



Veterans Affairs Canada

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

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*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volume 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions can be directed to the TBS Internet site or to:

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Veterans Affairs

Portfolio Performance Report

**For the
period ending
March 31, 1999**

**The Honourable George Baker
Minister of Veterans Affairs**

The *Veterans Affairs Portfolio Performance Report* documents work carried out in the 1998-99 fiscal year by Veterans Affairs including those commitments set out in the Portfolio's *Part III of the 1998-99 Estimates - Report on Plans and Priorities*. In providing this overview that describes how Veterans Affairs has used tax dollars to benefit the Portfolio's special clients, space limitations do not permit reporting on every achievement in every Portfolio program; rather, the Performance Report looks at accomplishments that are of interest to Parliament and the general public.

Additional information on the Portfolio may be accessed at Veterans Affairs' award-winning, multi-media website at: <http://www.vac-acc.gc.ca>

The site is designed to provide our clients, their families and the public with information on our programs and services. It is organized in a client-friendly way and offers a logical and easy path through pensions and allowances, health care, research and other programs and services. It also contains information that our clients have asked for - support to bereavement, historical and commemorative information, access to our departmental reports, progress of various bills through the legislative process and special features highlighting initiatives and timely issues. Plans are underway to actually permit on-line application for client benefits.

It is an interactive site, with virtual reality tours of the tunnel system at Vimy Ridge, daily reports from Canadian pilgrimage delegations that go abroad to pay tribute to veterans and their achievements and sacrifices at past scenes of battles, and real audio and video of veteran recollections. Our youth site was designed by youth for youth to educate Canadians, especially the young, about the personal costs and sacrifices that helped to build our country. It underscores the importance of Remembrance Day to those too young to have experienced, first-hand, the horrors of fighting and profiles a number of lesser-known heroes and heroines, including Native and Chinese Canadians who worked behind enemy lines, and Nursing Sisters, who braved the rigours of the front-lines to bring aid and comfort to "our boys".

During national Veterans' Week, the week leading up to Remembrance Day, many interactive activities are offered on the Veterans Affairs website - prose and poetry, teachers' resource material, wartime diaries, and a list of Veterans' Week activities across the country.

A special Canadian Forces site focuses on the special needs of our military clients and their families. Links are also provided to a number of related sites.

Reader Feedback: Your comments and suggestions for improving the information contained in this Performance Report would be appreciated. We invite you to forward your comments to the Communications Division at Veterans Affairs Canada. Our address is listed below. Should you prefer to use electronic mail, we may be reached at: **plan@vs.vac-acc.gc.ca**.

Contacts for General Enquiries:

Should you wish to make a general enquiry about the Portfolio, its programs or services, please contact your nearest Veterans Affairs district or regional office. Their location and telephone number may be found in the government pages of your local telephone directory.

Portfolio Publications:

The Portfolio produces a variety of publications on its programs and services. Copies of all publications are available on our website. They may also be obtained from Veterans Affairs' district or regional offices across Canada or by contacting:

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Section I: Message

A. Minister's Message



I am pleased to present to Parliament, and the people of Canada, the Performance Report of the Veterans Affairs Portfolio for the fiscal year ending March 31, 1999.

As Canadians, we are very proud of our military achievements - including our wartime service and our exemplary record in peacekeeping. As we near the Millennium, we look back at the pivotal role our fighting forces, peacekeepers and those on the homefront played in the defence of freedom and in our ongoing quest for world peace. We commemorate the spirit of generations of Canadians who helped define what it means to be Canadian by uniting in common cause and working together to overcome the horror of armed conflict. We owe a tremendous debt to these special Canadians and look to the enduring social and economic legacy left behind that allowed Canada to develop into the strong, progressive and internationally-respected country it is today.

We continue to make significant strides in keeping our costs in line while, at the same time, we renew our business through strategic initiatives to improve service to our wartime veterans and a growing number of Canadian Forces' clients. In our health care, pensions and allowances programs and in our independent appeal process through the Veterans Review and Appeal Board, client satisfaction and well-being are a primary measure of our success.

Our clients tell us that they want to receive high quality, personalized services from staff who know and understand what they have experienced; they want to pass their senior years in their own communities and, where possible, in their own homes. We are taking every opportunity to listen and respond to their needs. This is consistent with our philosophy of client-centred service and is a hallmark of our tradition of service excellence. At every one of our points of service, a client can complete a comment card. We read every one and answer concerns raised. Our clients are special people and we are honoured to serve them.

The information contained in this Performance Report highlights our achievements in client service in the 1998-99 fiscal year. I look forward to building on our record in the years to come.

The Honourable George Baker

B. Executive Summary

In 1998-99, Veterans Affairs' programs continued to reflect Canada's commitment to the well-being of its veterans, eligible Canadian Forces members and former members, qualified civilians and their dependants. We remained steadfast in our dedication to program and service delivery based on the guiding principles of courtesy, speed and fairness.

Performance Commitments to Canadians:

- in recognition of their sacrifice to the nation, the **timely, fair and consistent delivery of benefits and services** that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families.
- **clients' rights protected** through professional, legal representation in appealing decisions related to disability pensions and allowances.
- **commemorative programming** to improve the Canadian public's knowledge and recognition of the achievements and sacrifices of Canada's citizens in the defence of freedom and their significance in the development of Canada as a nation.
- **fairness** in the Disability Pension and War Veterans Allowance Programs.

Challenges:

The Portfolio faced a number of significant challenges from its operating environment in 1998-99. These related to shared jurisdiction in some program areas, implementing federal government priorities, the rapid pace of technological change coupled with the need for Year 2000 readiness and financial, legislative, administrative and workplace reforms.

In terms of carrying out its overall mandate, however, Veterans Affairs continued to face two particularly significant challenges:

- effectively serving the complex needs of a client base in transition; and,
- promoting citizen engagement, especially youth, in Commemoration.

Performance Accomplishment Highlights:

- **benefits and services for clients:** \$1.79 billion or 90% of Veterans Affairs Program budget was delivered to an estimated 210,000 veterans, eligible Canadian Forces members and former members, qualified civilians and their families in the form of approximately \$1.24 billion in disability pensions and allowances and \$554 million in health care.
- clients, once again, rewarded the professionalism of staff at the Department's district offices with a **high approval rating, 96.5%**, in terms of their **satisfaction with the overall quality of service** they received. The recent study carried out by Erin Research Inc. indicated that this was a high rating when compared with most other government/private service providers.

“Thanks for the help I received and still do. It sure helps a man keep his dignity.”

Client Comment Card
response
- the Portfolio revised its **service standards brochure** entitled, **“At Your Service”**. The revision introduced new, yet challenging standards for the disability pension program, including advocacy and appeals as well as for the funeral and burial program.
- significant progress was made in **business renewal efforts** directed towards improving the Department's service delivery infrastructure:
 - ▶ **Client-centred Service Approach (CCSA) National Implementation Project** - Phase 1, Organizational Readiness Review, was completed in all project sites. The data collection for the formal evaluation of project implementation was completed. One of the most significant aspects of this Project is the realization that CCSA is rapidly moving from that of an implementation project to becoming the operating business model for client service delivery in Veterans Affairs.
 - ▶ **Client Service Delivery Network (CSDN)** - Release 1 was successfully implemented. This moves the Department to an integrated, client-focussed system that is Year 2000 compliant and provides employees with a new work tool that will enable them to provide faster, more responsive service to clients.
 - ▶ **Corporate Services Infrastructure Review** - activities in 1998-99 focussed on the modernization of several corporate information systems, including the human resources, finance and asset and materiel management information systems. In addition, there was considerable upgrade to and investment in the Department's information technology infrastructure in support of the CSDN.

- the **passage of Bill C-61**, an omnibus bill to amend veterans' legislation received Royal Assent on March 25, 1999. When fully implemented on May 1, 1999, the bill improved the ability of surviving spouses of pensioners with disabilities assessed at under 48% to obtain increases in their survivor pensions, gave former prisoners-of-war easier access to attendance allowance and exceptional incapacity allowance, transferred Merchant Navy veterans coverage to the same Acts that apply to armed forces veterans and made detailed improvements in the definition of Merchant Navy service and included a variety of housekeeping amendments.
- in December 1998, the Government announced **ex-gratia payments to Hong Kong veterans, other Far East prisoners of war** and a small group of **Canadian airmen incarcerated at Buchenwald Concentration Camp** in 1944.
- Veterans Affairs worked closely with the Department of National Defence throughout the year in support of **Quality of Life** issues pertaining to Canadian Forces members and former members, including the government's response to the Standing Committee on National Defence and Veterans Affairs (SCONDVA) report published October 28, 1998. The Canadian government released its response to SCONDVA's recommendations in the House of Commons on March 25, 1999, proposing comprehensive initiatives to quality of life in the military. Among its recommendations in relation to the care of the injured were proposals to amend the *Pension Act* and the *Veterans Health Care Regulations* to include all Canadian Forces members and former members, thereby providing greater equity in accessing the Department's benefits and services.
- Canada and the world community commemorated the 80th anniversary of the end of the First World War. *Her Majesty, Queen Elizabeth II*, provided special, signed **Certificates of Appreciation** to all Canadian Great War veterans. The Government of France awarded the **Legion of Honour** to Canadian veterans with eligible service in France or Belgium between 1914-1918. The Minister of Veterans Affairs presented Canada's veterans of the Great War with **Lt. Col. John McCrae Medallions**. Other commemorative activities included the production of a new education kit on the First World War, a commemorative pin, special events' programming across Canada as well as a full pilgrimage to France.
- **pilgrimages** were also conducted to commemorate the **55th Anniversary of the Battle of the Atlantic** and the **45th Anniversary of the Korea Armistice Agreement**.

Section II: Portfolio Overview

A. Mandate and Mission

Canada has long recognized the hardship, suffering and sacrifice experienced by veterans, Canadian Forces personnel, civilians and their families during our nation's periods of armed conflict and peacekeeping. The Veterans Affairs Portfolio¹ exists to serve them.

The Veterans Affairs Portfolio consists of:

- ▶ Veterans Affairs Canada
- ▶ Veterans Review and Appeal Board

Veterans Affairs Canada's mandate is to provide benefits and services to eligible Canadians who served their country during periods of armed conflict and peacekeeping and to honour their sacrifice and achievements in the defence of freedom. Its legislative authorities are contained in the *Department of Veterans Affairs Act*, 15 other Acts of Parliament and 30 sets of regulations and Orders-in-Council.

The **Veterans Review and Appeal Board's** mandate provides for full and exclusive jurisdiction to hear, determine and deal with all applications for review and appeal that may be made to the Board under the *Pension Act* and the *War Veterans Allowance Act*. All matters related to appeals under this legislation are authorized under the *Veterans Review and Appeal Board Act*.

Veterans Affairs Mission Statement

To provide veterans, qualified civilians and their families with the benefits and services to which they are entitled; to promote their well-being and self-sufficiency as participating members of their communities; and, to keep the memory of their achievements and sacrifices alive for all Canadians.

¹ Throughout this text, the terms "Veterans Affairs Canada" and "Veterans Affairs" will appear. When Veterans Affairs Canada appears, the text is referring to the Department of Veterans Affairs only. When Veterans Affairs or the Portfolio is used, the text is referring to activities related to both the Department and the Veterans Review and Appeal Board.

B. Operating Environment

1.0 Position in Government and Co-Delivery Partners

Since 1944, the overall role of Veterans Affairs, 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 veterans, eligible Canadian Forces members and former members, qualified civilians and their dependants.

In 1998-99, the Portfolio continued to demonstrate a strong commitment in advancing the Government's agenda outlined in the **September 1997 Speech from the Throne** with many priorities falling within Veterans Affairs' mandate. For example, the core competencies of our staff - disability pension adjudication, client needs' assessment, serving an aging population - as well as our state-of-the-art "on-line" client service delivery system clearly reflect our support of *Investing in Knowledge and Creativity*. Our innovative initiatives in the benefits and services field point directly to *Investing in Quality Care and Good Health*. Our commemoration programming has meaningfully demonstrated the key role played by our fighting forces, peacekeepers and those on the homefront in terms of *Building a Stronger Canada*. In *Looking Outward*, these commemoration efforts have promoted national appreciation of Canada's armed forces who now shoulder the responsibility for maintaining peace throughout the world and supported public and private efforts in *Celebrating the Millennium*.

In carrying out its mission, Veterans Affairs collaborated with other government departments on a host of multi-lateral issues such as the "International Year of Older Persons" and actively pursued opportunities to effectively respond to the increasing demands by Canadians for improved access and integrated service delivery.

Long a leader in service innovation, Veterans Affairs has looked increasingly to partnerships as an important avenue in its quest to meet the diverse service requirements of both an aging veteran population and a younger clientele composed of eligible Canadian Forces members and former members. Indeed, the subject of partnership figures prominently in our meetings with strategic partners such as the Department of National Defence, the Royal Canadian Mounted Police, Human Resources Development Canada, Health Canada, Blue Cross of Atlantic Canada, provincial governments, client organizations and the volunteer sector. These organizations are included in a list of co-delivery partners that appears on page 15.

Promoting working relationships with other organizations makes good business sense. The knowledge and professional expertise of Veterans Affairs' staff, our national service delivery network and state-of-the-art information system represent a significant

investment for the Government of Canada. This effectively positions the Portfolio to partner with other government departments to assist them in meeting their service delivery requirements to Canadians.

2.0 Objectives

The objectives of the Portfolio reflect both our mandate and stated mission:

- **Veterans Affairs Canada**
 - ▶ provides benefits and services that contribute to the financial, mental, physical and social health and well-being of veterans and other eligible clients in recognition of their sacrifice to the nation.
 - ▶ undertakes commemorative activity with a view to keeping the memory of their sacrifice and achievements alive for all Canadians.
- **Veterans Review and Appeal Board**
 - ▶ provides clients with full opportunity to request review and appeal hearings to ensure a fair adjudicative process for disability pension and War Veterans Allowance claims.

3.0 Strategic Priorities

The Portfolio identified the following strategic priorities in *Part III of the 1998-99 Estimates: Report on Plans and Priorities*:

- Business Renewal:
 - ▶ *Client-centred Service Approach* (see page 22)
 - ▶ *Benefits Redesign Project* (see page 23)
 - ▶ *Corporate Services Infrastructure Review* (see page 40)
- Review of Veterans' Care Needs (see page 33)
- Transfer of Ste. Anne's Hospital (see page 35)
- Commemoration Initiative (see page 35)
- Year 2000 Readiness (see page 47)
- Veterans Organizations (see page 25)
- Health Care Coordination Initiative (see page 42)
- Knowledge Economy Partnership (see page 42)

Although these priorities and their performance accomplishments are addressed within distinct business lines described on page 13, implementing each priority usually involves more than one of the business lines. This makes them interdependent at the operational

level, reflecting the complex nature of program and service delivery. As well, many of the strategic and operational priorities of the Portfolio are addressed in partnership with stakeholders as co-delivery agents.

4.0 Challenges

There are a number of factors that significantly influenced the Portfolio's operating environment in carrying out its mission in 1998-99, including:

- shared jurisdiction and mandate in certain program areas (e.g. health care).
- support of federal government priorities (e.g. quality service, sustainable development, modern comptrollership, La Relève, the Universal Classification System).
- technological change and need for Year 2000 readiness.
- financial, legislative, administrative and workplace reforms.

In terms of carrying out its overall mandate, however, Veterans Affairs continues to face **two** particularly significant challenges: effectively serving the complex needs of a client base in transition; and, promoting citizen engagement, especially youth, in commemoration.

- **Effectively serving the complex needs of a client base in transition**

Veterans Affairs clients include those identified in the **Major Client Groups** box on the right-hand side of the page. They are traditionally categorized as belonging to one of the following groups: **war service veterans; eligible Canadian Forces members and former members; and, survivors.**

One in four males over the age of 65 in Canada is a veteran. It is estimated that Canada's veteran population at the end of March 1999 was 409,000, of whom 41,000 were women. In 1998-99, however, only a portion of these veterans - approximately 112,000 actually received a direct service or benefit from the Portfolio.

Major Client Groups

- ▶ Armed Forces and Merchant Navy Veterans who served in the First World War, Second World War or the Korean War
- ▶ Former and, in certain cases, current members of the Canadian Forces including those who have served in Special Duty Areas
- ▶ Certain civilians who are entitled to benefits because of their wartime service
- ▶ Allied veterans who had Canadian pre-war domicile
- ▶ Former and, in certain cases, current members of the Royal Canadian Mounted Police
- ▶ Survivors and dependants of the above

In addition to veterans, some 70,000 survivors and 27,000 eligible members or former members of the Canadian Forces also received benefits and services. The Portfolio served approximately 210,000 clients in terms of benefits and service delivery in 1998-99.

Veterans Affairs' client base is in transition with the total number of clients declining by approximately 13,000 between March 1998 and March 2002. Figure 1, **Forecast of Veterans Affairs Clients by Client Type, 1998-2002**, below, identifies the magnitude of this transition for each of our client groups beginning with the 1998-99 fiscal year. The narrative that follows discusses the particular challenges that have faced the Portfolio in the current year. These challenges will intensify over time.

Figure 1: Forecast of Veterans Affairs Clients by Client Type, 1998-2002

Client Type*	1998-99	1999-2000	2000-2001	2001-2002
War Service Veterans	112, 128	105,758	99,585	93,463
Survivors	70,221	70,067	70,019	70,062
Canadian Forces	27,402	29,274	31,165	33,064
TOTAL	209,751	205,099	200,769	196,589

* includes clients receiving disability pensions, War Veterans Allowance, treatment, and long-term care as well as benefits and services under the Veterans Independence Program.

- ▶ The health and mobility of our war service veterans, mostly male, is declining as they reach an average age of 77. Increasing numbers are coping with problems associated with aging, such as chronic ill-health, frailty, dementia and loss of mobility. As they age, many veterans experience increased vulnerability and dependence on others such as family members, friends, community organizations and institutions. The impact of providing services to an aging clientele has resulted in increased demand for health care services and institutional care. In partnership with other levels of government and non-government organizations, health promotion is a key priority in terms of maintaining independence, preventing illness and improving health and quality of life.
- ▶ Veterans Affairs survivor clients include widow(er)s and orphans of war service veterans or Canadian Forces clients. Primarily female and somewhat younger than war service veterans, this client group is not anticipated to decline over the next four years; rather, client projections indicate that their numbers will remain relatively stable.

- ▶ A growing number of Canadian Forces members who, as a group, are primarily male but include proportionately more females than the veterans's group, tend to be younger, have more dependants and are generally less disabled than their war service veteran counterparts.

In order to effectively meet the needs of the Portfolio's diverse client groups, more staff time has been required to handle increasing requests for service. There has been a corresponding need to upgrade specialized skills, enhance our knowledge in a vast range of subject areas as well as devote greater time and effort in the coordination of community resources.

Veterans Affairs staff have developed and maintained a very close relationship with our veteran clients over the years. Familiarization time and training now must be provided to permit the development of a similar rapport with the Canadian Forces members and former members.

■ **Promoting citizen engagement, especially youth, in Commemoration**

The decline in the veteran population has brought with it growing concern within the veteran community over what the future will do to "keep the memory of their sacrifices and achievements alive for all Canadians".

Middle-aged Canadians grew up surrounded by people who took part in the war. Their relatives and neighbours had been overseas, worked in the munitions factories and built the ships, tanks and planes that won the war. There was no need for formal education or awareness programs. Our wartime history was taught on the streets, front verandas and in the kitchens across the country.

Nowadays, however, the general reticence on the part of Canadians to publicly celebrate achievements coupled with their lack of knowledge about Canadian military history means that we are losing touch with this aspect of our heritage. This is a loss that this country cannot afford.

In 1998-99, the Commemoration Program redefined both its target audience and programming efforts. Its new target audience is the Canadian public. Geographically and ethnically diverse, 44% of Canada's population of 30 million is located in six major metropolitan areas. With approximately 20% of Canada's population under the age of 15, an approach which embraces the formal education system and, at the same time, reaches out to all age groups in the community has been adopted as the most appropriate manner in which to present commemoration to Canadians in a meaningful way.

The challenges of effectively promoting citizen engagement in commemoration to the nation are complex and range from issues associated with the development of commemorative resource material to the innovative staging of community events that

invite local participation. In carrying out this task, we are not dependent on Portfolio staff alone but have recruited and encouraged others in the public, private and volunteer sectors, client organizations and associations both in Canada and overseas. 1998-99 and beyond present unique opportunities for the country to honour, profile and involve the remaining members of the veteran community in public education programming to ensure their precious legacy is not lost on future generations of Canadians.

C. Portfolio Organization

The Deputy Minister of Veterans Affairs Canada reports to the Minister of Veterans Affairs who is accountable to Parliament. The Chair of the Veterans Review and Appeal Board, an independent, quasi-judicial tribunal, reports to Parliament through the Minister and is accountable to the Minister for the use of the Board's resources. The management of the Portfolio is a coordinated effort with senior executives from each organization collaborating broadly on issues having a Portfolio-wide impact. In doing so, however, the independence between the Board and the Department is maintained and respected.

Figure 2, **Veterans Affairs Portfolio Organization**, on page 12 sets out the respective accountabilities within these organizations and briefly describes the roles, responsibilities and, in some cases, the enabling legislation for each organizational unit.

In 1998-99, the Veterans Affairs Portfolio delivered two programs:

- the *Veterans Affairs Program*, delivered by Veterans Affairs Canada, provides a wide range of benefits and services principally in the areas of health care, disability pensions and income support as well as commemoration programming. Activities were delivered by a staff complement of 3,037 full-time equivalents from a decentralized organization consisting of a Head Office in Charlottetown, P.E.I., the National Capital Office in Ottawa, Ontario, and a national service delivery network across Canada. The Department also operated a hospital in Ste-Anne-de-Bellevue, Quebec, and maintained battlefield memorials in Europe; and,
- the *Veterans Review and Appeal Board Program*, delivered by the Veterans Review and Appeal Board, renders decisions in reviews and appeals of disability pensions and final appeals of war veterans allowances. These activities were delivered by a staff and member complement of 95 full-time equivalents. Appeal hearings are held primarily in Charlottetown with review hearings conducted across Canada. All activities are supported out of the Head Office in Charlottetown.

The formal program structure of the Portfolio reflects the required independence between the Department and the Board as an administrative tribunal. It emphasizes the autonomy each has in representing the rights of clients and serving their needs.

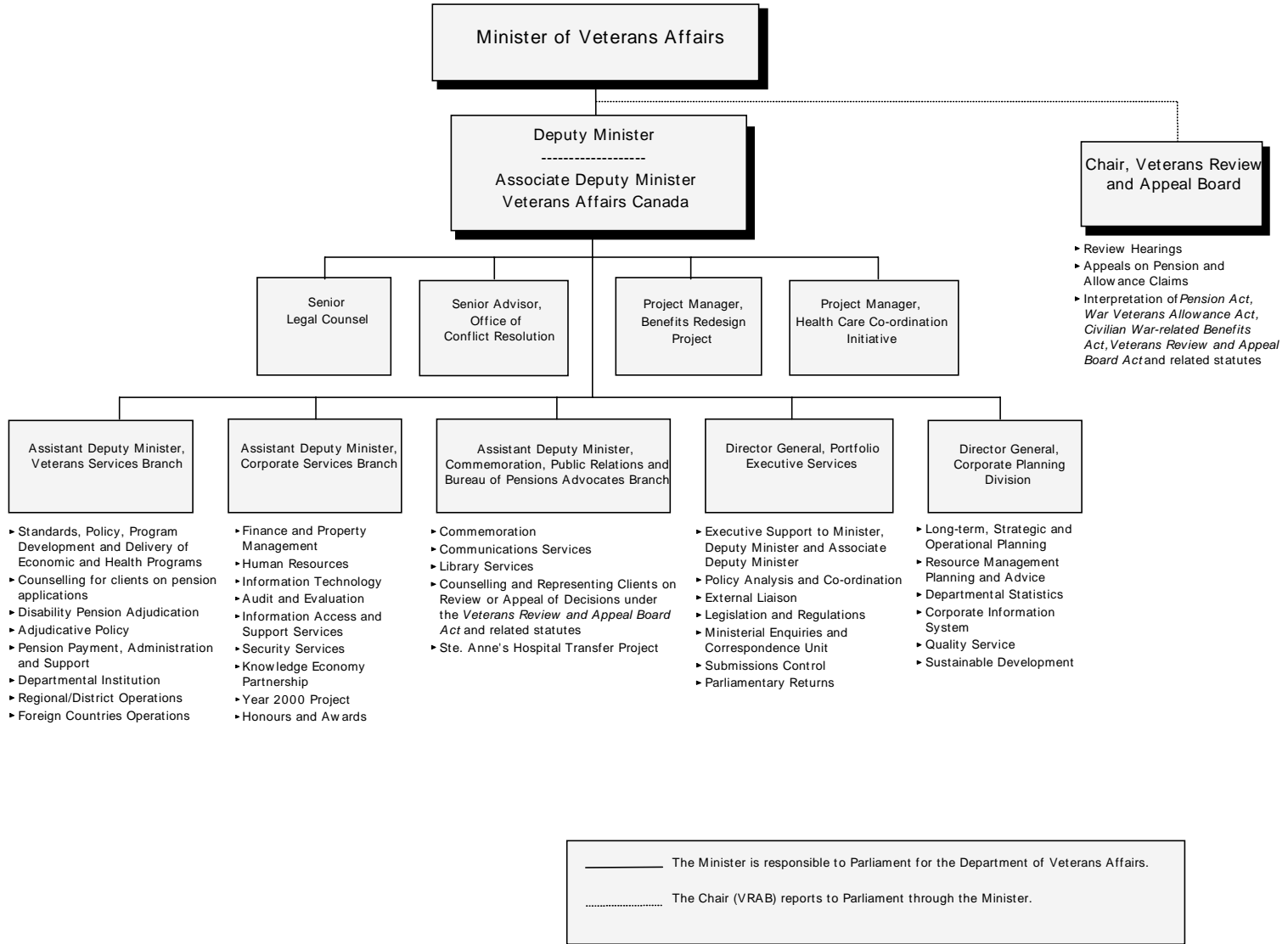


Figure 2: Veterans Affairs Portfolio Organization

Planning and reporting within the Portfolio, however, is no longer carried out on an organizational basis. The current focus is more outcome-oriented using a business line approach which, in turn, strengthens our capacity to plan, measure and report on the impact of our programs to Canadians.

D. Portfolio Business Line Descriptions

Under the Portfolio's Planning, Reporting and Accountability Structure (PRAS) approved in October 1997, Veterans Affairs identified three distinct business lines to support its program delivery. Two of the business lines, *Benefits and Services* and *Corporate Administration*, fall within the Veterans Affairs Program with accountability falling to the Department. The third business line, *Veterans Review and Appeal Board*, supports the Board's activities. A description of each business line follows.

1.0 Veterans Affairs Program

1.1 Benefits and Services Business Line

In recognition of their sacrifice to the nation, the *Benefits and Services Business Line* provides departmental clients with benefits and services that contribute to their financial, mental, physical and social health and well-being. It is also responsible for commemorative activity with a view to keeping the memory of their sacrifice and achievements alive for all Canadians.

This business line has four service lines: *pensions and allowances*; *pensions advocacy*; *health care*; and, *commemoration*. A brief description of each service line is provided.

Pensions and Allowances Service Line provides veterans and other eligible clients with disability pensions, Prisoner-of-War compensation, special awards, War Veterans Allowance and other economic benefits, including survivor and dependant benefits. In providing these benefits, the following services are included: counselling; assisting in the preparation of applications; medical exams; adjudication; payment; account maintenance and responding to queries.

Pensions Advocacy Service Line provides 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.

Health Care Service Line is responsible for the design, implementation and delivery of innovative health and social programs that anticipate and adapt to the evolving needs of eligible clients, including their smooth transition into the appropriate institutional environment should this become necessary. These programs provide funding for health and social service benefits in the form of the Veterans Independence Program, Treatment Benefits and Long-term Care. The services provided include screening, assessment,

counselling, care planning as well as health promotion. The benefits include such things as housekeeping and groundskeeping services, ambulatory care, pharmacy supplies, audio equipment, home adaptations and residential care.

Commemoration Service Line promotes an awareness and understanding of the achievements and sacrifices of Canadian citizens during periods of armed conflict through: education and community outreach activities; the development, protection and showcasing of battlefield and other memorials, including the Books of Remembrance; the maintenance of grave sites and cemeteries; assistance with funeral and burials in conjunction with the Last Post Fund Corporation; honours and awards; the conduct of ceremonies and pilgrimages worldwide; and, research and archival activity, as appropriate.

1.2 Corporate Administration Business Line

The *Corporate Administration Business Line* is comprised of the following corporate functions: Offices of the Minister, the Deputy Minister, the Associate Deputy Minister, the Assistant Deputy Minister, Corporate Services, and the Office of Conflict Resolution. It also comprises the executive secretariat services (including legislation and regulation), corporate planning, finance (including property management), Year 2000 Project, human resources, information technology, communications, information access and support services, audit and evaluation, security services and the Knowledge Economy Partnership Secretariat.

These functions provide the corporate management and administrative support that enables the organization to set direction, manage change and assess performance.

2.0 Veterans Review and Appeal Board Program

The *Veterans Review and Appeal Board Business Line* provides clients with full opportunity to request review and appeal hearings to ensure a fair adjudicative process for disability pension and War Veterans Allowance claims.

Figure 3: Linkage between Portfolio Programs, Business/Service Lines, Key Results Commitments, Organizational Accountability and Primary Co-Delivery Partners

Portfolio Program	Business/Service Lines	Key Results Commitments	Organizational Accountabilities	Primary Co-Delivery Partners
Veterans Affairs Program	Benefits and Services	The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation.	ADM, Veterans Services Branch	Provincial departments of health; regional health authorities; National Defence, Human Resources Development Canada, Health Canada, Blue Cross of Atlantic Canada, and other fed/prov/municipal gov'ts; the RCMP; private sector organizations; providers of health services and devices; veterans organizations; volunteers; parliamentarians
	Pensions and Allowances			
	Health Care			
	Pensions Advocacy	The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances.	ADM, Commemoration, Public Relations and Bureau of Pensions Advocates Branch	Royal Canadian Legion
	Commemoration	A knowledgeable Canadian public that recognizes the achievements and sacrifices of its citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	ADM, Commemoration, Public Relations and Bureau of Pensions Advocates Branch	National Defence, Canadian Heritage and other federal departments; Canadian War Museum; Last Post Fund; Commonwealth War Graves Commission; Friends of Vimy; Friends of Beaumont-Hamel; veterans organizations; educators; museums; media; parliamentarians

Portfolio Program	Business/ Service Lines	Key Results Commitments	Organizational Accountabilities	Primary Co-Delivery Partners
	Corporate Administration	Portfolio resources meet corporate and program delivery needs in a cost-effective manner. Stakeholders are consulted on Portfolio change initiatives. Portfolio strategic initiatives and projects are assessed and performance reported.	ADM, Corporate Services Branch	Public Works and Government Services Canada, Treasury Board Secretariat, Environment Canada, Province of PEI, University of PEI and Holland College
Veterans Review and Appeal Board Program	Veterans Review and Appeal Board	Fairness in the Disability Pension and War Veterans Allowance Programs	Chair, Veterans Review and Appeal Board	The Board has no co-delivery partners.

Section III: Portfolio Performance

A. Performance Expectations

The charts below outline the Portfolio's **Key Results Commitments for 1998-99**. As part of our continuing effort to improve the reporting of performance information, the wording of the service commitments to Canadians that appeared in the Portfolio's *Part III of the 1998-99 Estimates - Report on Plans and Priorities* has been revised.

Veterans Affairs Canada		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
<p>Benefits and Services</p> <p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation.</p>	<ul style="list-style-type: none"> ▶ compensation for sacrifice in service to Canada ▶ timely, fair and consistent service delivery ▶ client independence and healthy lifestyle ▶ optimization of health ▶ appropriate care in logical location ▶ improved basic standard of living ▶ improved quality of life 	<p>DPR page 26</p> <p>DPR page 28</p> <p>DPR page 32</p> <p>DPR page 32</p> <p>DPR page 34</p> <p>DPR page 26</p> <p>DPR page 32</p>
<p>Pensions Advocacy</p> <p>The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances.</p>	<ul style="list-style-type: none"> ▶ clients being informed of process and their rights ▶ professional case preparation and representation ▶ clients receiving fair, just and timely adjudication of their claims 	<p>DPR page 30</p> <p>DPR page 30</p> <p>DPR page 30</p>

Veterans Affairs Canada		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
<p>Commemoration</p> <p>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.</p>	<ul style="list-style-type: none"> ▶ increased knowledge and public awareness of commemoration subject matter by Canadians, especially youth ▶ veteran recognition in life and death ▶ the maintenance, protection, development and showcasing of Canada's commemorative resources 	<p>DPR page 36</p> <p>DPR page 37</p> <p>DPR page 38</p>

Veterans Review and Appeal Board		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
<p>Fairness in the Disability Pension and War Veterans Allowance Programs</p>	<ul style="list-style-type: none"> ▶ consistent, timely, independent review and appeal process ▶ clients attain benefits to which they are entitled 	<p>DPR page 44</p> <p>DPR page 44</p>

B. Performance Accomplishments

1.0 Portfolio Financial Information

Veterans Affairs Portfolio 1998-99 Financial Resources*			
	Veterans Affairs Canada	Veterans Review and Appeal Board	Total
Planned Spending (Estimates Part III)	\$ 1,956,537,000	\$ 7,953,000	\$ 1,964,490,000
<i>Total Authorities</i>	\$ 1,999,077,000	\$ 8,969,000	\$ 2,008,046,000
1998-99 Actual Spending	\$ 1,988,281,000	\$ 8,480,000	\$ 1,996,761,000
1998-99 Actual FTEs (Full-Time Equivalents)	3,037	95	3,132

* 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 (1998-99 Actuals). The actual Full-Time Equivalents totals for the year have also been included.

Detailed Portfolio financial performance information on the 1998-99 fiscal year may be found commencing on page 63 of this document.

2.0 Portfolio Performance Overview

In carrying out its mission, Veterans Affairs has responded to the evolving needs of its clients by successfully shifting program emphasis from rehabilitation and re-establishment immediately following the war years to its current major program focus on disability pension benefits, health care and commemoration. This has not been without its challenges--then or now.

In 1998-99, our performance accomplishments reflect not only how we met our commitments to veterans and other clients but how we are working to effectively position the organization to meet the diverse service requirements of clients in the future.

To those outside the Portfolio, many of our strategic initiatives may appear quite internally-focused as they relate to business renewal activities and organizational readiness. This strategic direction is deliberate on our part. Our veterans are now mainly in their late 70s. Now, more than ever, they need Veterans Affairs and the comprehensive benefits and services it provides. Our Canadian Forces members may be younger but their service requirements are equally significant. Against a backdrop of prudent financial management, the Portfolio is here to make sure that our clients' needs are met. If we are to respond effectively to this challenge, we need to balance the need to maintain quality front-line service delivery with timely, strategic initiatives aimed at enhancing our knowledge of changing client needs and take the appropriate steps to build and improve upon our service delivery infrastructure. In doing so, the impact that this has had on the workplace in 1998-99 needs to be recognized as does the vital contribution and dedication of Veterans Affairs employees in realizing our accomplishments.

There are some inherent challenges in bringing Veterans Affairs' performance story to Canadians. In the past, we relied heavily on traditional methods for measuring performance by looking at things such as the volume of claims processed, comparing it with previous years and our own forecasts, in order to judge our success. Our commitment to client-centred service, however, brings with it a new and more dynamic approach to the subject of performance measurement. We will now look to combine these quantitative measures with other indicators that relate to our overall effectiveness and how our clients feel about the services they receive. We seek to improve our understanding of the broader and longer-term impacts of our work and are exploring ways of making our performance more meaningful to our clients and all Canadians by comparing our results against those of comparable organizations. We will be introducing these changes into our Performance Report over time. Until we can fully meet these challenges, however, we will be providing Canadians with the quantitative and qualitative information that is available to support our accomplishments.

C. Business Line Performance Accomplishments

1.0 Veterans Affairs Program

1.1 Benefits and Services Business Line

Objective:

To contribute to the financial, mental, physical and social health and well-being of veterans and other eligible clients in recognition of the sacrifices they made while serving their country.

Benefits and Services Business Line	
Financial Resources	
Planned Spending (Estimates Part III)	\$ 1,922,100,000
<i>Total Authorities</i>	\$ 1,926,000,000
1998-99 Actual Spending	\$ 1,915,600,000
1998-99 Actual FTEs (Full-Time Equivalents)	2,518

The **Benefits and Services business line** has four service lines. Most clients gain access to direct benefits and services by establishing eligibility in the **Pensions and Allowances service line**.² In turn, this eligibility provides a gateway into the more comprehensive benefits and services associated with the activities or service elements of the **Health Care service line**.

The **Pensions Advocacy service line** provides free legal advice and representation for clients in order to assist them in obtaining the benefits to which they are entitled. The **Commemoration service line** seeks to honour the Portfolio's clients and keep their memory alive for all Canadians.

Performance Accomplishments:

In order to provide the proper context for reporting on the performance accomplishments of the Benefits and Services business line, detailed information is presented in each of the respective service lines. There are, however, a number of key departmental initiatives where performance achievements do not fall neatly within the boundaries of a single service line; rather, they reflect accomplishments from across the organization. For this reason, it is appropriate that they be reported below.

² Eligibility for health care benefits and services is not solely dependent upon receipt of a disability pension or allowance. Veterans whose income is more than permitted in the War Veterans Allowance program (near recipients), Overseas Service veterans and low-income Canada Service veterans are also eligible for some benefits and services.

Recognizing the changing needs of its diverse client base and the desire to upgrade the capacities of its infrastructure to meet its service delivery requirements now and in the future, the Department adopted a comprehensive and broad spectrum approach to service and program delivery improvements in 1998-99. Highlights include:

- **Client-centred Service Approach (CCSA):** The CCSA was adopted by the Department in 1996 to effectively position the organization's staff, structure and processes to proactively respond to the service challenges presented by an increasingly varied client population, including aging veterans and Canadian Forces' clients, whose needs are rapidly becoming more diverse and complex.

The CCSA is based on a problem-solving service delivery model that is driven by client needs, stresses integrated service delivery, focuses on client-informed choice and promotes positive health outcomes. This model provides the basis for the development, testing, refinement, implementation and delivery of high quality, nationally standardized services. It will enable departmental staff to continue to provide quality service to our clients based on an approach in which the organization's structure and activities are more responsive to client needs and their right to be more directly involved in decisions regarding the kinds of care and services they receive.

Key to the success of the CCSA is acceptance on the part of our clients and buy-in on the part of departmental staff. Reaction to date from veterans' groups has been positive, supportive and encouraging. Inclusion of employees and union representatives at all stages of CCSA development, testing and implementation has resulted in significant staff buy-in.

The **CCSA National Implementation Project** is using an incremental, phased-in approach in six project sites to determine and evaluate the organizational, operational and role shifts associated with the CCSA. *Phase 1* is concerned with pre-Model implementation positioning and readiness. *Phase 2* involves an incremental implementation of the Service Delivery Model components. *Phase 3* involves the final evaluation. The project sites include the Victoria, Calgary, Peterborough, Québec City, St. John's and Corner Brook District offices, as well as the Pensions Inquiry Unit at Head Office. In 1998-99, much progress was made in terms of national implementation of this approach. All six project sites met minimum "readiness" requirements, and moved into *Phase 2*. Non-project sites established plans for *Phase 1* and *Phase 2* Implementation, and a framework for evaluating the activities and plans for the national implementation of CCSA was developed.

- **Client Service Delivery Network (CSDN):** the primary objective of the Benefits Redesign Project (BRP), one of the organization's strategic objectives, is the successful development and implementation of a new, integrated computer system - the CSDN. The CSDN will support program and service delivery in the Department's major program areas.

The BRP is a Major Crown Project and it is being managed in accordance with Treasury Board's Major Crown Project policy and the Enhanced Framework for the Management of Information Technology Projects. A detailed profile of the Project appears in Section V, Financial Performance, Table 12 on page 70 of this document.

The CSDN will be implemented in a series of releases. Release 1, which is Year 2000 compliant, was successfully implemented in February 1999. It provides a database of biographical information on all departmental clients and is now used to deliver benefits and to determine eligibility for health care benefits for economic support clients. Future releases will build on the functionality of Release 1 to incorporate the requirements for the disability pension and health care programs.

- **Veterans Affairs Canada - Canadian Forces:** In October 1997, the Standing Committee on National Defence and Veterans Affairs (SCONDVA) began an investigation into the social and economic challenges facing the Canadian Forces. SCONDVA activities resulted in 89 formal recommendations tabled in October 1998. The Canadian Government released its response to SCONDVA's recommendations in the House of Commons on March 25, 1999, proposing comprehensive initiatives to quality of life in the military. They include pay increases, compensation and career advancement changes, improved family support including housing, support to injured personnel, retirees and veterans, and amendments to the *Pension Act*. Veterans Affairs worked closely with the Department of National Defence (DND) throughout this time period and carried out the following activities:
 - ▶ a ***Veterans Affairs Canada - Canadian Forces project team*** was established within the Department to improve services within existing frameworks, introduce policy changes and coordinate new business. A staff exchange has also been established to promote better awareness and understanding of each Department's programs.
 - ▶ ***awareness of departmental benefits and services with Canadian Forces members*** was promoted with Veterans Affairs Canada staff working part-time at major Canadian bases, troops deploying to Special Duty Areas were briefed, and departmental personnel spoke at various meetings, conferences, etc. hosted by the Canadian Forces.

- ▶ a *Memorandum of Understanding with DND* was signed that allows the Department to send released and retired Canadian Forces members with Special Duty Area service to *DND Post Deployment Regional Health Centres* for diagnosis, clarification and development of treatment plans. Accessing the expertise in these Centres will be beneficial to departmental clients who apply for a disability pension or who require a treatment plan, for difficult to diagnose conditions.
- ▶ a new *National Defence-Veterans Affairs Centre for the Support of Injured and Retired Members and Their Families* was opened in Ottawa on April 13, 1999. The Centre, staffed by representatives from both departments, provides a monitoring, referral and assistance service to ensure care and compensation is properly and promptly provided to Canadian Forces members who are injured while serving their country, retirees and their families.
- a **Gulf War Advisory Committee** (GWAC), has been established by the Department of National Defence (DND) and consists of representatives from both DND and Veterans Affairs. In June 1998, the results of an independent study, Health Study of Canadian Forces Personnel Involved in the 1991 Conflict in the Persian Gulf, commissioned by DND, and prepared by Goss Gilroy Inc., noted that Gulf War personnel have a “higher prevalence of reported health problems than a control group of personnel who were serving during the same period but were not stationed near the Persian Gulf.” The GWAC continues to monitor new developments in the medical community aimed at determining whether there is an underlying cause of the medical conditions affecting Gulf War Veterans.

At the same time, Veterans Affairs established the *Veterans Affairs Canada Gulf War Working Committee* in May 1998 to co-ordinate all Veterans Affairs activities, communications, studies and initiatives to improve the services and benefits it provides to Gulf War clients. This Committee exchanges information and consults with DND and veterans’ organizations on general issues surrounding the management of Gulf War clients with a view to improving the delivery of services and benefits to all Gulf War personnel.

- the Portfolio established a working committee to examine the complex issues surrounding **Post Traumatic Stress Disorder** (PTSD). While PTSD is not a new disease, it poses a number of unique diagnostic, assessment and treatment challenges. In 1998-99, Veterans Affairs raised staff awareness about the Disorder and the difficulties that pension applicants claiming this condition might be experiencing. This, coupled with more guidance on medical information concerning PTSD, has meant that departmental personnel have been able to provide fairer and more consistent service to PTSD pension applicants or pensioners.

- **Quality Service:** in 1998-99, clients rewarded the professionalism of departmental staff at the district office level, our front-line for service delivery, with a high approval rating, **96%** (84.39% “Very Good” and 12.13% “Good”), in terms of their overall satisfaction with the service they received.

For comparison purposes, a summary report entitled *Citizens First* was released by Erin Research Inc. in October 1998. This Report looked at service delivery for select organizations drawn from both the public and private sectors. The top three performers in their study were: fire departments (78%), public libraries (75%) and supermarkets (74%). The five key determinants of quality service were: timeliness, knowledge and competence of staff, courtesy/comfort, fair treatment and outcome. “When all these drivers of service quality are present, citizens give maximum ratings to government services, often higher than 80 on a scale of 0 to 100.”³

These rewarding results support the Portfolio’s effort and ongoing commitment and dedication to service excellence. Veterans Affairs has been at the forefront of government departments in embodying both the spirit and principles of the Government’s *Quality Service Initiative*. Detailed performance information on the Portfolio’s achievements in terms of its Client Comment Cards Initiative and Service Standards Initiative are summarized for easy reference in Section IV, Consolidated Reporting, on page 49 of this document.

- **Integrated Service:** in 1998-99, Veterans Affairs was well-positioned to create partnerships that will enhance integrated service delivery to Canadian veterans and seniors. Responding to the increasing demands by Canadian citizens for improved access and integrated service delivery, we laid the groundwork for the development of a seniors service cluster initiative in 1999-2000. This will work on two levels with pilots in the provinces of Ontario and Prince Edward Island and through a more global “Access Canada for Seniors” proposal.
- The Portfolio attaches great importance to **maintaining and promoting strong relationships with veterans and other clients and their representatives**. Its continuing commitment to clients and client consultation has been identified as one of the organization’s strategic priorities. It is through these contacts that the Portfolio obtains an understanding of how best to serve the interests of clients and their families and identify areas for service improvement. In addition to regular meetings on joint approaches to key issues of mutual concern, a number of key benefit enhancements and service delivery improvements in 1998-99 are directly attributable to this consultative approach. Specific performance accomplishments are described within the service lines that follow.

³ Erin Research Inc. Citizens First Summary Report, for the Citizen-Centred Service Network Canadian Centre For Management Development. October 1998.

1.1.1 Pensions and Allowances Service Line

Objective:

To compensate veterans and other eligible clients in a timely and equitable manner for death or disabilities related to military service or provide economic support and assistance where there is a need.

Performance Accomplishments:

In 1998-99, the Pensions and Allowances service line established two specific areas where performance achievements were vital to demonstrating our commitment to Canadians:

**Expected Result: Delivery of compensation programs for sacrifice
 in service to Canada
 Improved Basic Standard of Living**

Veterans Affairs provides eligible clients with disability pensions, prisoner-of-war compensation, special awards, War Veterans Allowance and other economic benefits and survivor and dependant benefits. In providing these benefits, a number of services are provided: counselling; assisting in the preparation of applications; medical exams; adjudication; payment; account maintenance; and, responding to queries.

- **Disability Pension Program:** the Disability Pension Program has annual expenditures of approximately \$1.15 billion, making it the Department's largest program. In 1998-99, disability pensions were paid to approximately 151,000 recipients - 66,000 war service veterans, 58,000 survivors and 27,000 Canadian Forces members and former members.

Expenditures and client participation rates for the year show that expenditures rose by less than 0.7% primarily due to inflation applied to pension amounts and that the small increase in client participation, 0.4%, was directly attributable to increases in Canadian Forces members and survivors that offset deaths in the war service veteran group. It is worth noting, however, that Canadian veterans and eligible Canadian Forces members and former members continue to apply in large numbers for benefits available under the Program. More than fifty years after the end of hostilities, the Department is still receiving many first applications from veterans of the Second World War. One explanation may be that the passage of time makes formerly minor ailments more distressing and debilitating.

- **War Veterans Allowance Program:** since 1986-87, this Program has experienced a steady, annual decline in the number of veteran clients to whom it provides financial assistance. This trend continued in 1998-99 with a total number of 18,000 clients drawing Program benefits in the amount of \$43 million. The decline of 3,000 clients from 1997-98 can be attributed to the elimination of the need for income support from the WVA program once veterans and their survivors become eligible for other pension programs (e.g. Old Age Security, Quebec and Canada Pension Plans, and similar plans in other countries) and the veteran mortality rate.

A number of significant Program benefit enhancements/changes were announced in 1998-99. They included:

- **Bill C-61:** when the measures came into force either at the time of Royal Assent, March 25, 1999, or by Order-in-Council on May 1, 1999, the legislation: enabled survivors of disability pensioners to apply for and receive increases to their pensions where it can be shown that the veteran's disability had been under-assessed at the time of his/her death; permitted veterans receiving only Prisoner of War compensation to apply for Attendance Allowance benefits; allowed former Prisoners of War to combine their Prisoner of War compensation with their disability pension assessments for Exceptional Incapacity Allowance purposes; and, transferred all Merchant Navy veteran clauses from the Merchant Navy legislation directly into the *War Veterans Allowance Act* and the *Pension Act*. The deadline date for termination of payments under the *War Veterans Allowance Act* to allied veterans residing abroad based on post-war Canadian domicile was deferred from February 29, 1996.
- **Ex-Gratia Payments to Hong Kong Veterans and Other Far East Prisoners of War:** in December 1998, the Government announced ex-gratia payments averaging nearly \$24,000 (\$18 per day of captivity) to these clients or their surviving spouses for up to 44 months of forced labour under inhumane conditions that the veterans were made to endure while prisoners of war during the Second World War. The Department was responsible for locating and confirming eligible veterans and/or their survivors. In 1998-99, 841 payments were processed amounting to \$19,951,434 in total.
- **Ex-Gratia Payments to those incarcerated at Buchenwald Concentration Camp:** in December 1998, the Government announced ex-gratia payments to surviving veterans or spouses of a small group of Canadian airmen for the three months in 1944 when they were exposed to the unique brutality and horrors of the Buchenwald Concentration Camp. Payments are based on the same \$18 per day formula as Hong Kong veterans and other Far East Prisoners of War. The Department was responsible for locating and confirming eligible veterans and/or their survivors. In 1998-99, 17 payments were processed amounting to \$20,106 in total.

- **Change in Payment Year for Guaranteed Income Supplement Program:** Human Resources Development Canada (HRDC) has implemented a change in the payment period to the Guaranteed Income Supplement (GIS) Program to improve service to seniors and eliminate duplicate client reporting and benefit mispayment. In converting to this new reporting cycle, a fifteen-month payment year resulted for the April 1998 to June 1999 time period. As Veterans Affairs' War Veterans Allowance (WVA) Program is legislatively linked to the GIS Program, the payment period for WVA clients was also amended.

Expected Result: Timely, fair and consistent service delivery of compensation programs

In 1995, pension reform legislation came into effect. This resulted in fundamental changes to the disability pension program. Since that time, our primary focus has been reducing the processing time for disability pension claims. We are pleased to confirm that the Portfolio has made significant progress in this regard and, in 1998-99, we achieved the following average service standard delivery time with respect to: First Applications - 7.4 weeks/10,091 claims; Special Awards - 5.2 weeks/4,319 claims; Departmental Reviews - 3.7 weeks/378 claims; and, Reassessments - 10.8 weeks/7,293 claims.

In 1998, following discussions with our clients, the Portfolio introduced a number of new and challenging service standards - four directly related to processing times for disability pension claims. This is the first year the Portfolio will report against these standards to the Canadian public.

Figure 4: Disability Pension Program, Service Standard Delivery Times, 1998-99

	Standard	1998-99
First Applications	18 weeks*	Decisions were rendered on 9,211 or 91.3% of 10,091 claims within 18 weeks
Special Awards	8 weeks*	Decisions were rendered on 3,535 or 81.8% of 4,319 claims within 8 weeks
Departmental Reviews	4 weeks*	Decisions were rendered on 242 or 64.0% of 378 claims within 4 weeks
Reassessments	15 weeks*	Decisions were rendered on 5,772 or 79.1% of 7,293 claims within 15 weeks

* see page 51 for the precise wording attached to each of these service standards.

As part of our program for continuous improvement in service delivery, our 1998-99 performance accomplishments against our service commitments represent a baseline for the Program. We have developed a process of ongoing and periodic measurement that will identify factors that either individually or collectively affect processing time.

Improvements will be introduced as opportunities present themselves and are feasible to implement. At this time, the Department is in the process of reviewing decisions overturned by the Veterans Review and Appeal Board to identify policy and training issues in order to improve the quality and efficiency of departmental decision-making. It is also reviewing and modifying its decision letters to encourage clients to use the departmental review process in cases where they have new evidence to support their claims for pension entitlement.

Our 1998-99 achievements in the Pensions and Allowances service line, however, involve more than just turnaround times. There were a number of major Portfolio initiatives and administrative priorities introduced or continued in 1998-99 that have enhanced our client service delivery capacity for either all our clients or particular segments of our client population - such as Canadian Forces members - even though this resulted in increased demands on the resources for pension adjudication. These priorities included participation in corporate activities such as Client-centred Service, the CSDN, initiatives associated with the Canadian Forces as well as involvement and support for the working committees on the Gulf War and Post Traumatic Stress Disorder.

The Department also introduced a number of administrative improvements that will enhance client service. A full review of the Table of Disabilities that is used as a guide in assessing the extent of disability for pension purposes is underway. A Pension Officers Manual to be used as a guide when assisting clients with applications for pension entitlement is also under development.

1.1.2 Pensions Advocacy Service Line

Objective:

To represent 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.

Performance Accomplishments:

The Department, through the provision of free legal advice and representation, assists clients with their reviews and appeals of unfavourable or partially favourable entitlement or assessment pension decisions. In 1998-99, this commitment to Canadians was demonstrated through:

Expected Result: Clients being informed of process and their rights

- all clients who consider requesting a review or appeal of an unfavourable or partially favourable entitlement or assessment of a pension decision rendered at the first level of adjudication, or for final appeals of War Veterans Allowance decisions, were entitled to receive counselling by an advocate at the Bureau of Pensions Advocates. They are informed about their rights and the review and appeal process. The clients, themselves, however, make the determination as to whether or not to proceed with a review or appeal of their claim.

Expected Results: Professional case preparation and representation Clients receive fair, just and timely adjudication of their claims

- in 1998-99, the Bureau was solely responsible for the case presentation and client representation at 5,371 review hearings and worked jointly with the Royal Canadian Legion (RCL) on 490 additional review hearings. The Bureau's average service standard delivery time was 88 days for all claims. The RCL was solely responsible for the case presentation and client representation at an additional 173 review hearings.

- in 1998-99, the Bureau was solely responsible for the case presentation and client representation of 2,461 appeal hearings with an average service standard delivery time for all cases of 92 days. The RCL was solely responsible for the case presentation and client representation for an additional 241 appeal hearings.
- Canadian Forces clients represent a growing segment of the Bureau's clients and its workload. As a group, Canadian Forces clients differ significantly when compared with their war service veteran counterparts in terms of pursuing their claims. In 1998-99, they were twice as likely as their war service counterparts to request a review of their claim and four times as likely to request an appeal.
- in 1998-99, a number of service standards were established to address the advocate's role in terms of the client receiving a fair and just adjudication of their claim. These standards and the Bureau's accomplishments are provided in their entirety on page 53. Highlights are presented below:
 - ▶ ***Requests for appointments with an advocate responded to within one week:*** 18 sites - 9 sites met the standard; 7 sites met the standard 95 - 99% of the time.
 - ▶ ***Clients offered opportunity to discuss case:*** 18 sites - 11 sites met the standard; 5 sites met the standard 95 - 99% of the time.
 - ▶ ***Clients informed of their representative:*** 18 sites - 11 sites met the standard; 5 sites met the standard 95 - 99% of the time.
 - ▶ ***Clients informed of estimated time it will take to present review or appeal claim:*** 18 sites - 9 sites met the standard; 4 sites met the standard 76 - 99 % of the time.
 - ▶ ***Present review cases to the Veterans Review and Appeal Board within 4 months:*** 4,920 or 84% of 5,861 review cases were presented in 1998-99 by the Bureau, itself, or jointly with the Royal Canadian Legion met the standard.
 - ▶ ***Present appeal cases to the Veterans Review and Appeal Board within 3 months:*** 1,134 or 46.1% of 2,461 appeal cases presented in 1998-99 met the standard. An additional 1,150 or 46.7% of total cases were heard within 91 - 120 days.

The performance accomplishments against these standards represent a baseline for future reporting. Follow-up action has been taken to address performance areas where improvements are required to meet our standards in the next reporting time period.

1.1.3 Health Care Service Line

Objective:

To promote the independence, self-sufficiency, health and well-being of veterans and other qualified clients.

Performance Accomplishments:

In 1998-99, there were a number of areas in the Health Care service line where performance achievements were essential to realizing commitments made to Canadians. These include:

**Expected Results: Client Independence and Healthy Lifestyle
 Optimization of Health
 Improved Quality of Life**

- **Veterans Independence Program (VIP):** 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 requirement. In 1998-99, the total number of clients accessing the Program was approximately 71,500 with associated expenditures of \$153 million. While the Program continues to experience a steady decline in client numbers, those clients remaining access the Program's elements more intensively.

Actual expenditures confirmed that while expenditures for Direct Patient Care, Housekeeping, Groundskeeping and Social Transportation declined from the previous year, Nursing Home Intermediate Care, Ambulatory Care, Nutrition, Personal Care and Home Adaptations expenditures grew. This growth, however, did not offset the expenditure declines in the other elements, particularly Housekeeping and Groundskeeping.

- **Treatment and Other Health-related Benefits:** eligible clients are provided with treatment and other benefits (e.g. prescription drugs, medical, dental, prosthetic services, vision, audio, oxygen) directly related to their pensioned conditions. Treatment benefits were also provided to clients for non-pensioned conditions when these were not covered by a provincial health care plan and the client was receiving services under the VIP or when they were within the income limits defined by the *War Veterans Allowance Act*. In 1998-99, there were approximately 140,000 clients eligible for treatment benefits, of whom about 118,000 or 84% used at least one program benefit or service during the fiscal year.

- ▶ **Pharmacy Review Project:** a comprehensive review of the Pharmacy Program was completed in 1998 as was development work associated with a new formulary, authorization process for high-end drugs and improved Drug Utilization Review. Implementation took place on an incremental basis beginning with the Pacific Region on May 4, 1998. Full implementation was achieved in May 1999.
- ▶ **Vision Care:** a review of vision benefits was completed and a joint negotiating position established with the Health Care Coordination Initiative (see page 42). Veterans Affairs Canada, Health Canada and the Royal Canadian Mounted Police entered into an agreement for vision care products and services with members of the Optometrists' Association in the Atlantic provinces on October 1, 1998 for a period of two years, with the option to extend for an additional year.
- **Review of Veterans' Care Needs:** the objective of the Review of Veterans' Care Needs Project is to determine client care requirements and to determine future needs, potential demand for services, cost and quality control measures as well as developing more effective partnerships with provincial governments.

The Review collected both qualitative and quantitative data and found that current program structures, eligibility requirements and administrative procedure often impede departmental staff in providing service to veterans and act as barriers for veterans in accessing support and services. Furthermore, the Department's health care programs do not fully reflect the recent trends in health care delivery nor do they include the full range of services and care settings required to promote and maintain health, thus restricting Veterans Affairs Canada's ability to partner with provinces for the delivery of health services.

The Department is currently developing options to implement the Review's recommendations for Long-term Care and the simplification of health programs and eligibility criteria. Proposed changes will remove administrative barriers to quality client service and allow staff to concentrate on providing the right service, at the right time, in the right place. The objective is to facilitate a continuum of service that focuses on and serves the needs of the client as a whole. The "continuum of service" includes the services and benefits provided to departmental clients, their continuity over time and their integration across jurisdictions. Interdepartmental consultations have begun in order to advance this strategic policy direction and gain support for and assistance with its implementation.

The Review has produced numerous research documents, e.g. Discussion Paper - Long Term Care Trends in Canada (May 1998), Supportive Housing Options for Senior Veterans in Canada (November 1998) and Client Profile of Veterans Residing in Long-term Care Facilities (December 1998). These and other documents have been

placed on the Veterans Affairs website for reference purposes. The Review is currently developing a Client Profile of the needs of Canadian Forces clients and will report on it in next year's Report.

- **Health Promotion and Education:** This program addresses the significant role that health promotion can play in maximizing independence and quality of life for veterans, other clients, their caregivers and others. Past year accomplishments include the completion of the Conceptual Framework and the development of a Business Plan which establish strategic goals under the headings of *Knowledge, Policy and Partnership*. An Evaluation Framework, developed jointly with the Audit and Evaluation Division, establishes indicators for performance measurement.

Several accomplishments in line with these goals include the adaptation for use by Veterans Affairs Canada, of *The Labour of Love*, a video production of the National Film Board on care giving; reproduction and distribution of caregiver kits to regional and district offices; sponsorship and organization of two major public symposia in Charlottetown and Winnipeg on caregiver issues featuring expert presenters from VAC's Gerontological Advisory Council. A more recent project involved a partnership with the Royal Canadian Legion where four pilot sites were selected in Nova Scotia for the delivery of Accessing Health Information on the Internet in May/June 1999. Surplus VAC computers were installed in the pilot sites, and a Facilitator's Guide developed for the project.

A major agreement currently being negotiated includes a proposed Memorandum of Understanding between the Department and Health Canada to fund Health Promotion and Education (HPE) projects for our aging veterans, other qualified clients and seniors through Health Canada's Population Health Fund. This will allow for implementation of HPE's Community Investment Strategy which will ultimately result in the maintenance of independence and improved quality of life for departmental clients.

Expected Result: Appropriate care in logical location

- **Long-Term Care:** an Action Plan for Institutional Long-Term Care was developed in 1997-98. When fully implemented, the Plan will ensure the effective provision of institutional long-term care for veterans across Canada, develop the future direction of institutional long-term care as an integrated component of the Department's continuum of health care services, and address the health care conclusions contained in the May 1996 Report of the Auditor General.

The activities identified within the Action Plan cover a broad range of issues with tasks at various stages of completion. Some key highlights for 1998-99 include:

- ▶ the issue of quality control is being addressed. Visits or contacts by departmental staff to priority access and community bed facilities are taking place to assess the Veterans Affairs outcome areas.
 - ▶ in partnership with the Ontario Ministry of Health and veterans, 100 priority access beds that were not being used at the Sunnybrook Health Science Centre and Parkwood Hospital were relocated in 21 long-term care centres throughout northern Ontario.
 - ▶ new priority access beds are being implemented in Manitoba and in British Columbia to respond to veterans long-term care needs.
 - ▶ the Department supported veterans organizations to acquire or maintain representation on governance structures of long-term care facilities. Sunnybrook Health Science Centre now has two members from nominees submitted by Veterans Affairs Canada. They have also established a Veterans Committee.
 - ▶ a review of agreements summarizing existing responsibilities in each of the 76 contract facilities has been completed.
- **Transfer of Ste. Anne's Hospital:** In 1963, the Glassco Commission recommended that the Department transfer its 18 hospitals to provincial domain. Ste. Anne's Hospital, situated in Ste-Anne-de-Bellevue, Quebec, is the last remaining Hospital operated exclusively by Veterans Affairs Canada. Its transfer remains one of the organization's strategic priorities. In December 1995, a formal project team was formed to facilitate discussions and negotiations for the potential transfer of the Hospital to provincial jurisdiction. While the Province of Quebec has confirmed its intention to enter into formal negotiations with the Department, no formal negotiations took place in 1998-99 and, as yet, there is no target date for an eventual transfer.

1.1.4 Commemoration Service Line

Objective:

To recognize and keep alive the memory of the achievements and sacrifices of Canadian citizens who have served in the defence of freedom and contributed to the development of Canada as a nation.

Performance Accomplishments:

In March 1998, the Department announced conceptual changes to Canada's Commemoration Program. The Commemoration Initiative, one of the organization's strategic priorities, provides the necessary framework for the implementation of our renewed commemorative efforts anchored by education and community outreach activities. In this regard, all Veterans Affairs employees across Canada share responsibility for Commemoration and many are actively involved in commemoration programming within their own communities throughout the year.

In 1998-99, the Commemoration service line identified three areas where significant performance achievements would be required in order to demonstrate our commitment to Canadians:

Expected Results: Increased knowledge and public awareness of commemoration subject matters by Canadians, especially youth.

- **Education:** work carried out in the education field was directed towards the development of innovative approaches/products to educate Canadian youth. This included the production of a new education kit on the First World War, pre-production for a new education resource kit on the Korean War and continued distribution of the Second World War education kit and interactive CD-ROM. A new Veterans Affairs website was created by Canadian youth for Canadian youth. The Department developed an interactive learning exhibit, "Chronicle of an Unknown Soldier" and supported the production of a widely-viewed National Film Board biography of John McCrae. As education falls within the jurisdiction of Canada's provinces, consultation with provincial educators about school curricula was also a major focus for the Program.

- **Community Outreach:** our efforts in community outreach were directed at the development of products, publications, displays; conducting ceremonies and other special events; and, further developing the commemoration portion of the Portfolio's website. This included: two commemorative pins (Great War Armistice Pin, Beaumont-Hamel Pin); assorted publications including ones devoted to Canada's Merchant Navy, Canadians in Korea, Canada's Nursing Sisters and the Battle of the Atlantic; a travelling exhibit featuring the most comprehensive display of decorations and medals awarded to Canadians in the 19th and 20th centuries; partnering with the Canadian War Museum for a travelling exhibit of Canadian war art; and cooperation with the Historic Sites & Monuments Board in the unveiling of the "Atlantic Bulwark" plaque in Halifax, NS, as well as numerous ceremonies on a variety of commemoration subject matter staged in communities across the country.

It is difficult to assess the effectiveness of our commemoration programming on the Canadian public, especially in the area of education and public awareness, as there have been no comprehensive studies carried out previously that could be used for baseline purposes. The need for empirical data from educators, students and the Canadian public is imperative to support decision-making in assessing the quality of products and the overall effectiveness and direction of the Commemoration Program.

To this end, an Evaluation Framework for the Program was completed in 1998-99, outlining where special projects need to be initiated to address this shortcoming. As a first step, some limited evaluation of education products and special events programming took place throughout the year; e.g. the Second World War education kit was evaluated by the University of Prince Edward Island's Faculty of Education. Overall, the kit was judged to meet the educational objectives for which it was produced and provided an excellent resource for teachers. Recommendations included using more user-friendly packaging, improved organization of the teacher's guide and provision of complementary curriculum materials.

Expected Results: Veteran recognition in life and death

- **Honours and Awards:** In addition to issuing 6,269 new or replacement decorations or medals, the following special activities were supported:
 - ▶ *Her Majesty, Queen Elizabeth II*, demonstrated her gratitude, and that of the Commonwealth, for the services of all Canadian Great War veterans by providing the Department with special, signed *Certificates of Appreciation* for presentation during the 80th Anniversary of the First World War Armistice.
 - ▶ in appreciation towards Allied service personnel who fought for the liberation of France during the First World War, the *Government of France* awarded the *Legion of Honour* to Allied service persons with eligible service in France or Belgium between 1914-1918.
 - ▶ to acknowledge all of Canada's known living veterans of the Great War, the Department purchased a number of *Lt. Col. John McCrae Medallions* for presentation to veterans on behalf of the Minister of Veterans Affairs.
- **Pilgrimages and Ceremonies:** Pilgrimages offer veterans an opportunity to return to former battlefields, visit war cemeteries and commemorate the contribution of colleagues, present and past, in the company of fellow veterans. In 1998-99, pilgrimages were conducted to commemorate the *55th Anniversary of the Battle of the Atlantic*; the *45th Anniversary of the Korea Armistice Agreement* and the *80th Anniversary of the end of the First World War*. The Department also conducted its

annual pilgrimage to *Beaumont-Hamel* and supported the private pilgrimage to *Ortona, Italy*. Those participating in these activities included 132 veterans, 36 youth and cadets and 18 parliamentarians.

- **Veterans' Week:** Throughout the year, the Department conducted numerous activities aimed at veteran recognition - as a group or individually. During the week leading to Remembrance Day, an enhanced nation-wide recognition effort is launched and is designated as *Veterans' Week*. Veterans' Week in 1998 generated much greater media coverage than in previous years with almost 1,000 news items identified as either mentioning Veterans' Week or covering related activities across Canada.
- **Celebrating the Millennium:** in 1998-99, the Department worked with the Royal Canadian Legion and other veterans organizations in support of Millennium Projects, such as the Tomb of the Unknown Soldier and the Two Minute Wave of Silence.
- **Funeral and Burial:** The overall transfer of the administration of the Department's funeral and burial program to the Last Post Fund (LPF) was not fully completed in 1998-99. Although from an administrative perspective the LPF is currently receiving all applications, the legal framework and final authority have yet to occur.

Two new service standards were introduced to support our funeral and burial programs in 1998-99. Decisions were rendered on 98% of the 9,473 applications received within the five-week standard. Information to support our second standard which involves requesting a review of a decision is unavailable for 1998-99 owing to technical difficulties. We are presently addressing this concern and will be in a position to report our performance in this area in next year's Report.

Expected Results: **The maintenance, preservation and showcasing of Canada's commemorative resources which are among the nation's symbols of identity.**

- **Graves, Grave Markers and Cemeteries:** The Department continued to carry out its responsibility for grave maintenance for approximately 110,000 Canadian war dead located in 74 countries and for an estimated 300,000 further grave sites located in about 15,000 cemeteries across Canada where service personnel, veterans, and others buried at the expense of Canada rest. Major cemetery restoration projects were undertaken at Mountain View Cemetery in Vancouver, B.C.; Victoria Lawn Cemetery in St. Catharines, Ontario; and, North Bay Cemetery in North Bay, Ontario. In addition, the Department was successful in having changes incorporated into the revised Saskatchewan and Alberta Cemeteries Acts, which resulted in greater protection for our veteran burials in those provinces.

■ **Memorials:**

- ▶ **Site Visitors** - the results from our visitor site surveying in 1998-99 will be used as a baseline for future study. We intend to improve the overall comprehensiveness of our surveying in terms of identifying visitors' country of origin, their satisfaction with our presentation and facilities as well as identifying the particular site features (e.g. the tunnels) drawing greatest interest.

<u><i>Visitors to Memorials in 1998-99</i></u>	
250,000	<i>Books of Remembrance</i> Parliament Hill, Ottawa
750,000	<i>Vimy Memorial Park</i> France
79,000	<i>Beaumont-Hamel Memorial Park</i> , France

- ▶ **Site Integrity** - a number of studies and follow-up pilot projects were undertaken in conjunction with Canadian Heritage and Environment Canada to address challenges to the structural integrity of the Vimy monument. Other measures were undertaken to assess, restore or enhance the integrity of our European memorial sites, including landscape restoration, forestry management and battlefield terrain monitoring which will facilitate long-term conservation and aid interpretation activities. Significant attention was devoted to historical and on-site research at both Vimy and Beaumont-Hamel. In 1998-99, these activities have resulted in the documentation, stabilization and conservation of many artifacts and greatly increased our knowledge of both the “Y” ravine complex at Beaumont-Hamel and sub-surface German works located within the Vimy park.
- ▶ **Site Development** - considerable effort was expended to develop an interpretive centre for the Beaumont-Hamel Newfoundland Memorial Park. Following extensive stakeholder/sector consultations in both France and Canada, the building design was almost completed, and the exhibits design was well underway by March 31, 1999.

A key element in the effective delivery of the Commemoration Program is the development of partnerships. During 1998-99 the Program partnered with over 250 organizations in eight countries in the delivery of commemorative activities.

1.2 Corporate Administration Business Line

Objective:

To provide corporate direction and operational support services that meet the specific needs of Portfolio program delivery as well as the priorities of the Minister's and the Chair of the Veterans Review and Appeal Board, the requirements of Parliament and Central Agencies.

Corporate Administration Business Line Financial Resources	
Planned Spending (Estimates Part III)	\$ 34,400,000
<i>Total Authorities*</i>	\$ 73,100,000
1998-99 Actual Spending	\$ 72,700,000
1998-99 Actual FTEs (Full-Time Equivalents)	519

* Total Authorities included \$15.6 M for the Year 2000 Project and \$20.0 M for Prisoners of War obtained through Supplementary Estimates and allotment transfers approved by Treasury Board.

Performance Accomplishments:

In 1998-99, executive management in the Portfolio worked to provide Veterans Affairs with a dynamic and innovative service delivery infrastructure capable of supporting the evolving needs and priorities of the organization in fulfilling its mandate in a timely, cost-effective manner. This is demonstrated through work undertaken in support of the Corporate Services Infrastructure Review, efforts to promote and champion government-wide priorities and in the ongoing pursuit of strategic partnerships:

- **Corporate Services Infrastructure Review (CSIR):** the objective of the Review, one of Veterans Affairs strategic objectives, is to provide for the delivery of corporate services which will best support direct client service and program delivery throughout the Portfolio. Emphasis has been placed on: upgrading technological platforms used to deliver corporate services in the Portfolio; supporting the implementation and

maintenance of the new Client Service Delivery Network (CSDN) within existing infrastructure and, ensuring that Veterans Affairs Canada information systems will operate without business interruption through to the Year 2000 (Y2K).

Corporate Services Platforms: as part of the Government's overall Common Shared Systems strategic initiative, VAC selected and began implementation of human resources, materiel management and financial management packages from the approved set. These solutions also support Y2K compliance and the government's Financial Information Strategy. The Department also completed and began implementation of the recommendations of an enterprise-wide review of the Information Technology (IT) function.

Supporting CSDN: in preparation for Release 1 of the CSDN, Veterans Affairs national computer network infrastructure underwent significant upgrades in order to ensure that a more robust, Y2K-compliant network with increased capacity was in place to support the new CSDN. Veterans Affairs Canada also replaced or upgraded each desk-top computer for CSDN compatibility and Y2K compliance.

- champion of Government of Canada priorities:
 - ▶ ***La Relève:*** initiatives completed in 1998-99 included: the implementation of an Employee Information Support Service across the Portfolio which offers employees a variety of career transition and job adjustment workshops; the evolution of the Veterans Affairs Employment Equity Program to include members from three target groups; and, the opening of a shared language training school in Charlottetown.
 - ▶ ***Modern Comptrollership:*** in January 1998, the Portfolio launched its Modern Comptrollership strategy which consisted of two elements: the development of a "scorecard" for compliance with the principles of modernized comptrollership; and, the development of a formal comptrollership implementation plan. Activities to support the development of the "scorecard" were completed in 1998-99.
 - ▶ ***Quality Service Initiative*** - see page 49.
 - ▶ ***Sustainable Development*** - see page 55.
 - ▶ ***Universal Classification Standard:*** the Portfolio made excellent progress in 1998-99 with the incorporation of the Universal Classification Standard (UCS) into the work descriptions of our employees. We will continue to support the implementation of the UCS according to Treasury Board Secretariat guidelines and time frames.
 - ▶ ***Year 2000 Readiness*** - see page 47.

- the promotion of partnerships:
 - ▶ ***Health Care Coordination Initiative (HCCI)***: as a participating member of this Initiative since 1994, Veterans Affairs, along with Health Canada, Department of National Defence, Royal Canadian Mounted Police, Correctional Service Canada, Public Works and Government Services, and Treasury Board Secretariat, have been collaborating in an effort to achieve potential cost savings in the areas of prescription drugs, vision care, audiology, oxygen and dental care through collective purchasing power and information sharing.

A comprehensive three-year business plan was completed and approved by the HCCI Executive Committee and the Treasury Board Secretariat in June 1998. The previously existing 12 agreements for vision care involving the four Atlantic provinces, Health Canada, Veterans Affairs Canada and the Royal Canadian Mounted Police were renegotiated into one agreement. The partner departments have established a joint pharmacy and therapeutics committee to provide consistent and comprehensive advice on pharmaceuticals, which represent the largest single component of federal Health Care costs. Seven negotiation processes have been initiated in vision care, dental supplies, pharmacare and audiology during the 1998-99 fiscal year.

- ▶ ***Knowledge Economy Partnership (KEP)***: KEP originated in June 1996, when federal and provincial government departments together with the post-secondary educational institutions on Prince Edward Island (PEI) agreed to work collaboratively to share information, resources, and expertise. Essentially, the partners joined forces to identify and capitalize on opportunities to achieve common goals through the effective use of information technology and innovative service delivery approaches and dismantle barriers that impede the citizens of PEI from receiving the quality service they deserve.

During 1998-99, the KEP Steering Committee approved 19 projects, five of which had commenced in the previous year. Veterans Affairs Canada co-sponsored nine of the KEP initiatives including but not limited to: Shared Languages Services, Innovative Solutions Agency, the Leadership and Learning Initiative, and "Showcase 98" Information Technology Week on PEI.

In December 1998, the KEP gained national recognition when the Steering Committee Members received the Head of the Public Service for Excellence in Service Delivery. In addition, KEP was prominently featured in the Sixth Annual Report to the Prime Minister.

The small size of PEI's government, business and academic communities makes it an ideal location to develop, pilot and implement innovative approaches to delivering services. PEI offers a unique opportunity to be a showcase to the rest

of Canada on how the provinces and the federal government can work together for the common interest of all Canadians. The Knowledge Economy Partnership, being the first of its kind in Canada, has the potential to forge a new model for collaborative governance that could be transportable to other jurisdictions throughout Canada.

2.0 Veterans Review and Appeal Board Program

2.1 Veterans Review and Appeal Board Business Line

Objective:

To provide clients with full opportunity to request review and appeal hearings to ensure a fair adjudicative process for disability pension and War Veterans Allowance claims.

Veterans Review and Appeal Board Business Line Financial Resources	
Planned Spending (Estimates Part III)	\$ 7,953,000
<i>Total Authorities</i>	\$ 8,969,000
1998-99 Actual Spending	\$ 8,480,000
1998-99 Actual FTEs (Full-Time Equivalents)	95

Performance Accomplishments:

In 1998-99, the Veterans Review and Appeal Board business line established two specific areas where performance achievements were vital to demonstrating our commitment to Canadians:

**Expected Result: Consistent, timely, independent review and appeal process
Clients attain benefits to which they are entitled**

The Veterans Review and Appeal Board is an independent, quasi-judicial agency which adjudicates on the review and appeal aspects of disability pensions and hears cases at the final level of appeal for War Veterans Allowance claims. The Board also has the authority to reconsider decisions at the review and appeal levels. Cases may be presented to the Board in two ways - a hearing or a written submission. With the written submission process, an oral hearing is not necessary. Clients are primarily represented before the Board by Advocates from the Bureau of Pensions Advocates, however, they may also be self-represented or represented by the Royal Canadian Legion, the War Amps, a private solicitor, or any individual of their choice.

In 1998-99, the Veterans Review and Appeal Board adjudicated on 5,987 reviews and 2,650 appeals and heard 243 applications for reconsiderations. Following an oral hearing, the average service standard delivery time was .9 and .7 of a month respectively, for review and appeal decisions to be issued. With respect to written decisions on reviews and appeals, the average service standard delivery time was .6 and 2.2 months respectively from the date presented to the Board.

The Board is committed to the provision of quality service and, as a result, has introduced a number of new and challenging service standards to measure timeliness. We are pleased to confirm that the Board has made significant progress in this area and for the first year is publishing its performance. The highlights for the 1998-99 fiscal year are presented below:

- ***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 your hearing date.***

Review Decisions: of 5,660* decisions promulgated in 1998-99, 67% or 3,771 decisions met the standard by being issued within one month or less from the date of the hearing. The remaining 33% or 1,889 decisions issued did not meet the standard.

Appeal Decisions: of 2,285* decisions promulgated in 1998-99, 78% or 1,785 decisions met the standard by being issued within one month or less from the date of the hearing. The remaining 22% or 500 decisions did not meet the standard.

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

Review Decisions: of 62* decisions promulgated in 1998-99, 81% or 50 met the standard within one month of the presentation of the case to the Board. The remaining 19% or 12 decisions did not meet the standard.

Appeal Decisions: Measurement of this standard yielded the following results - of 268* decisions, 26% or 69 were issued within one month of the presentation of the case to the Board. The remaining 74% or 199 decisions did not meet the standard. Upon preliminary analysis of the results, however, it is felt that the process and measurement tool used did not accurately capture service delivery performance. For this reason, we intend to investigate this issue further in order to ensure the appropriateness of our measurement tool in meeting our reporting requirements for the next fiscal year.

*For the purposes of these calculations the base figure used was the number of decisions promulgated in 1998-99 for which the turnaround times were within 3 standard deviations from the mean turnaround time. This figure differs slightly from the number of cases adjudicated due to the time lag between the hearing/decision date and the decision's promulgation date, i.e. not all cases heard within the period would have had a decision promulgated in that period.

The performance accomplishments against these standards represent a baseline for future reporting.

The Board's commitment to the provision of quality service to clients involves more than just turnaround times. For example, in 1998-99, the Board held review hearings in over 40 locations across Canada in response to the needs of the clients. The Board also made effective use of technology by offering videoconferencing as an option for hearings. As well, in support of its stated goal of continuous improvement and commitment to quality, the members of the Board are provided training on all aspects of the adjudicative process, including legislative, medical and legal issues, as well as the conduct of hearings and decision writing. Currently, there are 33 members on the Board (excluding the Chair) and during the 1998-99 fiscal year training was provided on: medical issues such as hearing loss, psychological conditions, medical evidence and common medical conditions; administrative law; conflict resolution; documentation included in statements of case; and "Training for Tribunal Members" through the Canadian Centre for Management Development. As a matter of routine, all newly appointed members receive four months of in-depth training prior to assuming their adjudicative responsibilities. All aspects of the members' work is supported through a staff in Charlottetown which includes legal, quality assurance and operational services. The Board's commitment to quality was stated in Chapter 23 of the Auditor General's Report on the Disability Pension Process, December 1998.

Section IV: Consolidated Reporting

A. Year 2000 Readiness

Veterans Affairs has been working since 1996 to ensure that all of its computerized systems are Year 2000 ready. The Department has repaired or replaced both vital applications and supporting technology and by June 1999 tested the repairs by operating computers over selected Year 2000 critical dates in a test environment.

Year 2000 Status at Veterans Affairs

Cheque Delivery: we have repaired or replaced all systems that help us deliver War Veterans Allowance (WVA); Disability and Survivors Pensions; and Veterans Independence Program (VIP) cheques to ensure that clients will continue to receive their benefits into the year 2000. Release 1 of the Client Service Delivery Network (CSDN) has taken over the WVA and related functions. The Department is also working with partners including Public Works and Government Services Canada (PWGSC), Canada Post and financial institutions to ensure that cheque printing, delivery or direct deposits continue to work properly.

Benefit Cards: the Department has converted Health Care systems and is working with its partner, Blue Cross, to ensure that clients' Treatment Accounting Processing System (TAPS) cards will continue to work.

Medical Devices: the Government regulates the manufacture of medical devices through Health Canada. The Department has coordinated its approach to medical devices with that Department. Since June 1997, the Department has required that any medical device purchased with funding assistance from Veterans Affairs Canada be certified by the manufacture as Y2K compliant. Clients with questions about a medical device have been advised to review their device with the health professional who prescribed the device or the supplier. If clients need information to help with this process, the Department has established a 1-800 number.

Ste. Anne's Hospital: the Department has converted, tested and returned most of the systems and medical devices at Ste. Anne's Hospital to full operation. The Hospital is having its systems fully certified through an intensive Year 2000 audit.

Stakeholders and Clients: the Department has communicated its Y2K status through regularly updated Y2K statements on the Veterans Affairs website, ongoing status reports on the Treasury Board Info2000 Internet site and references in presentations to client organizations. The Department has coordinated interface testing and joint contingency planning with federal and TAPS partners.

Other Aspects: Veterans Affairs Canada has upgraded to compliant versions or replaced key supporting technology and office systems that provide support to staff and clients. This process is ongoing as vendors continue to release Y2K solutions. The Department is working with PWGSC to review its buildings and counter any impacts on services such as elevators, security systems and power supply.

Contingency Plans: although the Department is satisfied that all systems will be functioning appropriately, it is also preparing for the possibility of unforeseen or external Y2K events by putting in place contingency plans in case a system, device or location fails to operate properly for any reason. Ste. Anne's Hospital is preparing extensive contingency plans to cover both internal and external Y2K events. The Department's plans are coordinated with the National Contingency Planning Group.

Year 2000 Readiness

Among its service lines, the Department has two Government-Wide Mission Critical (GWMC) functions: Pensions/WVA and Health Care supported by five client support computer systems and tightly coupled to the financial management information system. These systems were evaluated for Y2K vulnerability in early 1996 and a compliance strategy adopted. As the project developed, it grew to encompass supporting technology, risk assessment and contingency planning, data exchange interfaces with partners, Department-Wide Mission Critical (DWMC) systems, embedded systems with special emphasis on medical devices and verification of compliance.

GWMC Functions: Veterans Affairs Canada has replaced the WVA system and related functions with Release 1 of the CSDN and converted or upgraded the other systems to Y2K compliant status. The upgraded systems and supporting infrastructure have been tested in an integrated "live systems' environment" and the upgrade process verified by independent audit. A similar test and audit is underway for the CSDN infrastructure and software.

DWMC Systems: major DWMC functions supporting human resources, materiel management, messaging, internet, planning, executive information and client communication are underway with completion scheduled for September 1999.

B. Quality Service

At Veterans Affairs, our clients are special people and it is an honour to serve them.

In a world dominated by the rapid pace of technology, we have not ignored our clients' desire for personalized service contacts with staff who know and understand what they have experienced. We take every opportunity to listen and respond to our clients. At the same time, we have made a sizeable investment in the development and implementation of an on-line service delivery network designed to support our personalized client contact and meet the current and future service requirements of our clients. Two initiatives in 1998-99 underscore our ongoing commitment to quality service and the importance of client satisfaction in carrying out our mandate.

1.0 Client Comment Cards Initiative

In 1998-99, the Department expanded the use of **Client Comment Cards** to obtain client feedback on the quality of service they were receiving. At each district office, clients were given the opportunity to comment on the service they received and provide suggestions on how service could be improved. Where concerns were identified, the Department was given an opportunity to interact directly with the client and, where feasible, work to resolve outstanding issues.

In 1998-99, approximately 96% of our clients who completed and returned comment cards rewarded departmental staff with a high approval rating in terms of the overall quality of service provided. A summary of the findings from our client comment cards appears in Figure 5 on page 50.

2.0 Portfolio Service Standards

In 1998-99, the Portfolio revised its service standards brochure entitled, "**At Your Service**". The revision provided the Portfolio with the opportunity to introduce new yet challenging standards for the disability pension and funeral and burial programs, as well as update the existing standards to reflect recent improvements in service delivery in our other program areas.

A cyclical framework for the measurement of these service standards was introduced at the same time. Those standards identified for measurement in the 1998-99 are presented in Figure 6 on page 51.

Figure 5: Summary of Veterans Affairs Canada's Client Comment Card Feedback at District Offices in 1998-99

Quality Element	Yes	No	Very Good	Good	Fair	Poor	N/A	No Response
Overall Quality of Service			84.39% (654)	12.13% (94)	1.03% (8)	0.64% (5)	0.52% (4)	1.29% (10)
Courtesy			87.74% (680)	9.55% (74)	0.90% (7)	0.26% (2)	0.39% (3)	1.16% (9)
Helpfulness			86.45% (670)	10.71% (83)	0.77% (6)	0.39% (3)	0.52% (4)	1.16% (9)
Speed			74.20% (575)	19.74% (153)	2.71% (21)	1.03% (8)	0.77% (6)	1.55% (12)
Respect for your privacy			84.39% (654)	11.09% (86)	0.77% (6)	0.65% (5)	1.94% (15)	1.16% (9)
Clarity of Info/Explanations			81.29% (630)	14.58% (113)	1.03% (8)	0.52% (4)	0.52% (4)	2.06% (16)
Receipt of all information, help and material required	93.16% (722)	2.84% (22)						4.0% (31)
Service in Official Language of Choice	97.68% (757)	0.77% (6)						1.55% (12)
Office easy to access	83.23% (645)	4.90% (38)						11.87% (92)
Convenient Hours of Operation	89.55% (694)	1.03% (8)						9.42% (73)

Figure 6: Veterans Affairs Client-Based Service Standards Measurement Results in 1998-99

Service Standard	Summary	Accomplishments in 1998-99
Hours of Service	We will provide you with at least eight hours of service each business day and we will post our hours in each office.	<p>Eight hours of service: 39 sites : 36 or 93% met the standard 100%. 3 sites are co-located with HRDC and are open to the public only 7.5 hours/day.</p> <p>Hours of service posted: 39 sites: 35 or 90% met the standard 100%. 4 sites have made arrangements to have signage posted by Summer 1999.</p>
Language of Choice	We provide our services in the official language of your choice in many of our offices. (Locations are listed in the “ <i>At Your Service</i> ” brochure).	<p>Language: Portfolio monitored its performance of actively offering services in both official languages through spot checks, client comment cards and complaints. Of the 47 points of contact within Veterans Affairs where complaints could be lodged, the Commissioner of Official Languages received only 3 complaints.</p>

Service Standard	Summary	Accomplishments in 1998-99
Office Visits	If you visit one of our offices, you will be able to discuss your needs with a Veterans Affairs employee who will either address your requirements immediately or arrange an appropriate referral.	Needs discussed with VA employee: 39 sites: 36 or 93% met the standard 100%. 3 sites are co-located with HRDC and are open to the public only 7.5 hours/day.
Confidentiality	All personal information you provide us will be kept in strict confidence and used only for the purpose intended.	Privacy: There were no records of complaints by clients or privacy breaches reported by Veterans Affairs to the Privacy Commissioner of Canada.
Disability Pensions	If you make an application for a disability pension, we will send you our decision within 18 weeks from the time that you and your representative complete your application and provide us the necessary supporting medical and other information.	Disability Pension Decisions: Decisions were rendered on 9,211 or 91.3% of 10,091 claims within 18 weeks.
	If you have a pensioned condition and you think it has worsened, we will reassess it and send you the results within 15 weeks of your request to us, unless a specialist referral is required, or the examination takes place outside Canada.	Reassessment Decisions: Decisions were rendered on 5,772 or 79.1% of 7,293 claims within 15 weeks.
	If you submit a claim for Attendance Allowance, Clothing Allowance or Exceptional Incapacity Allowance, we will send you a decision within eight weeks.	Special Awards Decisions: Decisions were rendered on 3,535 or 81.8% of 4,319 claims within 8 weeks.
	If you have new or additional evidence and ask for a Departmental Review of a previous decision, we will send you the results of the review within four weeks.	Departmental Review Decisions: Decisions were rendered on 242 or 64.0% of 378 claims within 4 weeks.

Service Standard	Summary	Accomplishments in 1998-99
BPA Appointments and Interviews	Requests for appointments with an advocate will be responded to within one week and an interview will be scheduled for a mutually agreed upon time. If you are being represented by the Bureau of Pensions Advocates on a review or appeal hearing, you will be offered the opportunity to discuss your upcoming case with your advocate, either in person or by telephone, whichever is most practical under the circumstances.	<p>Appointments within a week: 18 sites: 9 sites or 50% met the standard 100%. 7 sites or 39% met the standard 95 - 99%. 2 sites or 11 % met the standard 76 - 94%.</p> <p>Opportunity offered to discuss case: 18 sites: 11 sites or 61% met the standard 100% 5 sites or 28% met the standard 95 - 99% 2 sites or 11% met the standard 76 - 94%</p>
BPA Communications	You will be informed of who will be representing you, how we will proceed with your case and an estimate of the time it will take to present your review or appeal claim.	<p>Client informed of representative: 18 sites: 11 sites or 61% met the standard 100% 5 sites or 28% met the standard 95 - 99% 2 sites or 11% met the standard 76 - 94%</p> <p>Client informed of time estimate: 18 sites: 9 sites or 50% met the standard 100% 4 sites or 22% met the standard 76 - 99% 5 sites or 28% met the standard 0 - 75%</p>
	We are committed to presenting your review case to the Veterans Review and Appeal Board within four months of your application and your appeal case within three months of your request for an appeal hearing.	<p>Present review cases to VRAB within 4 months: 4,920 or 84% of 5,861 review cases presented in 1998-99 by BPA, itself, or jointly with the Royal Canadian Legion met the standard.</p> <p>Present appeal cases to VRAB within 3 months: 1,134 or 46.1% of 2,461 appeal cases presented to VRAB in 1998-99 met the standard. In addition 1,150 or 46.7% of total cases were heard within 91 - 120 days.</p>

Service Standard	Summary	Accomplishments in 1998-99
VRAB Review and Appeals	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.	Review Decisions: 3,771 or 67% of 5,660 review cases presented in 1998-99 met the standard. Appeals Decisions: 1,785 or 78% of 2,285 appeal cases presented in 1998-99 met the standard.
	If you present your review or appeal to the Board by written submission, we will ensure that your case is processed and a decision issued to you within one month.	Review Decisions: 50 or 81% of 62 written submissions presented in 1998-99 met the standard. Appeal Decisions: 69 or 26% of 268 written submissions presented in 1998-99 met the standard.
Funeral and Burial Assistance	<p>You will receive a decision within five weeks from the time you submit all the necessary documentation.</p> <p>If you are not satisfied with the Last Post Fund decision concerning your application, you may request a review and a decision will be provided within four weeks.</p>	Decision: 9,284 or 98% of 9,473 applications met the standard. Review Decision: Information unavailable for 1998-99.

C. Sustainable Development

The Portfolio's commitment to Sustainable Development was outlined in our strategy document that was tabled in Parliament in December 1997. In 1998-99, we continued to implement the action plans we outlined, and in doing so, affirmed our commitment to the principles of sustainable development and environmental stewardship. Our efforts have provided the Portfolio with a solid foundation upon which it can develop an operating environment that promotes development and business practices that meet the needs of the present without compromising the ability of future generations to meet their own needs.

Veterans Affairs' commitment centred around three primary goals. Figure 7 on page 56 outlines these goals and our performance achievements in 1998-99.

Figure 7: Sustainable Development

Key Sustainable Development Objectives	Targets/Goals for Reporting Period	Performance Indicators	Progress to Date/ Corrective Action
Goal #1: Integrate sustainable development into decision-making processes and the organizational culture of the Veterans Affairs Portfolio			
Creating management structures and procedures necessary to identify environmental impacts, assign resources, monitor and report results.	Create Green Teams in Head and Regional Offices as a way to integrate Sustainable Development into the organizational and management structure.	All regional offices to have active Green Teams by October 1998.	The establishment of Green Teams in our Atlantic, Ontario and Prairie Regional Offices, and Ste Anne's Hospital. Teams not yet established in our Pacific and Quebec Regional Offices.
Ensure responsible stewardship of the environment in business functions.	Amend procurement policies and procedures to favour environmentally responsible products and services. Revise parking policy at major facilities to favour car pooling and establish a coordination capacity.	Development of a Green Procurement Policy. Use electronic and promotional methods to coordinate car pooling.	Drafted and promulgated both the Green Procurement and Fleet Management Policies. New parking policy implemented and promoted by e-mail messages and at future Environment Week & Earth Day activities.

Key Sustainable Development Objectives	Targets/Goals for Reporting Period	Performance Indicators	Progress to Date/ Corrective Action
Goal #2: To sustain and improve the health status and resulting quality of life and well-being for Portfolio clients and their families.			
To sustain the independence and health of clients through active health promotion strategies and research and development programs.	<p>Establish a systematic research program at departmental, national, and international levels to contribute to knowledge about aging.</p> <p>Proactively use the concept of “health promotion” to improve the quality and longevity of veterans by involving clients in healthier life styles that foster independence through improved access and distribution of health improvement materials.</p>	<p>Establish a departmental research program in 1998-99.</p> <p>Develop and implement VAC Gerontological Advisory Council.</p> <p>Develop by October, 1998 a health Promotion framework and strategic departmental approach to advance this important initiative for Canadian veterans.</p>	<p>Position of Departmental Gerontologist established .</p> <p>Hosted a national symposium in Charlottetown and Winnipeg with expert presenters from the VAC Gerontological Advisory Council.</p> <p>Conceptual Framework and Business Plan for health promotion was completed. An evaluation framework was also completed . It will serve as the basis for a future evaluation of health promotion activities in VAC.</p>
To contribute to the cultural aspects of sustainable development through the conduct of commemorative activities that expand the awareness of the nation’s military heritage and assist in defining the legacy of the veteran community.	<p>Seek to shape social values relating to global conflict towards more sustainable ones.</p> <p>Seize opportunities to enhance promotion through use of emerging information technologies.</p>	<p>Use electronic media to create “virtual” tours of monuments located in Canada and Abroad .</p> <p>Promote veterans recollections through the use of the VA Web Site.</p>	<p>In conjunction with other departments the Canadian Virtual War Memorial was launched.</p> <p>Veterans recollections as well as Real Audio interviews with Nursing Sisters were made available on the VA Web Site.</p>

Key Sustainable Development Objectives	Targets/Goals for Reporting Period	Performance Indicators	Progress to Date/ Corrective Action
Goal #3: To improve the delivery of benefits and services using clean products and advanced information technology in an ecologically efficient manner.			
The Department will adopt modern clean technologies in providing client services.	Develop an electronic Sustainable Development (SD) bulletin board and other functions on the Departmental Intranet.	SD bulletin board by Fall 1998. Reduced use of paper through automation of guides and manuals.	SD section added to Portfolio electronic information system. A document repository has been established with over 1200 documents comprising 81,000 pages of information for VA employees and external stakeholders.
To provide staff sustainable development awareness training.	Establish incentives for staff to generate initiatives which reduce environmental impacts of operations. Ensure staff are aware of SD expectations and their responsibilities.	Develop annual employee award for the staff member whose suggestions or actions modify current procedures or processes towards SD objectives. Concentrated messaging during Earth Day and Environment Week.	Environmental Stewardship Awards were created and recipients were awarded in October 1998. During Environment Week, the Portfolio e-mail system sent out daily promotional messages. The Carillon, the Portfolio's information newsletter, was utilized regularly to promote SD and environmental messages designed to increase awareness of SD and the environment.

D. Fuel Storage Tanks

As required under the *Canadian Environmental Protection Act (CEPA)*, Part IV, Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Registration, this report provides the information set out in Schedule II of the aforementioned regulation.

There are two facilities where fuel storage tanks exist, namely Ste. Anne's Hospital and Saskatoon Veterans Home.

Of the 44 above ground tanks in use at Ste. Anne's Hospital, 21 are interior tanks and 23 are exterior tanks.

Of the 22 tanks in place but not in use at Ste. Anne's Hospital, 6 are interior tanks, 14 are exterior tanks and another 2 are interior/exterior tanks.

In total, at Ste. Anne's Hospital, there have been 39 tanks withdrawn and not replaced.

Saskatoon Veterans Home has one underground tank and one aboveground tank in use.

E. Regulatory Initiatives

Although some regulatory initiatives results were not met, significant work on a wide variety of regulatory issues was done and continues at this time. As well, planned regulatory initiatives are subject to change due to broader internal (Department) or Government priorities. This was largely the case for those VAC regulatory initiatives in 1998-99 which are not achieved.

Veterans Affairs Canada Performance of Regulatory Initiatives		
Purpose of legislative or regulatory initiative	Expected results	Results achieved
The following regulatory initiatives were included in the 1998 Federal Regulatory Plan:		
<i>Assistance Fund (W.V.A. and C.W.A.) Regulations</i> - Revision	Updating of obsolete provisions, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Award Regulations</i> - Amendments	Addressing observations made by the standing Joint Committee for the Scrutiny of Regulations, to be initiated in 1998.	Not achieved in 1998-99 but passed in 1999-2000 (SOR/99-231).
<i>Canadian Forces Attachés Spouses Indemnity Plan</i> - Revision	Follow-up to Pension Reform, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Deceased or Former Members Dependants Payment Order</i> - Repeal	Removal of obsolete regulation, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Execution of Purchase of Property Documents Regulations</i> - Repeal	Removal of obsolete regulation, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Flying Accidents Compensation Regulations</i> - Amendments	Follow-up to Pension Reform, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Infant or Person of Unsound Mind Payment Order</i> - Repeal	Removal of obsolete regulation, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.

<i>Vetcraft Shops Regulations - Repeal</i>	Follow-up to closure of Vetcraft pursuant to Budget of February 27, 1995, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Veterans Allowance Regulations - Amendments</i>	Update of blindness definition and welfare reimbursement provision, to be initiated in 1998.	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP.
<i>Veterans Burial Regulations, 1995 and Last Post Fund Regulations, 1995 - Merger and revision</i>	Transfer of administration of burial programs to the Last Post Fund, and addressing observations made by the Scrutiny Committee, to be initiated on passage of the enabling amendment to the <i>Department of Veterans Affairs Act</i> .	Not achieved in 1998-99 due to other legislative/regulatory priorities. Initiative was transferred to 1999-2000 RPP (future).
<i>Veterans Health Care Regulations - Amendments</i>	Not achieved in 1997-98, but passed in 1998-99 (SOR/98-386).	Most of the expected results were achieved (SOR/98-386). Some items transferred to 1999-2000 RPP.
<i>Veterans Land Regulations - Amendments</i>	Follow-up to Bill C-44, to be initiated on its passage.	Transferred to 1999-2000 RPP (future).

Section V: Financial Performance

A. Financial Performance Overview

Veterans Affairs Canada

Total spending authority for the Veterans Affairs Program in 1998-99 was \$1,999.1 million. This was \$42.6 million higher than the planned spending identified in the **1998-99 Report on Plans and Priorities**. Increased authority was obtained through Supplementary Estimates and access to the Treasury Board Vote 5 - Government Contingencies and is comprised principally of the following items:

- additional funding of \$15.6 million for the Year 2000 Project;
- additional funding of \$11.5 million as compensation for signed collective bargaining agreements;
- an operating budget carry forward from 1997-98 of \$8.5 million;
- a \$2.2 million premium on the transfer of funds from salaries to other operating;
- additional funding of \$2 million for one-time payments to Canadian prisoners of war. Payments in 1998-99 of approximately \$20 million of which \$18 million was funded from within the Department; and,
- other spending authority increases totalling \$2.8 million, including adjustments to statutory authorities.

Actual expenditures for 1998-99 in the Veterans Affairs Program were \$10.8 million less than the total authorized funding which resulted in a lapse of 0.5% of the total authorized. Of this amount, \$9.8 million consisted of small percentage lapses in various Grants and Contributions and a \$1 million lapse in the Program's operating Vote against an authorized budget of \$581 million.

Veterans Review and Appeal Board

Total spending authority for the Veterans Review and Appeal Board was \$9.0 million or \$1.0 million higher than the planned spending identified in the **1998-99 Report on Plans and Priorities**. Increased authority was obtained through Supplementary Estimates and related to a carry forward from 1997-98, funding to compensate for signed collective bargaining agreements, and the premium on the transfer of funds from salaries to other operating.

B. Financial Summary Tables

Table 1 Voted Appropriations

Financial Requirements by Authority (millions of dollars)			
Vote	1998-99 Planned Spending	1998-99 Total Authorities	1998-99 Actual
Veterans Affairs			
Veterans Affairs Program			
1 Operating Expenditures	540.5	581.3	580.3
5 Grants and Contributions	1,386.9	1,386.9	1,377.2
(S) Minister of Veterans Affairs - Salary and motor car allowance	0.1	0.1	0.1
(S) Re-Establishment Credits under Section 8 and Repayments under section 15 of the <i>War Service Grants Act</i> of compensating adjustments made in accordance with the terms of the <i>Veterans' Land Act</i>	0.0	--	--
(S) Returned Soldiers Insurance Actuarial Liability Adjustment	0.0	--	--
(S) Veterans Insurance Actuarial Liability Adjustment	0.2	0.3	0.3
(S) Spending of proceeds from the disposal of surplus Crown assets	--	0.1	0.1
(S) Refunds of amounts credited to revenues in previous years	--	--	--
(S) Contributions to employee benefit plans	28.8	30.3	30.3
Total Program	1,956.5	1,999.1	1,988.3
Veterans Review and Appeal Board Program			
10 Program expenditures	6.7	7.7	7.2
(S) Contributions to employee benefit plans	1.3	1.3	1.3
Total Program	8.0	9.0	8.5
Total Department	1,964.5	2,008.1	1,996.8

Note: 1. Due to rounding figures may not add to totals shown.
2. Total Authorities are main estimates plus supplementary estimate plus other authorities.

Table 2 Comparison of Planned to Actuals

Portfolio Planned versus Actual Spending by Program and Business Lines (millions of dollars)									
Program/Business Lines	FTEs	Operating	Capital	Voted Grants & Contributions	Subtotal: Voted Gross Expenditures	Statutory Grants & Contributions	Total Gross Expenditures	Less Respendable Revenues*	Total Net Expenditures
Veterans Affairs Program									
Benefits and Services	2,773	535.0	-	1,386.9	1,921.9	0.2	1,922.1	-	1,922.1
<i>(Total authorities)</i>	2,773	538.8	-	1,386.9	1,925.7	0.3	1,926.0	-	1,926.0
(Actuals)	2,518	538.2	-	1,377.1	1,915.3	0.3	1,915.6	-	1,915.6
Corporate Administration	462	34.4	-	-	34.4	-	34.4	-	34.4
<i>(Total authorities)</i>	462	73.1	-	-	73.1	-	73.1	-	73.1
(Actuals)	519	72.7	-	-	72.7	-	72.7	-	72.7
Total	3,235	569.4	-	1,386.9	1,956.3	0.2	1,956.5	-	1,956.5
<i>(Total authorities)</i>	3,235	611.9	-	1,386.9	1,998.8	0.3	1,999.1	-	1,999.1
(Actuals)	3,037	610.9	-	1,377.1	1,988.0	0.3	1,988.3	-	1,988.3
Veterans Review and Appeal Board Program									
Veterans Review and Appeal Board	105	8.0	-	-	8.0	-	8.0	-	8.0
<i>(Total authorities)</i>	105	9.0	-	-	9.0	-	9.0	-	9.0
(Actuals)	95	8.5	-	-	8.5	-	8.5	-	8.5
Total Portfolio	3,340	577.4	-	1,386.9	1,964.3	0.2	1,964.5	-	1,964.5
<i>(Total authorities)</i>	3,340	620.8	-	1,386.9	2,007.7	0.3	2,008.0	-	2,008.1
(Actuals)	3,132	619.4	-	1,377.1	1,996.5	0.3	1,996.8	-	1,996.8
Other Revenues and Expenditures									
Non-respendable revenues**									(37.8)
<i>(Total authorities)</i>									(37.8)
(Actuals)									(38.8)
Cost of services provided by other departments									25.1
<i>(Total authorities)</i>									25.1
(Actuals)									25.0
Net Cost of the Program									1,951.8
<i>(Total authorities)</i>									1,995.3
(Actuals)									1,983.0

Note: 1. Operating includes minor capital, Other Health Purchased 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. Due to rounding, figures may not add to totals shown.
* These revenues were formerly called "Revenues Credited to the Vote".
** These revenues were formerly called "Revenues Credited to the CRF".

Table 3 Historical Comparison of Planned to Actuals

Portfolio Planned versus Actual Spending by Business Lines (millions of dollars)					
Business Lines	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Benefits and Services	1,838.0	1,879.9	1,922.1	1,926.0	1,915.6
Corporate Administration	44.0	47.1	34.4	73.1	72.7
Total Veterans Affairs Program	1,882.0	1,926.9	1,956.5	1,999.1	1,988.3
Veterans Review and Appeal Board	8.3	7.8	8.0	9.0	8.5
Total Portfolio	1,890.3	1,934.7	1,964.5	2,008.1	1,996.8
Note: Due to rounding, figures may not add to totals shown.					

Table 4 Financial Crosswalk

Crosswalk between Old and New Structures not required

Table 5 Resource Requirements

Comparison of 1998-99 Planned Spending and Total Authorities to Actual Expenditures by Organization and Business Line (\$ million)					
Organization	Programs / 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
Veterans Services Branch	1,889.8	-	1,889.8	-	1,889.8
<i>(Total authorities)</i>	1,887.2	-	1,887.2	-	1,887.2
(Actuals)	1,877.0	-	1,877.0	-	1,877.0
Corporate Services Branch	0.2	29.2	29.4	-	29.4
<i>(Total authorities)</i>	0.3	67.0	67.3	-	67.3
(Actuals)	0.3	66.7	67.0	-	67.0
Bureau of Pensions Advocates	4.9	-	4.9	-	4.9
<i>(Total authorities)</i>	5.3	-	5.3	-	5.3
(Actuals)	5.1	-	5.1	-	5.1
Benefits Redesign Project	27.2	-	27.2	-	27.2
<i>(Total authorities)</i>	33.2	-	33.2	-	33.2
(Actuals)	33.2	-	33.2	-	33.2
Portfolio Executive Services	-	1.3	1.3	-	1.3
<i>(Total authorities)</i>	-	1.4	1.4	-	1.4
(Actuals)	-	1.4	1.4	-	1.4
Communications	-	2.4	2.4	-	2.4
<i>(Total authorities)</i>	-	3.1	3.1	-	3.1
(Actuals)	-	3.1	3.1	-	3.1
Corporate Planning	-	1.5	1.5	-	1.5
<i>(Total authorities)</i>	-	1.6	1.6	-	1.6
(Actuals)	-	1.5	1.5	-	1.5
Total Veterans Affairs Program	1,922.1	34.4	1,956.5	-	1,956.5
<i>(Total authorities)</i>	1,926.0	73.1	1,999.1	-	1,999.1
(Actuals)	1,915.6	72.7	1,988.3	-	1,988.3
Veterans Review and Appeal Board				8.0	8.0
<i>(Total authorities)</i>	-	-	-	9.0	9.0
(Actuals)				8.5	8.5
Total Portfolio	1,922.1	34.4	1,956.5	8.0	1,964.5
<i>(Total authorities)</i>	1,926.0	73.1	1,999.1	9.0	2,008.1
(Total actuals)	1,915.6	72.7	1,988.3	8.5	1,996.8
% of Total	95.9	3.6	99.5	0.5	100.0

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

Table 6 Respendable Revenues *

Veterans Affairs has no Respendable Revenues
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* These revenues were formerly called Revenues Credited to the Vote.

Table 7 Non-Respendable Revenues

Non-Respendable Revenues by Business Line (\$ million)					
Business Line	Actual 1996-97	Actual 1997-98	Planned Revenues 1998-99	Total Authorities 1998-99	Actual 1998-99
Veterans Affairs Program					
Benefits and Services	45.6	38.0	36.8	36.8	37.2
Corporate Administration	3.3	7.4	1.0	1.0	1.6
Veterans Review and Appeal Board Program					
Veterans Review and Appeal Board	0.0	0.0	0.0	0.0	0.0
Total Non-Respendable Revenues	48.9	45.4	37.8	37.8	38.8
Note: These revenues were formerly called "Revenues Credited to the CRF".					

Table 8 Statutory Payments

Statutory Payments by Business Line (\$ million)					
Business Line	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Veterans Affairs Program					
Benefits and Services	0.3	0.3	0.2	0.3	0.3
Corporate Administration	0.0	0.0	0.0	0.0	0.0
Total Statutory Payments	0.3	0.3	0.2	0.3	0.3

Table 9 Transfer Payments

Transfer Payments by Business Line (\$ million)					
Business Line	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Grants					
Benefits and Services	1,215.8	1,221.9	1,228.8	1,228.8	1,219.1
Corporate Administration	0.0	0.0	0.0	0.0	0.0
Total Grants	1,215.8	1,221.9	1,228.8	1,228.8	1,219.1
Contributions					
Benefits and Services	153.0	152.1	158.1	158.1	158.0
Total Contributions	153.0	152.1	158.1	158.1	158.0
Total Transfer Payments	1,368.8	1,373.9	1,386.9	1,386.9	1,377.2
Note: Due to rounding, figures may not add to totals shown.					

Table 10 Capital Spending

Veterans Affairs does not have a separate Capital Vote and Minor Capital Expenditures are included in Operating

Table 11 Capital Projects

Veterans Affairs has no Capital Projects

Table 12 Status of Major Crown Projects

Benefits Redesign Project	
1. Overview	
<p>The Benefits Redesign Project (BRP) is developing and implementing a new integrated Client Service Delivery Network (CSDN) to support the delivery of benefits and services associated with the disability pensions, economic support and health care program areas of the Department. The CSDN will be introduced in stages, or releases, beginning in February 1999, with full implementation expected to be complete in the year 2000.</p>	
2. Lead and Participating Departments	
Sponsoring Department:	Veterans Affairs Canada
Contracting Authority:	Public Works and Government Services Canada
Participating Departments:	This project is being carried out in close liaison with the Treasury Board Secretariat and Public Works and Government Services Canada. A Senior Project Advisory Committee has also been created consisting of all Departments that could be impacted by the project.
3. Prime Contractor and Major Sub-Contractor & Addresses	
EDS Canada Ltd., 45 O'Connor Street, Suite 5000, Ottawa, Ontario K2P 1A4	
AGRA Monenco, 1145 Hunt Club Road, Suite 600, Ottawa, Ontario K1V 0Y3	
4. Major Milestones	
Project Commencement	April, 1993
Pre-Initiation	August, 1993 Treasury Board approval of Concept Phase
Concept Phase	February, 1995 Preliminary Project Approval for Definition Phase Part 1
Definition Phase Part II/Implementation Phase	October, 1997 Effective Project Approval
Implementation	Beginning in 1999 with full implementation in the Year 2000
5. Progress Report and Explanation of Variances	
<p>The BRP has been underway since 1993 and, on October 30, 1997 the Department received Treasury Board approval to complete the Project. In accordance with Treasury Board's Enhanced Framework for the Management of Information Technology Projects, checkpoints or "gates" have been established. At each gate, a comprehensive review of the Project will take place. If the requirements of the gate have been met, funding will then be released by the Treasury Board Secretariat for the Project to proceed to the next gate. The requirements of the first project gate have been met. It is expected that the requirements of the second gate will be met in the summer of 1999.</p>	
6. Industrial Benefits and Benefits to Clients	
<p>To ensure that businesses have an opportunity to use the Benefits Redesign Project to develop their competitive positions and to enhance their abilities to undertake similar projects elsewhere, the contract with EDS Canada Ltd. includes industrial regional benefits objectives which will be evaluated as the project progresses.</p>	
<p>Implementation of the CSDN will result in improved client service and improved operational efficiency through:</p> <ul style="list-style-type: none"> - integrated client service at point of contact; - faster, higher-quality decision-making; - faster, more accurate payment of benefits and case processing; - more comprehensive services; and, - more resources at the local level to focus on the face-to-face service that is a trademark of this Department. 	

Table 13 Loans, Investments and Advances

Loans, Investments and Advances by Business Line			
Business Line	Actual 31/03/97	Actual 31/03/98	Actual 31/03/99
Corporate Administration - Property Contracts (Active Agreements of Sale - Veterans and Clients)			
Number of Accounts	2,735	1,763	1,089
Outstanding Balance (\$ millions)	7.1	4.2	2.4
Amounts due on instalments plus Arrears (\$ millions)	3.3	2.2	1.4
Amounts collected (\$ millions)	3.1	2.1	1.3
Percent collected	95.4	95.3	93.2
Prepayment since inception - active accounts (\$ thousands)	280.4	138.5	70.9
Note: No new loans were issued in 1998-99. Planned spending and total authorities not applicable.			

Table 14 Revolving Fund Financial Summaries

Veterans Affairs has no Revolving Funds

Table 15 Contingent Liabilities

Contingent Liabilities (\$millions)

List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 1997	March 31, 1998	Current as of March 31, 1999
Claims and Pending and Threatened Litigation			
Litigations	800	600	600
Non-litigations			
Total	800	600	600

Table 16 Special Travel Policies

Veterans Affairs has no Special Travel Policies

Section VI: Other Information

A. Legislation Administered and Associated Regulations

The Minister has sole responsibility to Parliament for the following Acts:

<i>Army Benevolent Fund Act</i>	R.S.C. 1970, c. A-16, as amended
<i>Children of Deceased Veterans Education Assistance Act</i>	R.S.C. 1985, c. C-28, as amended
<i>Department of Veterans Affairs Act</i>	R.S.C. 1985, c.V-1, as amended
<i>Civilian War-related Benefits Act</i>	R.S.C. 1985, c. C-31, 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
<i>Supervisors War Service Benefits Act</i>	R.S.C. 1952, c. 258
<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. 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
<i>Women's Royal Naval Services and the South African Military Nursing Service (Benefits) Act</i>	R.S.C. 1952, c. 297

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, as amended (Minister of Transport)
<i>Appropriation Act</i> No. 10, 1964, National Defence vote 58a	S.C. 1964, c. 34, Sch. B, National Defence vote 58a (Minister of National Defence)
<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, (Solicitor General)
<i>Royal Canadian Mounted Police Superannuation Act</i> , sections 32 to 34	R.S.C. 1985, c. R-11, s. 32-34 (Solicitor General)

Legislation Administered and Associated Regulations (Continued)

The Minister has sole responsibility to Parliament for the following regulations and orders:

<i>Army Benevolent Fund Regulations</i>	C.R.C. 1978, c. 358
<i>Assistance Fund (WVA and CWA) 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
<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 Dependents Payment Order</i>	C.R.C. 1978, c. 1599
<i>Delegation of Powers (VLA) Regulations</i>	C.R.C. 1978, c. 1588, as amended
<i>Execution of Purchase of Property Documents Regulations</i>	C.R.C. 1978, c. 1590
<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>	DORS/96-68
<i>Returned Soldiers' Insurance Regulations</i>	C.R.C. 1978, c. 1390
<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

Legislation Administered and Associated Regulations (Continued)

The Minister has sole responsibility to Parliament for the following regulations and orders (continued):

<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

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 (the Minister of Transport)
<i>Special Duty Area Pension Order</i>	C.R.C. 1978, c. 350, as amended (the Minister of National Defence)
<i>Special Forces Superannuation Regulations</i>	C.R.C. 1978, c. 1586 (the President of the Treasury Board)

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