



The U.S. Army Holistic Health and Fitness Operating Concept



The U.S. Army's System for Enhancing Soldier Readiness and Lethality in the 21st Century



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Foreword

Our Army's philosophy is People First, and our attitude is Winning Matters. That means building cohesive teams that are highly trained, disciplined, and fit. Teams that will win against our adversaries anywhere in the world. To do this, our Soldiers must remain the most flexible and discriminately lethal force on the battlefield. Changes in the strategic and operational environments are outpacing our current processes for physical and non-physical performance training. Therefore, in order to maintain our military strength and accomplish our mission, we must significantly increase our investment in how we understand, assess, and improve the holistic health and fitness of all of our Soldiers in the Total Army.

While future challenges to American interests are unpredictable, we know our Soldiers must maintain a ready and adaptive posture. To accomplish this, we require a comprehensive human performance optimization system for every Soldier, leveraging evidence-based information and best practices, to proactively improve personal readiness. The **Holistic Health and Fitness (H2F) System** is the Army's primary investment in Soldier readiness and lethality, optimal physical and non-physical performance, reduced injury rates, improved rehabilitation after injury, and increased overall effectiveness of the Total Army. The system empowers and equips Soldiers to take charge of their health, fitness, and well-being in order to optimize individual performance, while preventing injury and disease.

Highly trained, disciplined, and fit Soldiers build cohesive teams. Our teams are strongest when we ensure each individual Soldier's performance is optimized. To accomplish this, we are bringing a **cultural change** to Soldiers' perceptions of training for the demands of close combat. All Soldiers must view their health and fitness as a critical requirement for membership in the Profession of Arms.

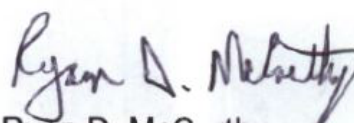
The H2F System provides a unified and holistic vision with an effective implementation strategy in order to improve the Army's culture of health and fitness. The purpose of this document is to provide a conceptual foundation for continued discussion, analysis, and further development of the Army's H2F System.

Investing in health and fitness benefits our Soldiers and their Families. It also ensures the sustainment of an agile and adaptive Army, ready to provide the Nation with a professional, lethal, and decisive force that will win against any adversary.

People First – Winning Matters – Army Strong


Michael A. Grinston
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Introduction

“People are always my #1 priority: Our Army’s people are our greatest strength and our most important weapon system.”

GEN James C. McConville
40th Chief of Staff, U.S. Army

Our Nation faces one of the most complex global security environments since the end of the Cold War. Adapting in the face of uncertainty demands a new approach. In increasingly challenging environments, materiel solutions alone will not provide the decisive edge against the complex array of threats we face. General Mark A. Milley, 39th Chief of Staff, noted “The capability and capacity of the Total Army on today’s battlefield is threatened by **poor health and lack of physical readiness.**” To answer this challenge, the Army must invest in its most valuable resource: the Soldier.

Nested within the Department of Defense (DOD) Total Force Fitness (TFF) program and the *Army Campaign Plan*, Holistic Health and Fitness (H2F) is an enterprise-wide readiness “system” that combines all aspects of physical and non-physical human performance optimization under a single governance structure to enable commanders to improve Soldier health and fitness. The H2F System encompasses both the physical and non-physical domains (mental readiness, sleep readiness, nutritional readiness, and spiritual readiness) required for optimal performance and improved readiness.

In order to win on the battlefield, Soldiers must first deploy to the battlefield. The H2F System focuses on improving health- and fitness-related knowledge, attitudes, and behaviors to increase deployable rates currently degraded by obesity, injury, and poor lifestyle choices. By addressing and optimizing mental wellness and acuity, this system builds agile, adaptable, and fit Soldiers. The H2F System provides education, coaching, mentoring, messaging, and outreach to improve, restore, and maintain the readiness, resilience, and performance of the Total Army. Immersing Soldiers throughout their Army careers in a new **Army Readiness Culture** allows them to win our Nation’s wars and return home healthy.

Holistic Health and Fitness provides commanders with a comprehensive, immersive, and integrated system that optimizes the physical and non-physical performance of their Soldiers and their units. Best practices, when applied to warfighter management and mission planning in tactical environments, bolster performance and enhance readiness. However, for the H2F System to be successful, engaged leaders must set a personal example and foster an environment conducive to changing the culture of health and fitness in the Army.

Strategic Environment. Why Do We Need H2F?

As of April 2020, 58,400 Soldiers (equivalent to 13 Brigade Combat Teams (BCT)) were non-deployable, with 16,500 Soldiers on temporary profile and 15,000 Soldiers on permanent profile.

Musculoskeletal injury (MSKI) is a significant contributor to the Army's healthcare burden, negatively impacting Soldier health and Army readiness. In 2018, approximately 1,670 new injuries were diagnosed per 1,000 person-years, with 53% of Soldiers reporting a new injury annually. Of these injuries, 71% were cumulative micro-traumatic musculoskeletal "overuse" injuries, which are generally preventable. MSKI injuries annually accounted for approximately \$557 million in acute patient care, plus considerable opportunity costs due to lost duty days, non-availability for deployment, and disability payments.

Due, in part, to a lack of personal investment in the Army's current physical fitness, body composition, and medical standards, 1-in-20 active duty Soldiers fail the Army Physical Fitness Test (APFT). These same Soldiers are significantly more likely to be medically non-deployable. Equally troubling, the 2019 Health of the Force Report categorized 17% of active component Soldiers as obese. In a brigade deployed to Afghanistan, obese Soldiers had a 40% greater chance of injury than those of healthy weight, and unfit Soldiers were 49% more likely to be injured.

Chronic sleep deprivation, fatigue, and insomnia are associated with mental illnesses/injuries that also contribute to medically non-available status. Sleep deprivation, defined as five or less hours of sleep per night over five days, or one day without sleep, correlates to a 20% decrease in cognitive ability (e.g., vigilance, memory, decision-making). A 2015 RAND sleep study determined that 1-in-20 active duty Soldiers required prescription sleep aids and were 16% less likely to be ready to deploy. Furthermore, the 2018 Health of the Force Report identified that 12% of Soldiers had a sleep disorder.

The health and fitness of America's youth greatly impacts readiness and recruitment. Not surprising, the physical performance among Army trainees has declined over time. Using a standardized scoring system, first-time failure rates on the modified physical fitness test during U.S. Army Initial Military Training (IMT) increased from 4% to 40% for males and from 12% to 54% for females between FY00 and FY10. During the first 90 days of IMT, 31% of Soldiers who failed their initial pre-accession Occupational Physical Assessment Test (OPAT) became injured. Premature attrition rates across the services range from 10% at 90 and 180 days, to nearly 20% at two years of service. A 20% attrition rate at ~24 months costs the Army approximately \$1B annually. An effective H2F System that incorporates pre-habilitation of recruits and better training programs in Initial Entry Training can reduce these costs.

The Army's H2F System provides an opportunity to achieve a significant annual "**return on readiness.**" For example, a H2F driven 10% reduction in MSKIs would improve mission capability by adding a full BCT to the battlefield. A 10% reduction in Soldiers who do not meet Army Body Composition Program (ABCP) standards enables U.S. Army Forces

Command (FORSCOM) to achieve a 90% deployable force. A 1% reduction in the non-availability rate is equivalent to adding a battalion-sized ready force, and \$30 million in cost avoidance in non-mission capable assets.

Implementation of the H2F System is the Army's investment to:

- enhance Soldier lethality and readiness
- optimize physical and non-physical performance
- reduce injury rates, particularly over-use MSKI rates
- rapidly rehabilitate and recondition Soldiers following injury
- improve overall Soldier and unit morale and effectiveness

The evidence-based knowledge and best practices of the H2F System are the foundation of the U.S. Army Special Operations Command (USASOC) Tactical Human Optimization, Rapid Rehabilitation, and Reconditioning (THOR³) Program's success over the last 10 years and expand upon the Army's Performance Triad. H2F manifests the building blocks for readiness that enable Soldiers, leaders, and units to improve performance and mission capability. Expansion of these principles to the Total Army will result in a healthier, more lethal, and more ready force, while reducing the human and fiscal costs to the Army.

Characteristics of the H2F System

“Army leaders have a sacred obligation to build cohesive teams that are highly trained, disciplined, and fit, that can win on any battlefield.”

GEN James C. McConville
40th Chief of Staff, U.S. Army

The H2F System represents a **cultural shift** in the way we train, develop, and care for Soldiers – a change that begins now and will continue to evolve over the next 20-30 years. The H2F System builds the underlying capability and capacity within the Soldier. Similar to professional athletes, Soldiers will optimize individual performance by becoming stronger, fitter, and faster in both the physical and non-physical domains. “Stronger” Soldiers will lead to stronger teams that are better prepared to confront challenges and accomplish the mission.

While in garrison, home station, training, or deployed, the H2F System provides methods to integrate physical training programs, develop essential sleep tactics, establish better food environments, strengthen cognition, and enhance spiritual readiness - all of which are foundational to unit readiness. In the past, the Army fielded many disparate, unsynchronized training programs and strategies to enhance health and physical readiness. Moving forward, all performance optimization efforts coalesce under the single governance of the H2F System, to provide a holistic, integrated, evidence-based, and accountable approach to enhance readiness across the Total Army.

The H2F System characteristics are designed to be comprehensive, integrative, and immersive:

Comprehensive

A comprehensive H2F System will optimize both individual performance and operational readiness, and prevent performance degradation and injuries over time. Few Soldiers are able to maintain a consistent level of personal readiness across a 20-30 year career. Consistency of readiness does not happen by chance; it is accomplished through a carefully designed, comprehensive, progressive, and sequential training program.

Soldier personal readiness is a careful balance of physical training designed to improve muscular strength and endurance, power, agility, speed, aerobic capacity, coordination, flexibility, and reaction time. It is also the deliberate cultivation of adaptive non-physical self-regulatory behaviors (e.g., sleep, eating patterns, spirituality, and cognition). For example, proper sleep behaviors are necessary to sustain brain function, proper nutrition provides the fuel and nutrients necessary for physical performance and recovery, and spiritual readiness supports individual and collective readiness as Soldiers endure challenging and stressful conditions. Lastly, a comprehensive system requires that Soldiers build and maintain mental readiness – the mental toughness, mindfulness, flexibility, and moral and ethical judgment required

for all members of the Profession of Arms.

Integrative

The second characteristic of the H2F System is integration at the unit level. Genuine readiness encompasses both the physical and non-physical requirements of common Soldier tasks, Military Occupational Specialty (MOS) tasks, the unit Mission Essential tasks (METL). These tasks must be considered within the environmental context of the mission.

Integration is achieved when each Soldier is provided an individualized training program specifically tailored to help them meet the demands of their MOS and unit METL. Every Soldier has a unique set of physical skills and abilities and self-regulation strategies. The H2F System is designed to assess the developmental status of each Soldier and provide a tailored training program to accelerate individual growth. These individual training programs are leveraged to enhance team, squad, and unit training.

For over 100 years, the Army has used an industrial scale approach to physical training. Unit training was conducted without regard for an individual Soldier's status or needs. H2F doctrine changes that paradigm by directing the Army to train the whole Soldier with an individualized program to ensure the readiness of the Army. The H2F System supports this approach with **expert performance personnel, far-forward medical care, performance training and testing equipment, and facilities**. It uses the best exercise science, coaching, and training practices to assess each Soldier and customize training to their specific needs. Each Soldier's tailored program will be "periodized", with variation of exercise intensity and volume to improve Soldier physical performance, mitigate injury, enable proper recovery, and allow Soldiers to move from one duty station to another without disrupting their readiness training progression.

Immersive

Immersive programming, owned and delivered by the unit, builds cohesion, esprit de corps, and trust. The H2F System links physical and non-physical training domains in a system staffed and equipped at levels equivalent to those found in elite performance settings (e.g., professional / Olympic / collegiate athletics). The facilities, personnel, and leader education subsequently described provide Soldiers the most comprehensive training to increase readiness and mitigate injury risk.

Historically, physical and non-physical training has been relegated to the "other duties" category. The H2F System integrates physical and non-physical training throughout the duty day, within the unit footprint. The H2F approach expands the window to conduct readiness training moving ownership to the lowest level of the unit. Unit control of the training program allows leaders to integrate MOS and METL requirements in an immersive environment.

Concept Development

“It profits an Army nothing to build the body of the Soldier to a gladiatorial physique if he continues to think with the brain of a malingerer.”

S.L.A. Marshall, 1947
Men Against Fire; The Problem of Battle Command

The U.S. Army Training and Doctrine Command (TRADOC) Center for Initial Military Training (CIMT) identified key stakeholders to build upon the H2F concept. Experts from across the U.S. Army, including the Office of the Surgeon General/U.S. Army Medical Command (OTSG/MEDCOM), Headquarters, Department of the Army (HQDA) G1 Army Resilience Directorate, Chaplain Corps, TRADOC CIMT, Installation Management Command (IMCOM) Family and Moral, Welfare, and Recreation (FMWR), U.S. Army Public Health Center (USAPHC), U.S. Army Research Institute of Environmental Medicine (USARIEM), Walter Reed Army Institute of Research (WRAIR), United States Military Academy (USMA) Department of Physical Education, and the U.S. Department of Veterans Affairs (VA) shaped the H2F System over a 3-year period. TRADOC CIMT also partnered with select academic institutions, sister services, and allied partner programs, taking lessons learned from each to develop the H2F System Operating Concept.

TRADOC CIMT conducted a Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) analysis to determine non-materiel and materiel requirements necessary to fill the existing capability gap caused by decreased performance and increased injury and disease rates among Soldiers. When fully implemented, the H2F System will be a community of validated and integrated best practices, under one governance across the Army, to optimize Soldier performance.

Doctrine

The current doctrine, Field Manual (FM) 7-22 *Army Physical Readiness Training* (October 2012), prescribes the execution of the Army Physical Readiness Training System with linkage to the Army Force Generation (ARFORGEN) model. While the philosophy was sufficient at the time, a more holistic “whole-person” approach is required to maximize personal readiness. This model has been synchronized with the VA’s recent successful healthcare shift from a “find-it, fix-it” disease-based approach to holistic health optimization with skill-building and support. The goal moves from healing injury to preventing injury, through integrated and immersive performance training.

In the future, the new FM 7-22 *Holistic Health and Fitness* will serve as the overarching doctrine for the H2F System - the authoritative directive for the way the Army conducts physical and non-physical readiness training for individual Soldiers and units. TRADOC will disseminate training doctrine across the enterprise and Professional Military Education (PME) locations. This approach will reduce the variability in readiness training Soldiers currently experience as they move among units and across

operational environments.

H2F doctrine will be nested with Army Futures Command (AFC) Multi-Domain Operations (MDO), as the centerpiece of warfighting is the Soldier. Future H2F doctrine will define how to design, build, deliver, and examine individual Soldier and unit H2F programming and accomplishments. It will describe the basics of physiologic structure that is the foundation for program design. It will also include detailed guidance on performance nutrition and sleep strategies for all Soldiers in garrison, living and working in community settings, and while deployed. Special programs will be included to help Soldiers train for strength, power, running skill development, water survival, and during pregnancy and postpartum.

Mental readiness will be addressed through targeted education and training on strategies and mental skills (e.g., individual goal-setting, energy management, mental toughness, character development, emotion management, cultivation of the Warrior Ethos, etc.) that enhance Soldier performance.

Spiritual readiness will be addressed through the lens of personal, philosophical, psychological, and/or religious teachings and beliefs. These elements help define the essence of a Soldier, enabling him or her to build inner strength, behave ethically, persevere through challenges, and be resilient when faced with adversity.

Organization

When paired with the systemic problems of youth fitness and obesity, increasing medical non-available and non-deployable rates, MSKI, ABCP challenges, and poor sleep habits of Soldiers contribute to financial and personnel strain on the Army. Currently, the Army cannot track individual Soldier administrative and performance data in real time. Poor data acquisition and management processes prevent leaders from knowing the performance status of individual Soldiers. This lack of real-time information makes it difficult for unit leaders to effect meaningful change.

Over the past 30 years, the scientific understanding of human performance optimization has progressed rapidly resulting in a multitude of highly specialized sub-disciplines (e.g., exercise physiology, performance psychology, athletic training). Each of these sub-disciplines has sparked development of accompanying evidence-based practices and professionals who have specialized competencies. In most cases, these advancements have exceeded the ability of individual leaders to keep pace with, understand, and apply sophisticated periodized training programs essential for the Army. With good intent, leaders implemented disparate, non-standardized training programs that wasted limited resources and produced negligible results towards improving Soldier readiness.

Several successful military programs have incorporated a holistic approach to performance optimization, including U.S. Special Operations Command (USSOCOM) Preservation of the Force & Family (POTFF) Task Force, USASOC THOR³ Program, and the 75th Ranger Regiment Ranger Athlete Warrior (RAW) Program. Highly specialized experts trained in various sub-disciplines of human performance have been employed in each of these programs. Lessons learned from these initiatives were incorporated into the H2F System

Operating Concept.

The H2F System consolidates the tenets of various Army health promotion and wellness campaigns and programs including Performance Triad (P3), Go For Green (G4G-A), Soldier Fueling Initiative, Fit for Performance, Healthy Army Communities “Be Strong” Campaign, Ready and Resilient (R2) Campaign, R2 Training Centers, Global Assessment Tool (GAT), Army Center for Enhanced Performance, and Army Wellness Centers (AWC) under one governance structure to better organize integrate, synchronize, message, and execute programming across the enterprise. The H2F System will also be synchronized with the Department of Veteran Affairs’ “Whole-Health Initiative” to help facilitate the transition to “Soldier For Life.”

The H2F System will utilize the Soldier Performance and Health Readiness (SPHERE) Database. The SPHERE provides high-powered analyses to identify population-level changes in Soldier readiness and performance, as well as numerous risk factors and protective behaviors. At end state, the SPHERE capability enables the provision of input to Army Senior Leaders regarding group-level, evidence-based guidance that may be employed to optimize and enhance readiness and performance.

Training

The current training model fails to look at fitness and health from a holistic perspective. The model also lacks integration and leveraging of evidence-based, non-physical practices (e.g., mindfulness, bio / neurofeedback) across the enterprise.

The H2F System employs deliberate and purposeful periodized training, using proven methods and standards, to optimize Soldier performance. Purposeful training uses the proper training volume, intensity and frequency to achieve mission essential outcome goals based on Soldier-specific tasks. Soldiers systematically revise their periodized training plan to continuously improve individual performance. This adherence to a professionally-designed and supervised training program facilitates compliance and rapid progress during the early period of training, and more incremental gains in the subsequent training periods during a Soldier’s career.

The H2F System creates an environment that makes proper behavior and decision-making the most likely choice. The program is immersive – it does not depend upon appointments away from the unit or online, self-management training systems. The architecture in the unit - both the “brick and mortar” architecture and the conceptual framework - supports choices that reinforce H2F strategic goals. It is a face-to-face daily program of instruction conducted by the primary H2F personnel, with individual weaknesses addressed in real-time by a professional team of unit-owned personnel in a unit-owned facility.

The revised FM 7-22 *Holistic Health and Fitness* includes training templates for a variety of environments and constraints. Seven-day schedules include active recovery sessions to maximize workout response, muscular strength and endurance training, speed training ability groups, and sessions conducted in Army Combat Uniform (ACU) with Fighting Load Carrier (FLC). Templates for training programs in Initial Entry

provided in FM 7-22 *Holistic Health and Fitness*. Templates deliver an important programming foundation designed to meet the demand and special needs of the unit while serving as important guide posts for the progression of a Soldier's readiness. This doctrine recognizes that Reserve Component Soldiers and units/commanders in remote locations will require alternate training solutions.

FM 7-22 *Holistic Health and Fitness* also promotes evidence-based non-physical performance optimization programming linked to spiritual readiness, cognitive and mental readiness for environmental and task-specific performance, and establishment of proper sleep for recharge. Empirically-promising non-physical domains that could be incorporated into the H2F System may include yoga, biofeedback, guided imagery, mindfulness, and therapeutic massage. These approaches are currently required to be offered by the Veterans Health Administration and nest well with "Soldier For Life." An integrated assessment tool is also necessary to aggregate all Soldier training and health data and provide Commanders with readiness measurements.

Materiel

To optimize Soldier performance, the H2F System requires investment in materiel. Representing the Commanding General (CG), TRADOC and reporting through the Army H2F Capability Development Integration Directorate (CDID), the Army H2F Program Manager (PM) develops and manages materiel DOTMLPF-P solution sets in support of H2F.

The H2F PM executes this mission by coordinating capabilities and materiel development activities to ensure all DOTMLPF-P requirements are integrated and synchronized to support H2F fielding requirements. The Army H2F PM coordinates with capability developers, materiel developers, test and evaluation personnel, Human Resources Command, Medical Center of Excellence (MEDCoE), AFC, and HQDA on issues influencing the organization, fielding, deployment, and sustainment of H2F capabilities. The H2F PM incorporates procedures to ensure that materiel solutions are properly addressed, documented, and tracked in the H2F System.

Leadership and Education

The current system puts little emphasis on educating leaders in physical and non-physical human performance optimization.

The success or failure of the H2F System depends upon the knowledge of its leadership. Commanders and other leaders will ensure adherence to H2F doctrine by actively modeling, participating, and managing the system. Junior leaders and the H2F Human Performance Team serve as the primary influencers for Soldiers. Beyond merely scheduling and supervising training, they must coach, teach, and mentor the tenets of the H2F System.

The goal of H2F leadership education is to prepare leaders to execute H2F programming within their organizations. Army leaders must understand best practices and be capable of initiating and managing H2F programming. The result enhances compliance with H2F best practices, reduces disparate readiness programming, and marshals resources.

H2F instruction will be embedded in all Army institutional training and leader development schools. H2F leader education will also occur in pre-command courses and unit professional development classes. The Army's self-development training domain is planned and deliberate learning that reinforces and expands the individual Soldier's H2F knowledge. It complements institutional and operational training and enhances understanding of the H2F System's principles and best practices.

Personnel

The H2F System requires qualified personnel to be imbedded in units across the Army, in all components, and all geographic regions.

Once established, the U.S. Army Holistic Health and Fitness School will consist of teams of instructors who train and certify unit-level H2F personnel. The school will be the Army's premier teaching facility for performance readiness, staffed with active duty and Army civilian instructors. H2F instructors at the school will conduct 6-week resident courses, as well as installation-based courses across the Army via Mobile Training Teams. Sister schools in the One Army School System (OASS) at Fort Benning, Fort Hood, Yakima Training Center, and Fort Dix will also provide trained H2F personnel to National Guard and Army Reserve Soldiers. Graduates will receive the H2F Additional Skill Identifier (ASI). As the H2F System matures and the skills needed for H2F trainers expand, Officer and Non-Commissioned Officers will be selected for AOC/MOS training at the School.

Human Performance Teams advise commanders on performance readiness issues and integrate H2F into mission planning and personnel decisions. Human Performance Teams assigned to a brigade serve as special staff to the Brigade Commander. These advisors, educators, and training leaders ensure standardized H2F programming is implemented. H2F leaders possess the knowledge to provide feedback on preventable H2F threats to the readiness mission. They lead the implementation of appropriate countermeasures through Soldier training and education in coordination with other members of the Human Performance Team and unit leadership.

The Human Performance Team for a brigade-sized element generally consists of the following personnel:

- **Physical Therapist (PT)**: (4-year bachelor's degree; 2-year master's degree or 3-year Doctor of Physical Therapy (DPT)) Provides full range of professional injury screening and prevention, evaluation, diagnosis, and treatment in close proximity to where Soldiers train. Trains, mentors, and supervises the active duty Human Performance Team members to include unit-level Master Fitness Trainers. Provides liaison to the installation's MTF Rehabilitation, Pain Management, Radiology, and Orthopedic Surgery services. Required to be state licensed. Board certified in sports or orthopedic physical therapy, preferred.
- **Registered Dietitian (RD) (Performance)**: (4-year bachelor's degree; 2-year master's degree (preferred) with registration) Implements and delivers a comprehensive nutrition program covering all aspects of optimal health, performance, and rehabilitation in close proximity to where Soldiers train. Serves as the Nutrition Program Director. Counsels individual Soldiers and groups on daily nutrition for performance and health; translates the

latest scientific evidence into practical task- and environment-specific performance nutrition recommendations; and maintains professional competency and skills required for professional practice. Required to be state licensed. Specializes in performance nutrition. Certified Specialist in Sports Dietetics (CSSD), preferred.

- **Occupational Therapist (OT)**: (4-year bachelor's degree; 2-year master's degree) Provides comprehensive occupational therapy services to maximize Soldier performance and improve unit readiness. Trains Soldiers in cognitive performance skills, mental and emotional skills, and interpersonal skills to optimize team and unit cohesion and performance. Addresses psychosocial, cognitive, physical, occupational, and environmental barriers and opportunities to prevent injury, mitigate injury risk, and facilitate rapid return to duty following injury. Addresses performance behaviors to include lifestyle habits, routines, sleep patterns, self-awareness, communication, cohesion, anger/stress management, and problem-solving skills. Addresses behavioral health concerns using combat and operational stress principles. Required to be state licensed.
- **Cognitive Performance Expert**: (4-year bachelor's degree; 2-year master's degree) Manages and provides cognitive enhancement education and tailored training programs for individuals and teams. Operationalizes resilience core competencies. Identifies and cultivates existing mental skill sets to assist the Soldier in performing optimally during physical, technical, and tactical training in preparation for combat operations, garrison, and life stressors. Recognizes and addresses mental barriers to physical performance by focusing on stress and emotional regulation; normalizes physiological responses to stress, to include combat situations; conducts tactical breathing and arousal regulation, team cohesion, imagery, and provides cognitive/learning strategies. Advises the commander on the implementation of cognitive enhancement programs to optimize specific performances. Required to be state licensed.
- **H2F Trainer**: (Future MOS capability to be developed) Serves as the Subject Matter Expert for the integration of holistic health and fitness in the unit. Integrates H2F practices including sleep readiness for combat, nutrition readiness for performance, and the principles of precision, integration, and progression for physical readiness coaching and training.
- **Athletic Trainer Certified (ATC)**: (4-year bachelor's degree; 2-year master's degree) Provides evaluation, diagnosis, and treatment of acute musculoskeletal conditions before, during, and after PRT in close proximity to where Soldiers train. Provides expert coaching on proper body mechanics and efficient movement techniques in the training and field environment and in concert with Physical Therapist. Recommends and advises the Human Performance Team and unit leadership on all injury issues related to PRT.
- **Strength and Conditioning Specialist**: (4-year bachelor's degree with Certified Strength and Conditioning Specialist certification) Develops, coordinates, executes, and manages evidence-based strength and conditioning programs focused on unit mission and individual Soldier tasks in accordance with FM 7-22 *Holistic Health and Fitness* that are synchronized with unit training and operational schedules. Coordinates and assists both

the unit and unit medical providers to develop, coordinate, and execute approved training programs for Soldiers with physical limitations. Provides recommendations and approved instruction and guidance to Soldiers and unit leadership on physical injury control in coordination with unit and H2F performance team.

The Human Performance Team designs, builds, and delivers the unit's H2F program, and measures program outcomes. With command support, the Human Performance Team and the H2F facility promote optimal Soldier readiness. When necessary, some Human Performance Team members deploy to sustain H2F treatment and training, while others stay to support the rear detachment and prepare for reset after deployment.

Facilities

The Army has never invested in dedicated training facilities designed to optimize Soldier health and physical fitness. In general, exercise facilities located on Army installations are operated by FMWR and designed primarily for recreational activities.

The H2F System represents a generational shift in the Army's training mission, with the goal of providing stand-alone mission-specific performance facilities for every H2F-resourced brigade over the next 10 years. Army Senior Leaders have committed to funding H2F facilities beginning in POM22-26.

The first step in H2F facility development was the creation of a training facility standard, approved by the Army Facility Standardization Committee in 2019. The second step was the development of a design standard, which is scheduled for approval during FY20 by the U.S. Army Corps of Engineers.

The H2F training facility naming convention is the **Soldier Performance Readiness Center (SPRC)**. The Army standard for a brigade-sized unit is ~40,000 square feet dedicated entirely to H2F programming. The SPRC serves as the unit-owned, "brick-and-mortar" hub for H2F that delivers a comprehensive, immersive, and integrative training experience for the individual Soldier, staffed by certified H2F performance professionals.

The SPRC consists of office, treatment, teaching, and counseling spaces for the Human Performance Team. It is open throughout the duty day to accommodate the unit H2F training. Company-sized units rotate into the SPRC throughout the day several times per week to receive H2F education, peer group classes, specialized strength and power training, and coaching from the Human Performance Team. Where available, Army Reserve and National Guard units will utilize the SPRC during training.

The ultimate vision for H2F is to provide each brigade an H2F campus: SPRC, standardized obstacle course, Army Combat Fitness Test (ACFT) field and track, terrain running course, sheltered strength training racks, containerized strength equipment, and PRT fields with climbing pods.

Training facility infrastructure is essential to the success of the H2F System. Dedicating resources to renovate, upgrade, and/or replace currently existing infrastructure shows the

Army's commitment to building the H2F environment. When facilities do not exist or current facilities hit life cycle replacement, new rapid construction facilities will be built to the H2F standard. Selected units or locations can move their facilities forward in master planning IAW unit and Army mission.

Policy

Chairman of the Joint Chiefs of Staff Instruction 3405.01(CJSCI 3405.01) identifies a framework for adopting and implementing Total Force Fitness (TFF). The Army's H2F System is nested within TFF's eight domains (psychological, behavior, spiritual, social, physical, medical and dental, nutritional, and environmental). The H2F System combines TFF's psychological, behavior, and social domains under the mental readiness domain, and adds sleep readiness. TFF's environmental domain is being incorporated in FM 7-22 *Holistic Health and Fitness*.

Governance

H2F System aligns numerous stove-piped health and fitness programs from across the Army under a single governance structure. The unified governance structure ensures uniformity, efficiency and effectiveness of H2F programming, provides the necessary emphasis and support to secure resources, and recommends prioritization of effort based on strategic objectives.

For effective implementation, the H2F System requires a formal governance process. H2F System governance includes an Army H2F Steering Committee, an Army H2F Capability Development Integration Directorate, Army H2F Director, Army H2F School Director, and an Army H2F Program Manager. These individuals and groups work with existing Army organizations and industry, inform science and technology efforts, and integrate existing and future H2F programs and initiatives.

Army H2F Steering Committee. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) will co-chair a permanent steering committee with the Commanding General (CG), TRADOC. This steering committee provides strategic direction for H2F efforts, recommends priorities to Army Senior Leaders, ensures H2F initiatives move from requirement to resourcing, and recommends Offices of Primary Responsibility (OPR) and Offices of Coordinating Responsibility (OCR) for H2F efforts. The ASA M&RA and CG, TRADOC recommend prioritization and allocation of resources to Army Senior Leaders within existing capability development, and the Army resourcing and programming processes.

Army H2F TRADOC Capability Manager (TCM). TRADOC will establish a permanent TCM focused on integration of H2F efforts. This organization is responsible for documenting existing H2F efforts, analyzing key efforts, inventorying existing research, identifying gaps, developing potential solutions, and implementing solutions. The H2F TCM coordinates with the U.S. Army Futures and Concepts Center (FCC) to integrate concepts and requirements into associated Army systems and strategies. In the interim, MEDCoE CDID will fill this requirement until the H2F TCM is established.

Army H2F Program Manager. CG, TRADOC establishes an H2F Program Manager. The H2F PM plans, coordinates, and implements H2F efforts based on the guidance of the Army H2F Steering Committee and working closely with key H2F stakeholders. The Army H2F PM develops and fields H2F strategy solutions identified in capability development documents and capability production documents reviewed by H2F TCM.

Army Organizations. The H2F process requires collaboration from multiple Army stakeholders. These organizations include: ASA M&RA; U.S. Army Reserve Command (USARC), National Guard Bureau (NGB), HQDA G-1; HQDA G-3/5/7; HQDA G-4, HQDA G-8, OTSG, TRADOC; FORSCOM, Army Materiel Command (AMC), AFC, MEDCoE, APHC, USARIEM, WRAIR, and USMA. These organizations administer, manage, and integrate H2F programs and resources across the Army. The Army H2F Steering Committee and the Army H2F CDID ensure unity of effort among Army organizations and organizations external to the Army. When required, they may recommend the merger, elimination, or downsize of redundant capabilities.

Strategic Objectives

"Winning matters. When we send the United States Army somewhere, we don't go to participate, we don't go to try hard. We go to win. That is extremely important because there's no second place or honorable mention in combat."

GEN James C. McConville
40th Chief of Staff, U.S. Army

The H2F System identifies four strategic objectives focused on individuals, leaders, units, and communities.

Strategic Objective #1: *Optimize Individual Soldier Performance and Individualized Health and Physical Readiness.* The Army achieves Strategic Objective #1 by educating and training the Total Army on the latest evidence-based science in physical and non-physical development and enhancement. In conjunction with reconditioning and reintegration programs, this objective maximizes readiness by focusing on the ability to predict and prevent injuries, illness, and disease. The H2F System requires sustained research efforts both inside and outside of the Army (e.g., federal agencies, academia, medical institutions, industry) to disseminate empirically sound findings, techniques, and technology across the enterprise.

Strategic Objective #2: *Develop Agile and Adaptive Leaders who Champion Personal Readiness.* The Army achieves Strategic Objective #2 by integrating H2F principles into leader development programs of instruction, doctrine, and institutional training center standards, thus improving the leadership behaviors and competencies of our officers, NCOs, and civilian leaders. This objective also incorporates tools and resources to allow leaders to better manage their personnel resources to maximize readiness.

Strategic Objective #3: *Build Units and Communities that Best Enable Readiness.* The Army achieves Strategic Objective #3 by designing and supporting facilities, policies, and processes that promote health and performance optimization, and by integrating and aligning existing programs that promote physical activity, sleep, health, spiritual, mental, and nutritional behaviors within units and communities.

Strategic Objective #4: *Support and Enhance Performance Optimization in Tactical Environments.* The Army achieves Strategic Objective #4 by empowering leaders to integrate the best performance enhancing techniques into warfighter management and mission planning. H2F establishes training guidelines and assessments to support programming that optimizes Soldier and unit performance across the full spectrum of missions.

Key Tasks

The following key tasks define outcomes necessary and relevant to achieve H2F strategic objectives:

Key Task #1. *Develop Individualized Health and Physical Readiness.* Individualized health and physical readiness increases the overall preparedness and deployability of individual Soldiers. The Army achieves maximal individual readiness by teaching and training Soldiers how to leverage the best practices in exercise, nutrition, sleep, spiritual readiness, and mental readiness, in conjunction with programs to predict, prevent, and preempt injuries, illness and disease. This includes rehabilitation and reconditioning programs to improve recovery. This key task focuses on improving the individual through evidence-based strategies, tools, technology, team challenges, and competitions.

Key Task #2. *Optimize Human Performance Multipliers.* Soldiers participate in personalized instruction and innovative programming designed to improve individual performance multipliers. Increased knowledge of exercise technique, exercise adherence, sleep behavior, performance nutrition, spiritual readiness, and mental readiness, combined with peer support, confidence in their ability to coach, teach, mentor, set goals, and leverage self-monitoring technology tools to facilitate the adoption of healthy behaviors, significantly enhance the readiness of the force. This key task also includes continuous research, assessment, and implementation of training methods, technologies, and team dynamics with H2F tenets.

Key Task #3. *Predict, Prevent, and Preempt Musculoskeletal Injuries and Illness.* Proactively identify Soldiers who are at risk of becoming medically non-deployable due to poor fitness and health behaviors and provide individualized interventions to enhance holistic health and fitness. This requires continued research and includes augmenting programs that facilitate reconditioning and reintegration after MSKI or illness. Integration with the Commander's Risk Reduction Dashboard (CRRD) and other tools help leaders identify Soldiers with increased risk of becoming medically non-available.

Key Task #4. *Increase Knowledge and Awareness of Health Readiness.* Consolidate multiple installation programs, personnel, platforms, and venues under one governance to increase knowledge and awareness of health and physical readiness through H2F strategic messaging, consolidated programs, tools, and resources. This cross-functional concept utilizes technology and social media to facilitate adoption of behaviors that promote personal health readiness and holistic fitness.

Key Task #5. *Imbed H2F in Total Army Policy, Training, and Doctrine.* Institutionalize H2F System tenets into all Army policies, training, and doctrine in order to develop and sustain engaged leaders who are able to lead, coach, teach, and mentor H2F tenets to enhance readiness and human performance.

Key Task #6. *Develop Trained and Engaged Leaders through H2F Strategies.* Develop competent, accountable, and engaged leaders who fully embrace and exemplify

personal readiness. These leaders drive culture change by living, promoting, and championing personal readiness through the best science and practice in performance optimization. Leaders are trained and have the dashboards, tools, and resources to lead, coach, teach, mentor, and promote individualized health and physical readiness of the Total Army. Train, develop, and certify Master Resilience Trainers (MRT), Master Fitness Trainers (MFT), and MFT Instructors (MFT-I) in H2F tenets as H2F Coaches/Instructors.

Key Task #7. *Develop H2F Career Development Models for Soldiers.* Historically, the U.S. Army has lagged behind other modern armies in providing trained and certified physical and non-physical training instructors for the Total Army. The intent of this key task is to develop an H2F Instructor MOS for the Army. This MOS is integral to the long-term viability of the H2F System and nests well with the Army's vision of "Soldier For Life." Professionally trained and educated Soldiers lead, reinforce, and sustain cultural change in the Army.

Key Task #8. *Establish Communities of Best Practices across Army Installations.* Establish healthy living communities on Army installations by enlisting all key partners and stakeholders (e.g., Installation Management Command (IMCOM), FMWR, AAFES, Defense Commissary Agency (DeCA), etc.). Healthy living communities encompass facilities, policies, and processes incorporating H2F tenets to promote readiness making healthy behaviors easy and sustainable.

Key Task #9. *Deploy Trained, Educated and Certified Health and Fitness Professionals throughout the Army.* Soldiers deserve trained and certified professionals to direct the H2F System in order to enhance individual performance. Some examples include Registered Dietitians (RD), Occupational Therapists (OT), Physical Therapists (PT), Certified Mental Performance Consultants (CMPC), Certified Athletic Trainers (ATC), and Strength and Conditioning Specialists.

Key Task #10. *Deploy a Robust Assessment Strategy.* Establish an ongoing process evaluation plan to assess implementation and adjust aims as required. Establish outcomes/summative evaluation plan to assess short- and long-term outcomes.

Key Task #11. *Partner with VA.* Partner with Veterans Health Administration Whole Health Initiative for materials for Soldiers and H2F Leaders to ensure alignment on the continuum of the holistic approach to well-being. Take advantage of preexisting materials that represent a comprehensive, evidence-based curricula of integrative health and wellness.

Key Task #12. *Partner with National Organizations that Promote Health and Wellness.* Partner with organizations that advocate for well-designed physical education programs, nutritious foods, and sports participation among American youth, the future recruiting pool. Examples include the National Football League's Play 60 Movement, Mission Readiness Council for a Strong America, National Fitness Foundation, President's Council on Sports, Fitness & Nutrition, SHAPE America (for health and physical educators), and the American College of Sports Medicine.

Conclusion

"The Army has been changing since the Army has been in existence. H2F represents a cultural change for My Squad. Soldiers must optimize physical, nutritional, sleep, spiritual, and mental readiness in order to master the fundamentals of being a Soldier."

SMA Michael A. Grinston
Sergeant Major of the Army

The Army's H2F System recognizes that the foundation of combat readiness is the physical and non-physical readiness of its Soldiers. Total Army health and readiness are mutually dependent.

H2F is synchronized with the *Army Operating Concept*, the *Army Human Dimension Strategy*, and the Army's *Ready and Resilient Campaign*, which describe the need to seek innovative approaches to investing in human capital. Investing in the H2F System builds trusted teams of professionals that have the attributes to thrive in ambiguous and chaotic environments. The H2F System helps improve Soldier and Family satisfaction, fitness, health, and well-being, while enhancing the preparedness of the Army to win our nation's wars.

Engaged Army leaders are responsible for the readiness of the Army and therefore responsible for the H2F System. Commanders establish the policies, regulations, and quality controls of the programs that shape performance programming, define objectives, and allocate resources. When properly designed, governed, implemented, and evaluated, the H2F System creates a performance readiness platform that allows Soldiers to overcome challenges. Program compliance is critical. Compliance with policy, regulation, doctrine, and intent of H2F by leaders at all levels is prerequisite to optimal Soldier performance.

To the extent that we meet the objectives outlined herein, H2F will enhance Soldier lethality and readiness, optimize performance, reduce injury, rapidly rehabilitate and recondition Soldiers following injury, and improve the overall effectiveness of the Total Army. To achieve an unparalleled return on readiness, the H2F System requires leader engagement, culture change, resource allocation, and long-term commitment, as well as building governance across commands, programs, and performance-enhancing initiatives. There is no better investment now than in the health and fitness of our most critical weapon system: the Soldier.