in the Senate ([www.vac-acc.gc.ca/general/sub.cfm?source=department/press/viewrelease&id=147](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/press/viewrelease&id=147)). In addition, numerous activities were coordinated throughout Canada, with national events being held in Ottawa. In total, there were more than fifty events, activities, and ceremonies held throughout Canada to mark this very special and significant week.

There were a number of other accomplishments for the Canada Remembers Program during 2001-02. They include, among others, the authorization of the creation of the **Minister of Veterans Affairs Commendation** by Her Excellency the Right Honourable Adrienne Clarkson, Governor General of Canada ([www.vac-acc.gc.ca/general/sub.cfm?source=department/press/viewspeech&id=163](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/press/viewspeech&id=163)).





The Commendation will be awarded to individuals who have performed commendable service to the veteran community and /or individuals who represent commendable role models for their fellow veterans.

Mr. Paul Métivier, a First World War veteran, was the first recipient of this award, which was presented to him on April 9, 2002, during a special presentation in Ottawa prior to the Vimy 85th ceremony ([www.vac-acc.gc.ca/general/sub.cfm?source=feature/85vimy/directottawa\\_apr11](http://www.vac-acc.gc.ca/general/sub.cfm?source=feature/85vimy/directottawa_apr11)).

### Graphic Identifier

The Department received approval from the Treasury Board Secretariat for a unique graphic identifier that will be used by Veterans Affairs Canada in delivering the Canada Remembers Program.



 Veterans Affairs Canada Anciens Combattants Canada

Canada 





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## Corporate Administration

Corporate Administration provides the support necessary to enable the organization to set direction, manage change and assess performance.

### **Issue**

VAC has been a dynamic department, especially over the last 20 years. We have pioneered and implemented many innovative health care programs for veterans and other clients, improved our processes to award disability pensions and economic assistance, increased eligibility for many services and benefits, expanded the reach of our Canada Remembers Program and also invested in new technology and research to improve service quality. While these activities have produced very positive results, they have also put a great deal of strain on the Department's resources and communications capacity. The strategic planning exercise conducted in 2000 and 2001 revealed that we needed to strengthen our human resources planning and our internal and external communications. We also needed to foster a stronger connection to national priorities.

The table on the next page provides an overall review of Corporate Administration's performance achievements against its commitments and expected results, as well as the resources required in 2001-02 to achieve its objective.





Legend:  Exceeded Expectation  Met Expectation		Progress Achieved No Progress Achieved	Self-Assessment of Performance Achievement
Corporate Administration	Expected Result		
Its activities focus on service improvement and organizational effectiveness through the strategic management of staff, improved communications, expanded use of technologies and a greater contribution to national policy development in areas that are directly related to the well-being and recognition of our veterans and other clients	• Portfolio resources meet corporate and program delivery needs in a cost-effective manner		
	• Portfolio programs, strategic initiatives, activities and projects are assessed and performance reported		
	• Effective communications result in client and partner satisfaction		
Resources Allocated to Corporate Administration			
	FTEs 624	(\$millions) \$91.3	

The **Five-Year Strategic Human Resource Plan** has been developed and builds upon the “Framework for Good Human Resources Management”, the Human Resource Capacity Check and the Departmental Strategic Plan. This Five-Year Strategic HR Plan sets out the strategic direction for effective HR management throughout the Portfolio as well as the commitment to become a **learning organization**.

VAC strives to be an organization that has a culture of caring, sharing, transparency, adaptiveness and one which clearly values both individual contribution and excellence in teamwork. A complete review of all learning initiatives provided a framework for the consolidation of certain activities and the corporate coordination of learning. Some of the learning activities included: a Leadership Workshop, additional support for career development, and a focus for Workplace Well-being.

VAC contributed suggestions for improvements and refinements to the Universal Classification Standard and developed change management strategies to deal with organizational reaction to the recently-announced **Classification Reform** initiative ([www.tbsct.gc.ca/classification/Index.asp](http://www.tbsct.gc.ca/classification/Index.asp)).







The final stage of the Benefits Redesign Project (project closeout) was completed and, following a period of system and business process stabilization, the **Client Service Delivery Network (CSDN)** was integrated into the Department's systems applications portfolio. A new financial system, "**FreeBalance**", which complies with requirements for the government-wide **Financial Information Strategy (FIS)**, is operational and is now part of the Department's applications portfolio. FreeBalance has successfully produced the monthly Trial Balances as required by the Office of the Comptroller General, Treasury Board Secretariat.

The Portfolio met the goals for most of the audit and evaluation expected results from the commitments stated in the 2001-02 Report on Plans and Priorities:

Legend:  Exceeded Expectation  Progress Achieved Met Expectation  No Progress Achieved		Self-Assessment of Performance Achievement
RPP Commitments	Result	
Repositioning the audit functions as a provider of assurance services and embedding the evaluation function into the full cycle of policies, programs, and initiatives	A new Portfolio Internal Audit and Evaluation Policy was developed. The new policy signals a re-balancing of resources from business advisory services to assurance and evaluation services in line with risk-based internal audit and evaluation plans.	
Design an evaluation framework and assess the viability of establishing an ongoing system of high level indicators for use by senior managers in gauging the performance of the Portfolio	Due to resource constraints, this project will not be finalized until the next reporting period.	





Legend:  Exceeded Expectation  Progress Achieved Met Expectation  No Progress Achieved		Self-Assessment of Performance Achievement
RPP Commitments	Result	
Develop and administer a monitoring regime based on computer-assisted auditing techniques that will work in the background to continuously review electronic processing transactions to detect anomalies, and enhance compliance with policy and legislation	The first phase of Computer-assisted Auditing Tools and Techniques (CAATs) was completed. Information gleaned from the monthly CAATs production is forwarded to the responsible section head for appropriate action.	
Conduct an evaluation of the Disability Pensions Program to determine the program's effectiveness and to provide input to program design and delivery changes required for the future	The Veterans Affairs Audit and Evaluation Committee approved the conduct of this evaluation in September 2001. The evaluation is expected to be completed by June 2003.	
Other studies conducted	Several studies were conducted during the 2001-2002 fiscal year to examine components of the Portfolio's programs and operations. Reviews, audits and evaluations completed included: <ul style="list-style-type: none"> <li>• Initial Risk Identification and Assessment Regarding the Achievement of VA GOL (Government On-line) Goals for 2001-02</li> <li>• Feasibility of Extending the Insurance Principle to Peacetime Canadian Forces Members</li> <li>• Dementia Care Initiative Framework</li> </ul>	  
Joint initiative between VAC and DND - Evaluation of the DND/VAC Centre for the Support of Injured and Retired Members and their Families	This was an interdepartmental formative evaluation completed by VAC and DND. The evaluation looked at the effectiveness of the Centre's program after its first two years of operation. Results of the evaluation indicated that the Centre provided an effective and logical response to the objectives established for it and also to the needs of its designated clientele.	







VAC's accomplishments over the past 20 years have generated the need to consult and **communicate** with veterans, other clients, VAC employees, the Canadian public and our partners. As a result, Veterans Affairs has had to address gaps in its ability to meet its communication responsibilities. Key strategies to share program and other important information effectively with clients included:

- active consultation with clients and partners to identify their needs;
- assessment and improvement of services to ensure quality and relevance to our clients and partners;
- ensuring effective internal and external communications networks;
- participating in public environment analysis activities; and
- surveying client and Canadians' satisfaction.

Our communication activities in 2001-02 included the following:

- launching of a new client newsletter, "Salute!" [www.vac-acc.gc.ca/clients/sub.cfm?source=salute/spring2002/about](http://www.vac-acc.gc.ca/clients/sub.cfm?source=salute/spring2002/about), to provide clients and their families with valuable information about our services, benefits and client needs; and the VAC Today Web site for employees;
- developing an innovative VAC-CF Portal ([www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/infocomint](http://www.vac-acc.gc.ca/clients/sub.cfm?source=forces/cfinitiatives/infocomint)) to provide an effective communication tool for Veterans Affairs Canada and Department of National Defence consultations;
- conducting a comprehensive Corporate Communications Review and establishing a VAC corporate framework within which communications are strategic and centrally coordinated with decentralized execution; and
- publishing client brochures and Departmental Reports including "The Minister of Veterans Affairs Commendation", "You Can Prevent Falls", "Veterans Affairs In Service to the Canadian Forces", "The Canadian Virtual War Memorial", "Post Traumatic Stress Disorder" and the "Commemoration Review Report".

Individual and institutional clients and partners continue to express support for Veterans Affairs Canada's programs and services and indicate an enhanced understanding of our programs and services. Eighty-five percent of clients surveyed during the national client satisfaction survey indicated that they were satisfied with our services and indicated that we have many strengths in our organization - courtesy of staff; respect and dignity of our clients; clarity of verbal and written communication and the methods of contact; protection of privacy and confidentiality; hours of service; location and access of buildings; and the helpfulness and willingness of staff to go the extra mile.





## Veterans Review and Appeal Board Program

The Veterans Review and Appeal Board Program is delivered by the Veterans Review and Appeal Board (VRAB), a quasi-judicial agency which is independent of Veterans Affairs Canada. This program provides for full and exclusive jurisdiction to hear, determine and deal with all applications for review and appeal of disability pensions and final appeals of War Veterans Allowance decisions that may be made to the Board.

Information on the objectives, mandate and organization of VRAB are available at the Web site [www.vrab-tacra.gc.ca](http://www.vrab-tacra.gc.ca).



The table below provides an overall review of VRAB's performance achievements against its commitments and expected results, as well as the resources required in 2001-02 to achieve the strategic outcome.

Legend: <span style="display: inline-block; width: 1em; height: 1em; border: 1px solid black; border-radius: 50%; text-align: center; vertical-align: middle;">✦</span> Exceeded Expectation <span style="display: inline-block; width: 1em; height: 1em; border: 1px solid black; vertical-align: middle;">◻</span> Met Expectation <span style="display: inline-block; width: 1em; height: 1em; border: 1px solid black; margin-left: 1em; vertical-align: middle;">▲</span> Progress Achieved <span style="display: inline-block; width: 1em; height: 1em; border: 1px solid black; margin-left: 1em; vertical-align: middle;">▼</span> No Progress Achieved		Self-Assessment of Performance Achievement
Strategic Outcome	Expected Result	
Fairness in the disability pension and War Veterans Allowance Programs	• Independent review and appeal process	◻
	• Consistent and timely adjudication of claims	▲
	• Clients informed of their rights	◻
<b>Resources Allocated to Strategic Outcome</b>		
	FTEs 104	(\$millions) \$10.3





The following provides detailed performance information for each of the expected results outlined above.

VRAB provides an independent review and appeal process for applicants and adjudicates on review hearings, appeal hearings and reconsiderations for disability pensions as well as a final level of appeal process for War Veterans Allowance claims. The Board operates at arm's length from the Minister and the Department. The Chairperson reports to Parliament through the Minister of Veterans Affairs, thus ensuring independence in the review and appeal process. The Board is comprised of 28 Members who are Governor-in-Council appointees and 84 staff. The organizational layout of VRAB is shown on page 76, Figure 4. Claims are adjudicated by two Members at the review level and by three Members at the appeal level. However, our legislation also provides for independence in the process as there is a bar against the same Member adjudicating on a claim at both the review and appeal levels. Reconsideration claims are heard by Members who took part in the previous adjudication.

The Board is committed to holding review hearings in over 40 cities across Canada to allow applicants an opportunity to appear and provide testimony. In 2001-2002, VRAB held review hearings in an average of four different cities per week and completed 4,056 claims. It adjudicated 1,316 appeal level claims, 223 reconsiderations and 185 War Veterans Allowance claims following hearings held in Charlottetown. These figures fall below expectations and represent a decrease from last year and may be partially due to the implementation of new client management software.

With increased favourable results at the First Decision level, the Board has observed that the claims before it are increasing in complexity with respect to specific medical conditions, interrelationships and pension considerations. These circumstances prompted the Professional Development and Advisory Services and Legal Services units to respond by developing specialized reference materials and training sessions for Members and staff. The annual Members' Conference focussed on current and emerging medical and legal issues in disability compensation. It also provided for discussion and feedback between Members and professionals in areas such as medical conditions, i.e. soft tissue healing, administrative law and medical issues of the Canadian Forces. As a result of these sessions, Members and staff are better





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equipped to ensure an independent and comprehensive adjudication of clients' appeals.

The Board also developed and implemented a code of conduct for Members and is considering the need for a code of conduct for representatives.

Decisions are reached by panels of independent decision-makers based on the evidence submitted in each individual case and compliance with relevant legislation, policies and regulations. To ensure the consistent treatment of similar cases across the country, while respecting the independence of Members, the Board monitors the fairness and quality of decisions. To improve consistency and the articulation of reasons, new working tools were developed to assist in the analysis and evaluation of the facts and evidence.

The Board's service standard of 30 days from hearing to decision date was not achieved in the majority of cases during the year due to the implementation of the Client Service Delivery Network (CSDN). This system had a critical impact on the Board's ability to schedule hearings and produce decisions on a timely basis, thereby preventing it from meeting its service standard during most of the fiscal year. However, marked improvement was shown throughout the year, particularly in each of the last three months of this review period, and efforts will be continued to ensure this trend continues. By virtue of being the last step in the disability pension program, the CSDN had significant impacts and caused unanticipated delays in the Board's work. During the implementation period, staff responded to the challenges presented by working with representatives and developing interim processes to allow, to the greatest extent possible, for the flow of work and client service. Where the system could not accommodate a client, steps were taken to manually process and prioritize claims to ensure that clients were well served.

VRAB supported Members and staff through professional development, orientation training and manuals to strengthen their ability to produce fully articulated decisions and improve service to all clients. Streamlining procedures and implementing new processes throughout the adjudication process has increased efficiency and contributed to shortening the time from hearing to decision.





VRAB promoted exchanges of information and worked cooperatively with the Bureau of Pensions Advocates (BPA), the Royal Canadian Legion (RCL), The War Amps and other representatives to ensure the best interests of the clients were served. Issues such as new evidence and best practices for hearings were discussed during meetings with the RCL. Outstanding and emerging operational topics were dealt with during regular teleconference meetings between the Board and BPA managers. The use of video conference technology enabled Advocates from District Offices across Canada to represent their clients at appeal hearings and allowed more timely scheduling. In this fiscal year, 554 of 1,316 appeal claims promulgated were heard via videoconference.

VRAB implemented service improvement initiatives as a direct result of the Client Satisfaction Survey conducted in 2000-2001 including updating recording equipment and reference materials for hearing rooms. Further issues relating to the security, visibility and accessibility of hearing locations were also addressed.

VRAB pursued every opportunity to embrace new methods of service delivery and communication with clients. The Web site <http://www.vrab-tacra.gc.ca> provides viewers throughout the world with information on the Board and appeal rights as well as links to related government departments and client representatives. E-mail inquiries are increasing as more people become aware of the Web site.

The toll-free telephone inquiries line 1-800-450-8006 provides access to clients across Canada and remains the primary source of contact. Trained and compassionate staff reach and surpass the standard response time of 24 hours and answer an average of 60 calls per month in both official languages. Increasingly, calls are from Regular Force members, and the workload rose significantly to 100-150 calls per month in June, July and August when CSDN caused delays in finalizing decisions. Written communications receive a response within five days.

In 2001-2002 the Board devoted its efforts to improving the quality, consistency and timeliness of its decisions in view of an increasing caseload and the challenges of implementing the new computer client management software.







## Government Initiatives and Management Issues





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## Government Initiatives and Management Issues

### Service Improvement Initiative

As part of the Departmental Service Improvement Initiative, a National Client Satisfaction Survey was conducted in June 2001. A representative sample of 1,204 World War and Canadian Forces Veterans and other clients from various geographic locations participated. Using the Common Measurements Tool, the survey determined the level of client satisfaction and identified the service priorities, from the clients' perspective, vis-à-vis Access to Service, Communications, and Services Offered by Staff.

#### Global Survey Findings:

The survey results revealed an overall level of client satisfaction of 85%. The highest satisfaction ratings were afforded the following service elements: Service provided in the official language of choice (97%); courtesy of staff (96%); respect and dignity given to clients (95%); clarity of verbal communication (95%); protection of privacy and confidentiality of information (94%); hours of service (93%); ease of access to buildings (92%); clarity of written communication (92%); office locations (91%); methods of client contact (90%); and helpfulness & willingness of staff to go the extra mile (90%).

The lowest satisfaction ratings of services include: Time to wait for a written decision (70%); ease in finding information about programs and services (78%); time to wait on the phone (79%); parking (79%); staff knowledge concerning injuries/suffering incurred as a result of service (83%); and information on how to apply for or access a benefit/service (82%).

#### **Service Improvement Initiatives**

Based on the survey results, Departmental Management Teams developed Action Plans, within their respective program areas, to address the Primary and Secondary Opportunities for Service Improvement. This information forms the basis for the development of the Departmental Service Improvement Plan.

#### **Portfolio Service Standards**

In January 2002, a comprehensive review of the existing Service Standards commenced as it was generally acknowledged that the







standards were outdated and needed to be revised. The review also concluded that there was a need to establish more reliable performance indicators and measures to more accurately assess the Service Standards.

Internal consultations with the program specialists were completed by the end of the fiscal period 2001/2002, and a Client Opinion Poll Questionnaire was designed to be administered by telephone. As the client consultations will not be completed until June 2002, the revised Service Standards are not yet available and, as such, will not be included or reported on in the subject document.

### **Veterans Review and Appeal Board - Standards for Reviews and Appeals**

Due to the implementation of CSDN and its significant impact on the Board's ability to process claims, the service standard figures reported are for the last six months of the fiscal year.

#### *Summary:*

When you apply for a review or appeal to the Veterans Review and Appeal Board, you will be sent a decision within one month from the date of the hearing.

#### *Accomplishments:*

Between October 1, 2001, and March 31, 2002, the Board finalized 2,402 review decisions and 70% were issued within 40 days of the hearing. Of the 813 appeal decisions completed, 90% were issued within 40 days of the hearing date.

#### *Summary:*

If you present your review or appeal to the Board by written submission, we will ensure that your case is processed and a decision is issued to you within one month.

#### *Accomplishments:*

Only four written submissions were received at the review level between October 1, 2001, and March 31, 2002. There were 155 appeal level claims which proceeded by written submission and the decisions were issued in an average of 35 days of the hearing date.





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## Health Care Coordination Initiative

The Health Care Coordination Initiative, established in 1994, is a partnership of ten departments and agencies with common interests formed to minimize inefficiency and duplication in the delivery of their health care programs, while maintaining or improving the quality of the services provided.

In early 2002, the HCCI partnership developed a submission to the Commission on the Future of Health Care in Canada (Romanow Commission) which provided the Commission with an overview of the Federal Government's responsibilities for the delivery of over \$2.4 billion per year of health care services to 950,000 federal clients.

Also in early 2002, an agreement was reached that will see HCCI represent the federal health delivery departments at some federal/provincial/territorial (FPT) committees on health care issues, such as pharmacy, continuing care and reciprocal billing. During 2001-02, the HCCI Secretariat represented the partner departments on an interdepartmental working group developing federal policies on Genetic Privacy and Information.





Legend:  Exceeded Expectation  Met Expectation  Progress Achieved  No Progress Achieved		Self-Assessment of Performance Achievement
RPP Commitments	Results	
Negotiation of joint agreements for services in the dental, pharmacy and vision care program areas	Vision care agreements in six provinces and two pharmacy agreements in Saskatchewan have resulted in savings of \$2.5 million per year.	
Establishment of Standing Offers for oxygen products and services	A Standing Offer Agreement for oxygen therapy in British Columbia is yielding savings of over \$1.7 million per year in that province alone.	
Implementation of a special equipment recycling program	A program to recycle medical devices serving both Veterans Affairs and Health Canada is in place in Ontario and British Columbia. When fully implemented across Canada, this program will result in annual savings of over \$5 million.	
Exploration of alternate service delivery approaches to meet the dental needs of some federal clients	An agreement between VAC and Health Canada was reached in 2001-02 on a strategy for the establishment of fair and reasonable fees for payment of dental services. Discussions will be held in the coming months to expand this to other departments.	
Exploration of the development of a hearing loss prevention program and an oxygen use information program	Initial discussions were held with interested departments.	
The cooperative efforts of the ten HCCI partner departments are expected to produce savings of \$9 million per year well into the future.	The HCCI has completed an agreement for the purchase of hearing aids which is producing savings of \$2.2 million per year. Together the above-mentioned initiatives and others will produce savings of over \$14 million per year for partner departments.	





## Modernizing Comptrollership

The Portfolio completed the following initiatives to modernize management practices, thus fulfilling the commitments made in the 2001-02 Report on Plans and Priorities.









Legend:  Exceeded Expectation  Met Expectation		Progress Achieved  No Progress Achieved		<b>Self-Assessment of Performance Achievement</b>
<b>RPP Commitments</b>	<b>Results</b>			
Development of a Strategic Plan	The Strategic Plan was published in June 2001. It provides a guide for management and staff to meet the challenges of the future. The Plan was reviewed in September and will be updated yearly.			
Adoption of a Human Resources Management Planning Framework	The Five-Year Strategic Human Resource Plan has been developed to set out the strategic direction for effective HR management throughout the Portfolio.			
Revitalization of the Business Planning Process	Some progress was made in realigning resources by linking the business planning process to the VAC Five-Year Strategic Plan, better integration and coordination of the Information Management/Information Technology planning and governance processes. Stewardship and planning in the areas of sound resource management and accountability of results were also required.			
Implementation of the Financial Information Strategy	The implementation of the FIS policy, training and capturing of the departmental assets (land, buildings and equipment) is an ongoing initiative.			
Develop and pilot awareness sessions for managers on Modern Comptrollership	A Modern Management Practices Awareness Session was developed to provide a forum where participants could receive information and share ideas on modern management practices (its philosophy and realities), and demonstrate how these concepts could be integrated into day-to-day activities. Starting with a pilot in the Quebec Region, 370 participants attended 28 Modern Management Practices Awareness Sessions which were conducted across Canada.			





## Government On-Line

Veterans Affairs is one of the 28 key portfolios required to participate in the Government On-line (GOL) initiative which aims to provide better access to government information and services electronically. During the period, Veterans Affairs has developed a plan to deliver three GOL Key Services: Pensions and Allowances and Health Care, Commemoration, and Seniors Cluster. VA coordinated this plan with the rest of government and published it on the VAC Web site at [www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep).

Legend:  Exceeded Expectation  Progress Achieved  Met Expectation  No Progress Achieved		Self-Assessment of Performance Achievement
RPP Commitments	Results	
VA Benefits and Health Services On-line (B&HSOL) ( <a href="http://www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep/benheapro">www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep/benheapro</a> )	Provision of: <ul style="list-style-type: none"> <li>the current Table of Disabilities and revised Eligibility Entitlement Guidelines on VAC's web site; and</li> <li>electronic assessments, covering the medical, occupational therapist and nursing assessments ready for contract professionals to begin submitting as the GOL Secure Channel begins operation this year.</li> </ul> Under TBS recommendations for GOL funds allocation, VAC has been approved to develop a multi-year shared funding submission to TB Ministers for B&HSOL.	
Canadian Virtual War Memorial (CVWM) ( <a href="http://www.vac-acc.gc.ca/general/sub.cfm?source=collections/virtualmem">www.vac-acc.gc.ca/general/sub.cfm?source=collections/virtualmem</a> )	The CVWM is an operational, very personal on-line commemorative service. Presently, there are 4,823 items of historic personal data and archival material on the site.	
School "Web Casts"	This virtual tour of the Vimy Memorial on the 85th anniversary of the Battle was provided for 25,000 students and 13 schools across Canada and had 200,000 hits in April 2002.	
Seniors Cluster Key Service ( <a href="http://www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep/senkey">www.vac-acc.gc.ca/general/sub.cfm?source=department/golrep/senkey</a> )	Veterans Affairs leads an interdepartmental team which manages the Seniors Canada On-line (SCOL) Portal ( <a href="http://www.seniors.gc.ca">www.seniors.gc.ca</a> ). SCOL has achieved a leadership position among the GOL Cluster Portals and has completed deliverables under budget for this fiscal year. The number of partners within the SCOL Portal is steadily increasing.	





## Transfer Payments

<b>Veterans Affairs Program</b>					
Benefits and Services - Grants and Contributions (\$ millions)					
	Actual 1999-00	Actual 2000-01	2001 - 2002		
			Planned Spending	Total Authorities	Actual
<b>Grants</b>					
Disability Pensions	1,182.4	1,244.7	1,285.7	1,335.0	<b>1,333.3</b>
War Veterans Allowances and Civilian War Allowances	37.9	34.1	31.5	31.5	<b>31.4</b>
Last Post Fund	13.6	11.4	16.3	13.8	<b>12.1</b>
Commonwealth War Graves Commission	6.9	6.6	7.6	7.6	<b>6.7</b>
<b>Contributions</b>					
Contributions to veterans, under the VIP, to assist in defraying costs of extended health care not covered by provincial health programs.	156.4	162.7	172.1	176.0	<b>171.2</b>
Only those Grants and Contributions in excess of \$5 million have been reported. All Grants and Contributions to VA are legislated.					

## Sustainable Development Strategy

In 2001-2002, the Portfolio continued its efforts to implement the commitments outlined in our second Sustainable Development Strategy (SDS) document tabled in Parliament in February 2001. The Veterans Affairs SDS can be viewed at: [www.vac-acc.gc.ca/general/sub.cfm?source=department/reports](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/reports). In developing these commitments, the Portfolio focussed its attention on four principle themes:

### **Sustaining Our Government Operations**

The primary focus of this theme is the fostering and implementation of partnerships to achieve efficient and sustainable service delivery.

### **Sustaining Knowledge and Information**

Emphasis under this theme is on the integration of sustainable development considerations into our policy and program decision-making processes.





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### **Sustaining the Health of Our Clients**

Efforts within this theme are being directed at health promotion initiatives targeted at our clients, as well as partnering with the Department of National Defence to assist Canadian Forces veterans with transition to civilian life.

### **Sustaining the Health of Our Staff**

Without the efforts of our staff we could never maintain the Portfolio's reputation for service excellence. Under this theme, our activities focus on balancing work and family life and providing a safe, productive work place.

Each of these themes was derived from, or inspired by, the Leaders' Forum on Sustainable Development, held in Ottawa April 4, 2000, and the Government of Canada's eight horizontal sustainable development themes agreed to as a framework for all 2001-2004 Sustainable Development Strategies.

### **Performance**

During this past year we have had mixed results in achieving the targets and milestones outlined in our SDS document. Our efforts to mitigate the impact of our business operations on the environment for the most part have been successful. However, our efforts to integrate the socio-economic and cultural aspects of sustainable development into our policy and program decision-making processes are proving to be more of a challenge. The reason for this appears to be that our staff historically have associated sustainable development uniquely with concrete "greening" initiatives in contrast to the more abstract challenge of predicting and measuring the sustainability of policy and program delivery approaches. As a result, our targets and milestones that are focussed on issues such as waste reduction, recycling, and paper reduction are being embraced readily while efforts are continuing to heighten awareness among Portfolio decision makers in regard to the application of sustainable development principles when developing, implementing and evaluating policy and program delivery approaches. Therefore, in general, it can be said that in the implementation of its second SDS, the Portfolio has achieved some success to date, but still faces significant challenges.





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In an effort to address these challenges during the past year, VA has developed a measurement and accountability framework which is designed to facilitate the successful completion of our sustainable development commitments. Twice a year managers are required to report their success in achieving their respective milestones. The information received is inputted into an annual report card which is considered by senior management during strategic planning. This report card can be viewed at: [www.vac-acc.gc.ca/general/sub.cfm?source=department/reports](http://www.vac-acc.gc.ca/general/sub.cfm?source=department/reports). In addition, responsibility for co-ordinating the implementation of the SDS has been assigned to the same senior management who chairs the Policy Sub-committee of the Departmental Executive Board. This is expected to result in better integration of sustainability considerations into policy development processes.

As part of its sustainable development education efforts, the Portfolio continues to actively celebrate **Earth Day** and **Environment Week**. The events undertaken are intended to raise staff awareness of environmental issues.

**Earth Day** is celebrated each year on April 22. During the day, in VAC's Charlottetown Head Office, there was a demonstration of a hybrid car powered by a combination of gas and electric energy. There were also displays on recycling, biodegradable food containers and recycled plastics as well as water testing by the provincial government. In VAC's regional and district offices, posters and literature on a variety of environmental issues were made available.

**Environment Week** is celebrated each year in June. This year the Portfolio held a variety of activities in offices across the country. In Charlottetown, 18 local area students were invited to display their environmental science projects. Other displays included Oil Tank Replacement Regulations and electricity generation from wind power. In Vancouver, a series of videos from the National Film Board were available for viewing at lunch each day; while in Montreal, there were displays on garbage management, Geo-thermo systems and fluorescent recuperation.

Both of these events were well attended by staff and feedback received indicated that they found the information presented very interesting and informative.







## Regulatory Initiatives

This report on regulatory initiatives describes the results achieved against the commitments made by Veterans Affairs on page 36 of the 2001-2002 Report on Plans and Priorities.

Initiative and Planned Results	Results Achieved
<p>Veterans Affairs' priorities for 2001-2002 featured the development and submission for final approval of a series of amendments to the Veterans Health Care Regulations to provide for:</p> <ul style="list-style-type: none"> <li>• veteran's health programs to wartime overseas-service civilian groups;</li> <li>• comprehensive health care for seriously disabled veterans;</li> <li>• stable eligibility rules for veterans who experience fluctuations in their income level;</li> <li>• community-based long term care for Canada-service veterans and Canadian Forces veterans;</li> <li>• extension of the Veterans Independence Program to Canadian Forces veterans;</li> <li>• equal benefits and obligations under the law for all common-law partners; and</li> <li>• a complete continuum of services for war veterans.</li> </ul>	<p>Planned amendments to the <i>Veterans Health Care Regulations</i> were approved by the Governor in Council and came into force during the year, implementing the Department's 2001-2002 health care priorities.</p> <p>These amendments, registered as SOR/2001-326, came into force on August 28, 2001, to change health care benefits and services, as described under "Planned Results". Notably, the amendments built upon the government's commitment to Canadian Forces veterans, further to Bill C-41 (S.C. 2000, c. 34), by extending this group a legal right to access the Veterans Independence Program (home and community-based care for pensionable conditions). The amendments also included the implementation of a complete continuum of service; i.e., care for any health condition, specifically intended for seriously disabled war veterans.</p> <p>In addition, on April 26, 2001, another group of amendments took effect, under registration number SOR/2001-157. It was comprised mostly of administrative measures, such as clarified rules for reimbursement of past health care expenses and updates authorities for the prescription of pharmaceuticals.</p>







## Annexes



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## Our Financial Performance

### Financial Performance Overview

#### **Veterans Affairs Canada**

Total spending authority for the Veterans Affairs Program in 2001-02 was \$2,252.3 million, or \$154.5 million higher than the planned spending reported in the 2001-02 Report on Plans and Priorities. The increased authority was obtained through Supplementary Estimates and access to the Treasury Board Votes 10 and 15 for centrally-funded programs and is comprised mainly of the following items:

- additional net funding of \$49.3 million for Disability Pension payments;
- additional funding of \$34.5 million for one-time payments to Merchant Navy Veterans;
- an operating budget increase of \$28.7 million for information technology and information management;
- additional funding of \$11.8 million as compensation for signed collective bargaining agreements;
- an operating budget carry forward from 2000-2001 of \$7.5 million;
- an operating budget increase of \$6.8 million for the Canadian Battlefield Memorial Restoration Project, the Ste. Anne's Hospital Renovation Project, and projects approved under the Government On-line strategy;
- an operating budget increase of \$6.2 million for costs associated with the Authorson litigation case; and
- other spending authority increases totalling \$9.7 million, including adjustments to statutory authorities.

Actual expenditures for 2001-02 in the Veterans Affairs Program were \$16.0 million less than the total authorized funding, for a lapse of 0.7 per cent of the total authorized. Of this amount, \$11.7 million consisted of lapses spread across various Grants and Contributions. The remaining \$4.3 million lapse related to various projects under the Department's operating budget.

#### **Veterans Review and Appeal Board**

Total spending authority for the Veterans Review and Appeal Board in 2001-02 was \$10.4 million, or \$0.2 million lower than the planned





spending reported in the 2001-02 Report on Plans and Priorities. The reduced authority resulted from the transfer of \$1.0 million in funding authority to the Veterans Affairs Program, partially offset by funding obtained through Supplementary Estimates for the carry forward from 2000-01 and funding to compensate for signed collective bargaining agreements

## Financial Summary Tables

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**Table 1 Summary of Voted Appropriations for 2001-02**

Financial Requirements by Authority (\$ millions)				
<b>Vote</b>		<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
<b>Veterans Affairs Program</b>				
1	Operating Expenditures	550.3	652.4	<b>648.1</b>
5	Grants and Contributions	1,518.0	1,568.8	<b>1,557.1</b>
(S)	Minister of Veterans Affairs - Salary and motor car allowance	-	-	-
(S)	Re-Establishment Credits under Section 8 and Repayments under Section 15 of the War Service Grants Act of compensating adjustments made in accordance with the terms of the Veterans Land Act	-	-	-
(S)	Returned Soldiers Insurance Actuarial Liability Adjustment	-	-	-
(S)	Veterans Insurance Actuarial Liability Adjustment	0.2	0.4	<b>0.4</b>
(S)	Spending of proceeds from the disposal of surplus Crown assets	-	0.2	<b>0.2</b>
(S)	Refunds of amounts credited to revenues in previous years	-	-	-
(S)	Contributions to employee benefit plans	29.2	30.5	<b>30.5</b>
<b>Total Program</b>		<b>2,097.8</b>	<b>2,252.3</b>	<b>2,236.3</b>
<b>Veterans Review and Appeal Board Program</b>				
10	Program expenditures	9.0	8.7	<b>8.6</b>
(S)	Contributions to employee benefit plans	1.6	1.7	<b>1.7</b>
<b>Total Program</b>		<b>10.6</b>	<b>10.4</b>	<b>10.3</b>
<b>Total Portfolio</b>		<b>2,108.4</b>	<b>2,262.7</b>	<b>2,246.5</b>
Note: 1. Operating includes minor capital and other health purchased services. 2. Total Authorities are main estimates plus supplementary estimates plus other authorities. 3. Due to rounding, figures may not add to totals shown.				





**Table 2 Comparison of Total Planned Spending to Actual Spending**

Financial Requirements by Authority (\$ millions)							
Business Lines	FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues*	Total Net Expenditures
Benefits and Services	2,734	540.8	1.7	1,518.2	2,060.7	–	2,060.7
<i>(Total authorities)</i>	<i>2,824</i>	<i>585.1</i>	<i>4.7</i>	<i>1,569.2</i>	<i>2,159.0</i>	<i>–</i>	<i>2,159.0</i>
<b>(Actuals)</b>	<b>2,779</b>	<b>583.6</b>	<b>3.8</b>	<b>1,557.5</b>	<b>2,144.9</b>	<b>–</b>	<b>2,144.9</b>
Corporate Administration	462	35.6	1.5	–	37.1	–	37.1
<i>(Total authorities)</i>	<i>468</i>	<i>91.8</i>	<i>1.5</i>	<i>–</i>	<i>93.3</i>	<i>–</i>	<i>93.3</i>
<b>(Actuals)</b>	<b>624</b>	<b>90.3</b>	<b>1.0</b>	<b>–</b>	<b>91.3</b>	<b>–</b>	<b>91.3</b>
Veterans Review and Appeal Board	135	10.6	–	–	10.6	–	10.6
<i>(Total authorities)</i>	<i>115</i>	<i>10.4</i>	<i>–</i>	<i>–</i>	<i>10.4</i>	<i>–</i>	<i>10.4</i>
<b>(Actuals)</b>	<b>104</b>	<b>10.3</b>	<b>–</b>	<b>–</b>	<b>10.3</b>	<b>–</b>	<b>10.3</b>
Total Portfolio	3,331	587.0	3.2	1,518.2	2,108.4	–	2,108.4
<i>(Total authorities)</i>	<i>3,407</i>	<i>687.3</i>	<i>6.2</i>	<i>1,569.2</i>	<i>2,262.7</i>	<i>–</i>	<i>2,262.7</i>
<b>(Actuals)</b>	<b>3,507</b>	<b>684.2</b>	<b>4.8</b>	<b>1,557.5</b>	<b>2,246.5</b>	<b>–</b>	<b>2,246.5</b>
Other Revenues and Expenditures							
Non-responsible revenues**							29.7
<i>(Total authorities)</i>							<i>35.9</i>
<b>(Actuals)</b>							<b>35.9</b>
Cost of services provided by other departments							24.9
<i>(Total authorities)</i>							<i>28.5</i>
<b>(Actuals)</b>							<b>28.5</b>
Net Cost of Program							2,103.6
<i>(Total authorities)</i>							<i>2,255.3</i>
<b>(Actuals)</b>							<b>2,239.1</b>
<p>* These revenues were formerly called "Revenues Credited to the Vote"</p> <p>** These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)"</p> <p>Note: 1. Operating includes minor capital, other health purchase services, and the following statutory items: Contributions to employee benefit plans, Minister of Veterans Affairs - Salary and motorcar allowance, Spending of proceeds from the disposal of surplus Crown assets, and Refunds of amounts credited to revenues in previous years.            2. Grants and Contributions include both Voted and Statutory Items.            3. Due to rounding, figures may not add to totals shown.            4. Actual and Total Authorities for Corporate Administration include the amounts for Information Technology/Information Management and Merchant Navy Payments.</p>							





**Table 3 Historical Comparison of Total Planned Spending to Actual Spending**

Historical Comparison of Portfolio Planned versus Actual Spending by Business Line (\$ millions)					
Business Lines	Actual 1999-00	Actual 2000-01	2001 - 2002		
			Planned Spending	Total Authorities	Actual
Benefits and Services	1,950.1	2,014.9	2,060.7	2,159.0	<b>2,144.9</b>
Corporate Administration	117.1	83.7	37.1*	93.3	<b>91.3</b>
Veterans Review and Appeal Board	9.4	10.0	10.6	10.4	<b>10.3</b>
<b>Total Portfolio</b>	<b>2,076.6</b>	<b>2,108.6</b>	<b>2,108.4</b>	<b>2,262.7</b>	<b>2,246.5</b>

\* Actual and Total Authorities for Corporate Administration in 2000-01 include amounts for Information Technology/Information Management and Merchant Navy Payments.

Note: Due to rounding, figures may not add to totals shown.







**Table 4a Relationship Between Strategic Outcomes and Business Lines - Actual Expenditures for 2001-2002**

Strategic Outcomes						
Business Lines	The benefits and services delivered to our clients contribute to the independence, quality of life, and standard of living in recognition of their sacrifice to the nation.	The rights of clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances	A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	Fairness in the disability pension and War Veterans Allowance Programs.	Total (\$ million)
Benefits and Services	2,106.8	7.4	30.7			<b>2,144.9</b>
Corporate Administration	23.4*			67.9		<b>91.3</b>
Veterans Review and Appeal Board					10.3	<b>10.3</b>
<b>Total</b>	<b>2,130.2</b>	<b>7.4</b>	<b>30.7</b>	<b>67.9</b>	<b>10.3</b>	<b>2,246.5</b>
* Represents actual amount spent on one-time payments to Merchant Navy Veterans during this period ending March 31, 2002.						





**Table 4b Relationship Between Strategic Outcomes and Business Lines - Planned Expenditures for 2001-2002**

Strategic Outcomes						
Business Lines	The benefits and services delivered to our clients contribute to the independence, quality of life, and standard of living in recognition of their sacrifice to the nation.	The rights of clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances	A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	Fairness in the disability pension and War Veterans Allowance Programs.	Total (\$ million)
Benefits and Services	2,018.9	7.3	34.5			<b>2,060.7</b>
Corporate Administration				37.1		<b>37.1</b>
Veterans Review and Appeal Board					10.6	<b>10.6</b>
<b>Total</b>	<b>2,018.9</b>	<b>7.3</b>	<b>34.5</b>	<b>37.1</b>	<b>10.6</b>	<b>2,108.4</b>





<b>Table 5 - Revenue by Business Line (\$ millions)</b>					
Responsible Revenue*	n/a				
Non-Responsible Revenue**	n/a				
Business Lines	Actual 1999-00	Actual 2000-01	2001 - 2002		
			Planned Spending	Total Authorities	Actual
Benefits and Services	32.3	32.5	28.5	34.5	<b>34.5</b>
Corporate Administration	1.2	1.2	1.2	1.4	<b>1.4</b>
Veterans Review and Appeal Board	-	-	-	-	-
Subtotal	33.5	33.7	9.7	35.9	35.9
Unplanned	-	-	-	-	-
<b>Total Non-Responsible Revenues</b>	<b>33.5</b>	<b>33.7</b>	<b>29.7</b>	<b>35.9</b>	<b>35.9</b>

\* These revenues were formerly called "Revenues Credited to the Vote"  
 \*\* These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)"

<b>Table 6 - Statutory Payments by Business Line (\$ millions)</b>					
Business Lines	Actual 1999-00	Actual 2000-01	2001 - 2002		
			Planned Spending	Total Authorities	Actual
Benefits and Services	0.3	0.2	0.2	0.4	<b>0.4</b>
Corporate Administration	-	-	-	-	-
<b>Total Statutory Payments</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>0.4</b>	<b>0.4</b>

<b>Table 7 - Transfer Payments by Business Line (\$ millions)</b>					
Business Lines	Actual 1999-00	Actual 2000-01	2001 - 2002		
			Planned Spending	Total Authorities	Actual
Grants					
Benefits and Services	1,244.3	1,299.9	1,346.1	1,393.1	<b>1,386.3</b>
Corporate Administration	-	-	-	-	-
<b>Total Grants</b>	<b>1,244.3</b>	<b>1,299.9</b>	<b>1,346.1</b>	<b>1,393.1</b>	<b>1,386.3</b>
Contributions					
Benefits and Services	157.7	162.7	172.1	176.1	<b>171.2</b>
<b>Total Contributions</b>	<b>157.7</b>	<b>162.7</b>	<b>172.1</b>	<b>176.1</b>	<b>171.2</b>
<b>Total Transfer Payments</b>	<b>1,402.0</b>	<b>1,462.6</b>	<b>1,518.2</b>	<b>1,569.2</b>	<b>1,557.5</b>

Note: Due to rounding, figures may not add to totals shown.





**Table 8 Resource Requirements by Organization and Business Line**

Comparison of 2001-02 (RPP) Planned Spending and Total Authorities to Actual Expenditures by Organization and Program/Business Line (\$ millions)					
Organization	Program/Business Lines				
	Veterans Affairs Program		Veterans Review and Appeal Board Program		
	Benefits and Services Business Line	Corporate Administration Business Line	Total Veterans Affairs Program	Veterans Review and Appeal Board Business Line	Total Portfolio
<b>Veterans Services Branch</b>	2,014.4	-	2,014.4	-	2,014.4
<i>(Total authorities)</i>	2,112.0	-	2,112.0	-	2,112.0
<b>(Actuals)</b>	<b>2,101.7</b>	<b>-</b>	<b>2,101.7</b>	<b>-</b>	<b>2,101.7</b>
<b>Corporate Services Branch</b>	1.1	26.7	27.8	-	27.8
<i>(Total authorities)</i>	1.1	82.1	83.2	-	83.2
<b>(Actuals)</b>	<b>1.1</b>	<b>80.8</b>	<b>81.9</b>	<b>-</b>	<b>81.9</b>
<b>Public Affairs Branch</b>	34.6	3.7	38.3	-	38.3
<i>(Total authorities)</i>	35.3	3.7	39.0	-	39.0
<b>(Actuals)</b>	<b>31.3</b>	<b>3.0</b>	<b>34.3</b>	<b>-</b>	<b>34.3</b>
<b>Bureau of Pensions Advocates</b>	7.9	-	7.9	-	7.9
<i>(Total authorities)</i>	7.9	-	7.9	-	7.9
<b>(Actuals)</b>	<b>7.4</b>	<b>-</b>	<b>7.4</b>	<b>-</b>	<b>7.4</b>
<b>Benefits Redesign Project</b>	-	-	-	-	-
<i>(Total authorities)</i>	-	-	-	-	-
<b>(Actuals)</b>	<b>0.4</b>	<b>-</b>	<b>0.4</b>	<b>-</b>	<b>0.4</b>
<b>Policy Coordination and Ottawa Headquarters</b>	2.7	2.9	5.6	-	5.6
<i>(Total authorities)</i>	2.7	3.0	5.7	-	5.7
<b>(Actuals)</b>	<b>3.0</b>	<b>3.0</b>	<b>6.0</b>	<b>-</b>	<b>6.0</b>
<b>Audit and Evaluation</b>	-	2.0	2.0	-	2.0
<i>(Total authorities)</i>	-	2.6	2.6	-	2.6
<b>(Actuals)</b>	<b>-</b>	<b>2.6</b>	<b>2.6</b>	<b>-</b>	<b>2.6</b>
<b>Corporate Planning</b>	-	1.8	1.8	-	1.8
<i>(Total authorities)</i>	-	1.9	1.9	-	1.9
<b>(Actuals)</b>	<b>-</b>	<b>1.9</b>	<b>1.9</b>	<b>-</b>	<b>1.9</b>
<b>Veterans Review and Appeal Board</b>	-	-	-	10.6	10.6
<i>(Total authorities)</i>	-	-	-	10.4	10.4
<b>(Total actuals)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10.3</b>	<b>10.3</b>
<b>Total Portfolio</b>	<b>2,060.7</b>	<b>37.1</b>	<b>2,097.8</b>	<b>10.6</b>	<b>2,108.4</b>
<i>(Total authorities)</i>	2,159.0	93.3	2,252.3	10.4	2,262.7
<b>(Total actuals)</b>	<b>2,144.9</b>	<b>91.3</b>	<b>2,236.2</b>	<b>10.3</b>	<b>2,246.5</b>
<b>Percentage of Total</b>	<b>96.8%</b>	<b>4.1%</b>	<b>99.5%</b>	<b>0.5%</b>	<b>100.0%</b>

Nota: Corporate Services Branch and Corporate Administration Business Line includes the Minister's Office, the Deputy Minister's Office, Legal Services, Office of Early Conflict Resolution and the Health Care Coordination Initiative. Due to rounding, figures may not add to totals shown.





**Table 9 Capital Projects**

Capital Projects by Business Line (\$ millions)						
Business Lines	Current Estimated Total Cost	Actual 1999-2000	Actual 2000-2001	2001 - 2002		
				Planned Spending	Total Authorities	Actual
<b>Benefits and Services Business Line</b>						
Ste. Anne's Hospital Renovation Project	67.7	-	-	0.6	0.6	<b>0.6</b>
Canadian Battlefield Memorials Restoration Project	30.0	-	-	2.7	2.7	<b>1.7</b>
<b>Total - Benefits and Services</b>	<b>97.7</b>	-	-	<b>3.3</b>	<b>3.3</b>	<b>2.3</b>

**Table 10 Loans, Investments and Advances**

Loans, Investments and Advances by Business Line (\$ millions)			
Business Lines	Actuals		
	1999-00	2000-01	2001-02
Corporate Administration - Property Contracts (Active Agreements of Sale - Veterans and Clients)			
Number of Accounts	558	321	<b>222</b>
Outstanding Balance	1.3	0.7	<b>0.4</b>
Amounts collected	1.1	0.7	<b>0.3</b>

**Table 11 Contingent Liabilities**

Contingent Liabilities (\$ millions)			
List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 2000	March 31, 2001	Current as of March 31, 2002
<b>Claims and Pending Threatened Litigation</b>			
Litigations	480	500	<b>500</b>
Non-litigations	--	--	--
<b>Total</b>	<b>480</b>	<b>500</b>	<b>500</b>

Veterans Affairs Legislation is presently the subject of litigation in a number of cases. The issues involved are major and decisions in favour of the plaintiffs would have significant financial consequence for the Government.

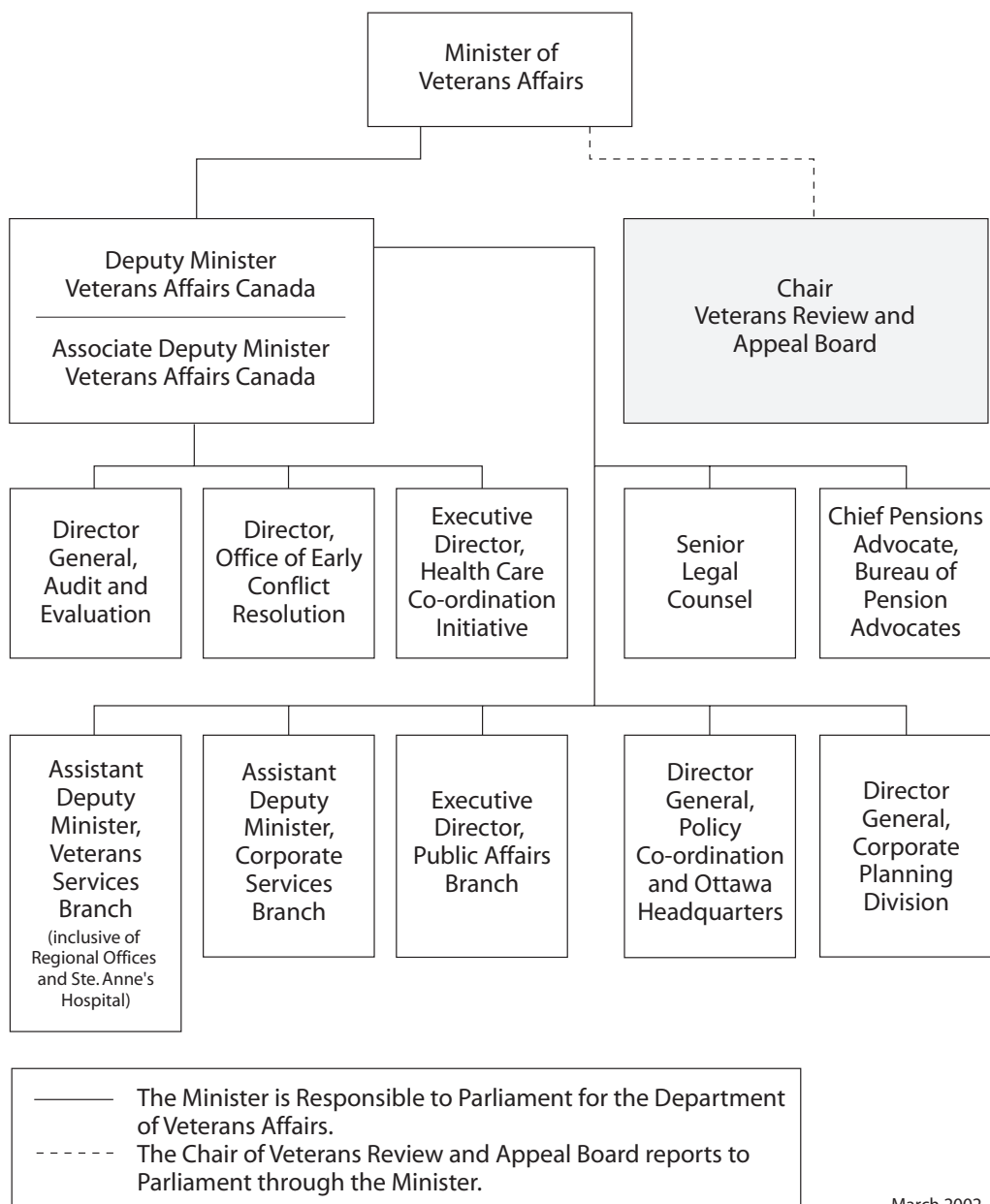




## Other Information

## Our Organization

**Figure 3 Veterans Affairs Portfolio Organization**

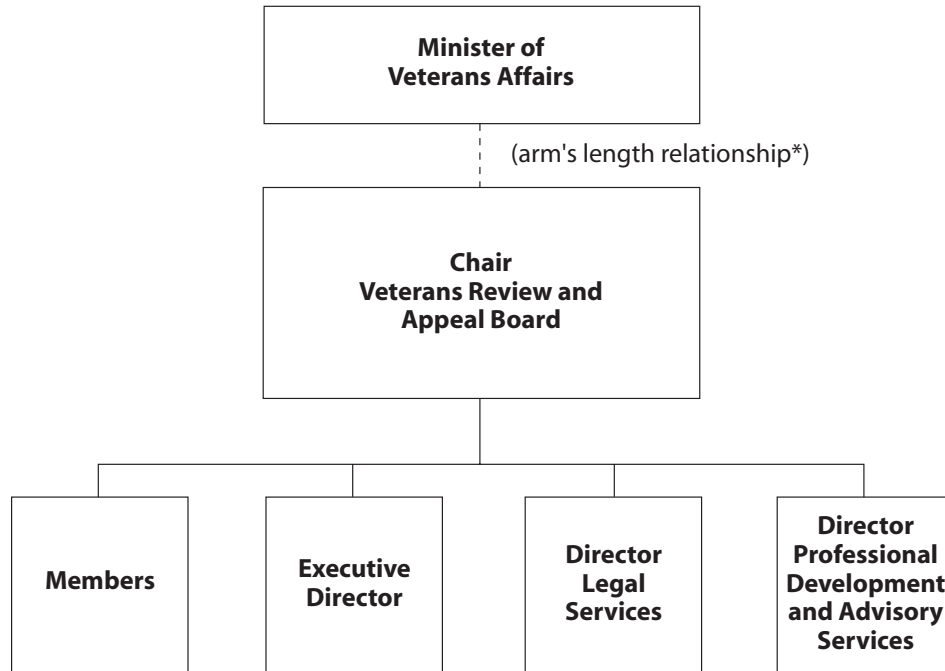


March 2002





**Figure 4 Veterans Review and Appeal Board Organization**



\* The Chair of Veterans Review and Appeal Board reports to Parliament through the Minister and is accountable to the Minister for the use of the Board's resources.

March 2002





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## Contact List

This document is coordinated by Corporate Planning Division on behalf of the Portfolio.

Your comments and suggestions for improving the information contained in this publication would be appreciated. We invite you to forward your comments to the:

Communications Division  
Veterans Affairs Canada  
P.O. Box 7700 (I.B. 012)  
Charlottetown, PE C1A 8M9

For information on this document, as well as on the Report on Plans and Priorities, please contact:

Director General  
Corporate Planning Division  
Veterans Affairs Canada  
P.O. Box 7700 (I.B. 046)  
Charlottetown, PE C1A 8M9

Telephone: (902)566-8150  
Facsimile: (902)368-0437  
E-mail Address: [plan@vac-acc.gc.ca](mailto:plan@vac-acc.gc.ca)

## Internet Access

Additional information on the Department may be accessed at Veterans Affairs Canada's multi-media website at: [www.vac-acc.gc.ca](http://www.vac-acc.gc.ca).

Information about Veterans Review and Appeal Board can be found at [www.vrab-tacra.gc.ca](http://www.vrab-tacra.gc.ca).

Information about the graves and memorials of more than 116,000 Canadians and Newfoundlanders who served valiantly and gave their lives for their country, can be found at: [www.virtualmemorial.gc.ca](http://www.virtualmemorial.gc.ca). This site also contains digital images of photographs and personal memorabilia about individual Canadians.







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## **Department of Veterans Affairs Regional Offices**

Atlantic Regional Office  
Veterans Affairs Canada  
Belmont House, 3rd Floor  
33 Alderney Drive  
Dartmouth, NS B2Y 2N4  
Toll Free 1-800-565-1528  
Toll Free for Hearing Impaired  
1-800-757-6308

Atlantic Sub-Regional Office  
Veterans Affairs Canada  
Cabot Place  
10 Barbers Hill  
P.O. Box 5068  
St. John's, NF A1C 5V4

Quebec Regional Office  
Veterans Affairs Canada  
4545 Queen Mary Road  
Montreal, PQ H3W 1W4  
Toll Free 1-800-361-7705

### **Ste. Anne's Hospital**

Ste. Anne's Hospital  
Veterans Affairs Canada  
305, boulevard des Anciens-Combattants  
Sainte-Anne-de-Bellevue, Quebec  
H9X 1Y9

### **Veterans Review and Appeal Board Office**

Veterans Review and Appeal Board  
P.O. Box 9900  
Charlottetown, PE C1A 8V7  
Toll Free 1-800-450-8006

Ontario Regional Office  
Veterans Affairs Canada  
145 Government Road West  
Bag Service 4000  
Kirkland Lake, ON P2N 3P4  
Toll Free 1-800-387-0930

Prairie Regional Office  
Veterans Affairs Canada  
610-234 Donald Street  
P.O. Box 6050  
Winnipeg, MB R3C 4G5  
Toll Free 1-800-665-8717

Pacific Regional Office  
Veterans Affairs Canada  
900-605 Robson Street  
P.O. Box 5600  
Vancouver, BC V6B 5J3  
Toll Free 1-800-647-1822





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## Legislation Administered and Associated Regulations

**The Minister of Veterans Affairs is responsible to Parliament for the following Acts:**

<i>Children of Deceased Veterans Education Assistance Act</i>	R.S.C. 1985, c. C-28, as amended
<i>Civilian War-related Benefits Act</i>	R.S.C. 1985, c. C-31, as amended
<i>Department of Veterans Affairs Act</i>	R.S.C. 1985, c. V-1, as amended
<i>Pension Act</i>	R.S.C. 1985, c. P-6, as amended
<i>Returned Soldiers' Insurance Act, The</i>	S.C. 1920, c. 54, as amended
<i>Soldier Settlement Act</i>	R.S.C. 1927, c. 188, as amended
<i>Special Operators War Service Benefits Act</i>	R.S.C. 1952, c. 256, as amended
<i>Supervisors War Service Benefits Act</i>	R.S.C. 1952, c. 258, as amended
<i>Veterans Benefit Act</i>	R.S.C. 1970, c. V-2, as amended
<i>Veterans Insurance Act</i>	R.S.C. 1970, c. V-3, as amended
<i>Veterans' Land Act</i>	R.S.C. 1970, c. V-4, as amended
<i>Veterans Review and Appeal Board Act</i>	S.C. 1994-95, c. 17, 18, as amended
<i>War Service Grants Act</i>	R.S.C. 1970, c. W-4, as amended
<i>War Veterans Allowance Act</i>	R.S.C. 1985, c. W-3, as amended





*Women's Royal Naval Services and the South African Military Nursing Service (Benefits) Act* R.S.C. 1952, c. 297, as amended

**The Minister shares responsibility to Parliament for the following Acts:**

<i>Aeronautics Act</i> , section 9	R.S.C. 1985, c.A-2, s. 9 (Minister of Transport)
<i>Halifax Relief Commission Pension Continuation Act</i>	S.C. 1974-75-76, c. 88, as amended (Minister of Finance)
<i>Indian (Soldier Settlement) Act</i>	R.S.C. 1927, c. 98, as amended (Minister of Indian Affairs and Northern Development)
<i>Royal Canadian Mounted Police Pension Continuation Act</i> , section 5	R.S.C. 1970, c. R-10, s. 5, as amended (Solicitor General)
<i>Royal Canadian Mounted Police Superannuation Act</i> , sections 32 to 34	R.S.C. 1985, c. R-11, s. 32-34, as amended (Solicitor General)

**The Minister of Veterans Affairs is responsible to Parliament for the following regulations and orders:**

<i>Assistance Fund (W.V.A. and C.W.A.) Regulations</i>	C.R.C. 1978, c. 1578, as amended
<i>Award Regulations</i>	SOR/96-66, as amended
<i>Canadian Volunteer Service Medal Order</i>	SI/94-62, as amended
<i>Charlottetown, Prince Edward Island as Head Office of the Veterans Review and Appeal Board, Order Designating</i>	SI/96-66





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<i>Children of Deceased Veterans Education Assistance Regulations</i>	C.R.C. 1978, c. 399, as amended
<i>Civilian Government Employees (War) Compensation Order</i>	P.C. 1944-45/8848
<i>Deceased or Former Members Dependants Payment Order</i>	C.R.C. 1978, c. 1599
<i>Gallantry Awards Order</i>	SI/90-95, as amended
<i>Guardianship of Veterans' Property Regulations</i>	C.R.C. 1978, c. 1579
<i>Infant or Person of Unsound Mind Payment Order</i>	C.R.C. 1978, c. 1600
<i>Last Post Fund Regulations, 1995</i>	SOR/95-468
<i>Memorial Cross Order (World War I)</i>	C.R.C. 1978, c. 1622, as amended
<i>Memorial Cross Order (World War II)</i>	C.R.C. 1978, c. 1623, as amended
<i>Merchant Seamen Vocational Training Order, The</i>	SOR/49-533
<i>Pension and Allowance Adjustment Regulations</i>	SOR/91-620, as amended
<i>Pensioners Training Regulations</i>	C.R.C. 1978, c. 1581, as amended
<i>Prescribed Persons and Organizations Regulations</i>	SOR/96-68
<i>Returned Soldiers' Insurance Regulations</i>	C.R.C. 1978, c. 1390
<i>Special Duty Area Pension Order</i>	SOR/2001-496





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<i>Vetcraft Shops Regulations</i>	C.R.C. 1978, c. 1582
<i>Veterans Allowance Regulations</i>	C.R.C. 1978, c. 1602, as amended
<i>Veterans Burial Regulations, 1995</i>	SOR/95-467
<i>Veterans Health Care Regulations</i>	SOR/90-594, as amended
<i>Veterans Insurance Regulations</i>	C.R.C. 1978, c. 1587
<i>Veterans Review and Appeal Board Regulations</i>	SOR/96-67
<i>Veterans Treatment Regulations</i>	C.R.C. 1978, c. 1585, as amended
<i>Veterans' Land Regulations</i>	C.R.C. 1978, c. 1594, as amended
<i>War Service Grants Regulations</i>	C.R.C. 1978, c. 1601, as amended

**The Minister shares responsibility to Parliament for the following regulations and orders:**

<i>Flying Accidents Compensation Regulations</i>	C.R.C. 1978, c. 10, as amended (Minister of Transport)
<i>Special Force Superannuation Regulations</i>	C.R.C. 1978, c. 1586 (President of the Treasury Board)





Our Major Partners						
✓	✓	✓	✓	Benefits & Services	Note: This list is not intended to represent all departments or organizations working with VAC.	Support (S) and/or Delivery (D) role
				✓ Pensions Advocacy		
				✓ Canada Remembers		
				✓ Corporate Administration		
				✓ Veterans Review and Appeal Board		
<b>Federal Departments</b>						
			✓	<b>Canadian Heritage</b> for collaboration on commemorative activities.		S/D
✓	✓			<b>Finance</b> for policy decisions and legislative support.		
✓				<b>Foreign Affairs and International Trade</b> for international diplomatic issues relating to foreign clients, coordinating commemorative activities in other countries and collaborating in the Health Care Coordination Initiative.		S/D
✓				<b>Health Canada</b> on the Falls Prevention Initiative, Seniors Canada On-line, and for advice and assistance on health and seniors' issues.		S/D
✓				<b>Health Canada (First Nations and Inuit Health Branch)</b> for policy decisions and advice relating to aboriginal veterans.		S
✓				<b>Human Resources Development Canada</b> for sharing information on mutual clients.		S
✓				<b>Indian Affairs and Northern Development</b> on Aboriginal veterans' issues.		S/D
✓	✓			<b>Industry Canada</b> on the Accessing Health Information Project, Seniors Canada On-line web site, and commemorative initiatives.		S/D
✓	✓			<b>Justice</b> for legal issues, advice and support.		S
✓	✓	✓	✓	<b>National Defence</b> for issues relating to Canadian Forces clients and commemorative events, as well as collaborating on the Mental Health Clinical Services Pilot Project and the Health Care Coordination Initiative.		S/D
✓	✓	✓		<b>Public Works and Government Services</b> for benefit payments (direct deposit or cheque printing) and issuing contracts for the Canadian Battlefield Memorial Restoration Project and Ste. Anne's Hospital Renovations Project as well as for commemoration contracts.		S/D
✓	✓	✓	✓	<b>Solicitor General (Royal Canadian Mounted Police)</b> for issues relating to RCMP clients, commemorative events and investigations for fraud.		S/D
			✓	<b>Statistics Canada</b> for statistical and economic data and information.		S
✓	✓	✓		<b>Treasury Board Secretariat</b> for Service Canada, Government On-Line service to Canadians, regulatory changes and issues on seniors and aging society.		S
<b>Provinces and Territories</b>						
✓	✓			<b>Provincial/Territorial governments/agencies</b> to design, deliver and/or coordinate programs and services for VAC clients under the Canada Health Act, the Social Union Framework Agreement; to collaborate on joint pilot projects such as the Integrated Services for Veterans and Seniors; and to coordinate commemorative events across the country.		S/D





Our Major Partners				
✓	Benefits & Services		Note: This list is not intended to represent all departments or organizations working with VAC.	Support (S) and/or Delivery (D) role
✓	Pensions Advocacy			
✓	Canada Remembers			
✓	Corporate Administration			
✓	Veterans Review and Appeal Board			
	<b>Others</b>			
✓			<b>Atlantic Blue Cross Care</b> for the administration of payments on behalf of VAC's clients for medication, prosthesis and other health care devices and services through the Federal Health Claims Processing System.	D
	✓		<b>Canadian Human Rights Commission</b> on employment and pay equity issues.	S
	✓		<b>Commonwealth War Graves Commission</b> on the maintenance of graves for approximately 110,000 war dead located in 74 countries.	S/D
✓	✓		<b>Foreign governments and international organizations</b> for the verification of the status of Allied veterans living in Canada, investigations of fraud and coordination of commemorative events abroad.	S/D
	✓		<b>Last Post Fund</b> for the payment of funeral and burial benefits on behalf of VAC's clients.	D
✓	✓	✓	<b>Veterans' organizations</b> on the provision of advice on veterans' issues and the coordination of commemorative activities. More specifically, VAC also partners with the <b>Royal Canadian Legion</b> in their representation of veterans during Review and Appeal board hearings and collaboration in the Review and Determination of Housing Issues for Veterans and Seniors Project, the Independent Living Policy Development projects, and the Accessing Health Information Project.	S/D
✓	✓		<b>Voluntary sector</b> on the design, delivery and coordination of programs and services for VAC's clients as well as the coordination of commemorative events across the country.	S/D





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## Recognizing Our People and Their Performance

*“Survey after survey confirms what almost every public service employee already knows: that recognition for a job well done is the top motivator of employee performance. It is clear that the improvement of human resources management in the Public Service includes ensuring that departments and agencies are identifying ways to establish a culture of recognition.”*

*Larry Murray, Deputy Minister, VAC  
and Deputy Minister Champion for Pride and Recognition*

### **Head of the Public Service Award**

This award, presented by the Clerk of the Privy Council, recognizes employees who best exemplify the work of public servants in meeting the challenges outlined in the Clerk of the Privy Council’s Annual Report to the Prime Minister on the Public Service of Canada.

### ***Verna Bruce, Associate Deputy Minister***

In December 2001, the Head of the Public Service Award was presented to Verna Bruce in recognition for her work in valuing and supporting people within the Department. Her firm belief that every employee can be a leader and an equal contributor to the organization has led to the creation of progressive and innovative programs which she has promoted across the Public Service. Her commitment to supporting employees across the country is indeed making Veterans Affairs Canada “a workplace of choice”.

### **Deputy Minister Commendation and Chair of VRAB Commendation Awards**

The Deputy Minister Commendation and Chair of VRAB Commendation recognize employees who have demonstrated outstanding performance and/or exceptional contribution which further the objectives of the Department or Agency.

### ***Richard Brunton, Director, Portfolio Legislation***

Recognized for his steadfast dedication, sincere devotion and enduring commitment in serving and upholding the interests of the Government of Canada in fulfilling its mandate to Canada's veterans.







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***Casualties of Peace Coordination Team: Brenda MacCormack, Brian MacGregor, Sharon Lourenso, Michelle MacAulay, Sue LeMaistre, Aidan Sheridan, Lt. Col. David Rogers, Violet Parker, Loran Fevens, Sharon McGuigan, Cindy Gallant, Louise Campbell***  
In recognition of their outstanding contribution to the successful completion of the “Casualties of Peace” videos.

***Pierre St-Onge, District Director, Quebec***  
In recognition of his exemplary leadership, which has formed an organizational culture that is based on confidence, transparency, respect and teamwork.

***Quebec District Office: Jeanine Mecteau, Suzanne Gendron, Régis Gagnon, Francine Picard, Silvie Dion, Sylvie Bernier, Josée Pouliot, Carole Rouleau, Marie-Hélène Loranger, Michel Duchesne, Jean-Marc Turgeon, Pierre St-Onge, Jean Bédard, Gilles Blouin, Claude Boivin, Anne Gasseau, André Martel, Robert Martin, Suzie Ouellet, Lise Pépin, Réjean Picard, Nathalie Proulx, Fabienne Cayer, Carole Coulombe, Suzanne Couturier, Suzanne Galipeau, Chantal Goupil, Hélène Grand’Maison, Jocelyne Lachance, Lucie Lambert, France Pagé, Carmen Poulin, Chantal Picard, Diane Regaudie, Francine Côté, Sylvie Delisle, Dr. Guy Frenette, Denis Morissette, Madeleine Guay, Pierrette Potvin, Annie Dubé, Carol Savard***  
In recognition for their exceptional and sustained work within the Quebec District Office Team regarding services offered to Canadian Forces members.

***Ron Herbert, Director General, National Operations Division***  
In recognition of his selfless dedication, exceptional leadership and outstanding personal contribution to the successful completion of the Benefits Redesign Project.

***Ron Gosson, Pension and Allowance Analyst, VRAB Head Office***  
In recognition of his dedication, excellence and service to those Canadians who have served their country so well.





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**APEX Award for Leadership in Service Innovation**

***The Dysphagia Program and Innovative Nutritional Treatment***

***Project Team: Thérèse Dufresne, Isabelle Germain, Sophie Brousseau, Nicole Lachance, Louise Landry, Sonia Elian, Julie Gadoury, Johanne Lussier, Johanne Rochefort, Céline Arseneault, Françoise Gendron, Pauline Bourbonnais, Marc Bourbonnais, Richard Gauvin, Normand Piché, Janet Steer, Dr. Pierre Paquette, Rachel Corneille Gravel***

The Association of Professional Executives of the Public Service of Canada (APEX) honoured the Dysphagia Program and Innovative Nutritional Treatment Project Team of Ste. Anne's Hospital with its Award for Leadership in Service Innovation.

**Veterans Affairs Award of Excellence 2001**

This prestigious award, presented by the Minister of Veterans Affairs, recognizes employees for their significant contribution to the organization, beyond the requirements of their position; their contribution of considerable benefit to Canada's veterans or their families; or the exceptional quality service to internal and external clients that result in best practices for the Portfolio.

***Francine Sauvé, Head Nurse - Unit 5B, Ste. Anne's Hospital***

Recognized for her outstanding contribution to improving the quality of life of our veterans and their families and to better meeting their care and quality of life needs. She is also recognized by her Nursing colleagues as a pillar of the hospital, a mentor, a resource person and by all the hospital department heads as an experienced, dynamic managers—a real leader. She has been greatly loved and appreciated by her patients and their families ever since she started at the hospital 25 years ago. She is a woman who never gives up, who is dedicated to the veterans and always has plans for the pursuit of excellence in the care and services to be given to veterans.

***Kathy Stewart, Systems Administrator, VRAB Head Office***

Recognized for the work that she always excels in and the positive standards she sets for others. She played a leadership role in the development and implementation of Release 2 of the Client Service Delivery Network, which has had a major impact on the business of the Board and the staff. She is an exemplary employee who has contributed positively to many of the successes within the Board. Her interest in excellence in client service, in continuous learning and teamwork make her a worthy recipient.





***Ken Parkinson and Beverly Greig - Victoria District Office***

Recognized for their innovation in health care planning to improve the quality of life for veterans, families and caregivers at the Veterans Health Centre - The lodge at Broadmead. The Veterans Health Centre was designed as an interim measure to alleviate some of the pressure and support veterans, families and caregivers while veterans await entry into long term care facilities. Their efforts resulted in a four-year program with expanded services.

***Eric Marinacci, Regional Director Pensions Advocacy - Eastern Region***

Recognized for the significant contribution he has made to the Bureau of Pensions Advocates in particular, and to the Department of Veterans Affairs in general. In addition, his contribution has been of considerable benefit to Canada's veterans and their families.

**Leadership Awards**

This award recognizes individuals who have made an outstanding contribution in the area of leadership.

***Linda Mayne, Senior Project Officer***

Recognized for her leadership style, supportive approach to her staff, her vision and her understanding of client needs, all of which allowed her staff to excel.

***Bob Mercer, Executive Director, Public Affairs Branch***

Recognized for his leadership in getting others to share his vision. He was not afraid to think outside the box, and encouraged others to challenge the status quo. He also showed to others the opportunities which can come when one embraces change.

***Adélarde Comeau, Human Resources Manager***

Recognized for his leadership in visualizing the means to an end and sharing that vision. He consistently demonstrated a high level of competence and personal values. His commitment to client service was evident in every project undertaken, with his foremost concern always being client impact.





## Web sites

Veterans Affairs	
VAC Home Page	<a href="http://www.vac-acc.gc.ca">www.vac-acc.gc.ca</a>
VA 2001-02 Estimates Part III Report on Plans and Priorities	
VA Performance Report for the Period Ending March 31, 2000	<a href="http://www.vac-acc.gc.ca/general/sub.dfm?source=department/reports">www.vac-acc.gc.ca/general/ sub.dfm?source=department/reports</a>
VA Sustainable Development Strategy	
Canadian Virtual War Memorial	<a href="http://www.virtualmemorial.gc.ca">www.virtualmemorial.gc.ca</a>
Seniors Canada On-Line	<a href="http://www.seniors.gc.ca">www.seniors.gc.ca</a>
VRAB Home Page	<a href="http://www.vrab-tacra.gc.ca">www.vrab-tacra.gc.ca</a>
Treasury Board Secretariat	
Canada's Performance 2002	<a href="http://www.tbs-sct.gc.ca/report/govrev/02/cp-rc_e.html">www.tbs-sct.gc.ca/report/govrev/02/ cp-rc_e.html</a>
Government On-line	<a href="http://www.gol-ged.gc.ca/index_e.asp">www.gol-ged.gc.ca/index_e.asp</a>
Treasury Board Secretariat Reports	<a href="http://www.tbs-sct.gc.ca/repproj_e.html">www.tbs-sct.gc.ca/repproj_e.html</a>
Service Improvement Initiative	<a href="http://www.cio-dpi.gc.ca/si-as/index_e.asp">www.cio-dpi.gc.ca/si-as/index_e.asp</a>
Other Links	
Speech from the Throne to Open the First Session of the 37th Parliament of Canada, January 30, 2001	<a href="http://www.sft-ddt.gc.ca">www.sft-ddt.gc.ca</a>
Commonwealth War Graves Commission	<a href="http://www.cwgc.org">www.cwgc.org</a>





## Acronyms Used

ABCC	Atlantic Blue Cross Care
APEX	Association of Professional Executives of the Public Service of Canada
BPA	Bureau of Pensions Advocates
BRP	Benefits Redesign Project
CAP	Community Access Program
CBMRP	Canadian Battlefield Memorial Restoration Project
CF	Canadian Forces
CFB	Canadian Forces Base
CSDN	Client Service Delivery Network
CVWM	Canadian Virtual War Memorial
DND	Department of National Defence
FHCPS	Federal Health Claims Processing System
FNV	First National Veterans
FTE	Full Time Equivalent
GOL	Government On-Line
GTEC	Government in Technology
HCCI	Health Care Coordination Initiative
IM/IT	Information Management / Information Technology
ISSV	Integrated Services for Seniors and Veterans
MNVs	Merchant Navy Veterans
NRT	National Round Table
OSISS	Operational Stress Injury Social Support
OSV	Overseas Service Veterans
PAB	Priority Access Bed
PTSD	Post Traumatic Stress Disorder
RCL	Royal Canadian Legion
RCMP	Royal Canadian Mounted Police
RPP	Report on Plans and Priorities
SCAN	Second Career Assistance Network
SCOL	Seniors Canada On-Line
SCONDVA	Standing Committee on National Defence and Veterans Affairs
SDS	Sustainable Development Strategy
TAPS	Treatment Accounts Processing System
TBS	Treasury Board Secretariat
VA	Veterans Affairs (includes VAC and VRAB)
VAC	Veterans Affairs Canada
VAC-CF	Veterans Affairs Canada - Canadian Forces
VIP	Veterans Independence Program
VRAB	Veterans Review and Appeal Board





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