



**Holistic Health & Fitness (H2F)
Connectedness & Relationship Education
System (CARES)**

Strategic Communication Plan

FY25

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1 Summary

There is a need to strategically communicate the transition from Comprehensive Health and Welfare (CHW) to H2F CARES to Service Members and Families in the Wisconsin National Guard (WING).

Current communication challenges consist of too many departments trying to communicate internal messages (information overload), geographically dispersed population consisting of full-time and part-time personnel and inadequate ways of reaching intended audiences. Another significant challenge is joint constraints (Air Force & Army) systems that don't communicate with each other and various audiences within the organization with different needs, based on the unique needs of Service Members (SMs), leaders, families, demographics, location, and branch of service.

The objective of the H2F CARES Communication Plan is to communicate what H2F and CARES are and the resources, training, and services they offer within the organization and find ways to effectively reach the customers the directorate serves.

2 Introduction

2.1 Background

The WING is transitioning its Wellness Programs to the H2F CARES program. The CHW offered three courses, which will now be rebranded under H2F and CARES.

The CHW Basic Course will be renamed H2F Basic Course and will be facilitated by H2F FTNG personnel, along with MDAY/DSG Service Member (H2F Integrators). It will also be supplemented by CARES.

The CHW Leaders Course and Executive Leaders Course will continue to be offered via the CARES national rollout. These courses will be rebranded to CARE Coaching Basics and the CARE Executive Leaders Course. CARES implementation will include federal funding for six contractors assigned to Wisconsin. That team will have the flexibility to support local Wisconsin Wellness Programs in addition to the national CARES.

The H2F Lifestyle Integration Training program will also be absorbed into CARES as H2F/CARES Life Skills Training (LST), nested in the Entry-Stage portion of the system.

In Fiscal Year 2027, NGB will fund H2F Human Performance Teams (HPT), which include two FTNG Service Members and three contractor positions. These teams will consist of an H2F Manager, H2F Coordinator, dietician, athletic trainer, and strength and conditioning coach, that will provide holistic health and wellness support to the WING. Units will also assign trained H2F Integrators (MDAY) who will support the overall H2F Program. These H2F positions will also work in conjunction with the ongoing CARES initiatives.

We are utilizing federal funding options to add a federal contractor position to the J9 staff to provide mental health and behavioural support for the Army Substance Abuse Program (ASAP). This contractor will also facilitate the Joint Wellness and Recovery Program (JRW). Additionally, we are strengthening our partnerships with the many WING support services throughout the Medical (HSS), Chaplains and referrals within the local community.

2.2 Situation Analysis

The J9 leadership team constructed the following Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis. The [brackets] include additional information of how this analysis could affect the communication plan for the J9.

- **Strengths:** Diverse Experience, Passionate, Knowledgeable Staff, Positive Reputation, Great Teamwork & Collaborative

[Team members are already subject matter experts, working well together and passionate to go the extra mile to communicate these programs similar to how CHW was marketed]

- **Weaknesses:** Branding Confusion, Technology Limitations, Policies, Funding Uncertainty, Internal Onboarding, Personal Biases, Joint Challenges, Past Actions, Communication and Branding Confusion.

[Organization's CHW created a very positive name for itself and being able to continue that reputation under a different name may prove difficult, losing over half of the contractor positions puts strain on relationships within the team and creates gaps in workload that will have to be absorbed elsewhere, technology challenges with trying to reach the masses (jointly) will force the team to think outside of the box and increasing emotional intelligence for internal team dynamics.]

- **Opportunities:** Scalability, Rebranding, Marketing, Technology, Building Relationships, Collaboration. All weaknesses are looked at as potential opportunities!

[The need to collaborate and work together is agreed upon by all H2F members, this presents a huge opportunity to look best practices from CHW and implement them into CARES to create continuity and increase relevancy.]

- **Threats:** Funding, Staffing, Rules/Policies, Self-Care, Technology, Geographic Disbursement, Loss of Identity, Sustainability, and Perceptions.

[Celebrate the foundation that CHW and the WING J9 laid for a program like H2F and CARES to fall into.]

2.3 Lessons Learned

Based on previous communication efforts, the following are some generic lessons learned:

- Distro A messages have a limited reach to Soldiers outside of JFHQ and reach few Airmen at all.
- G3 Bulletin can be an effective tool, but still primarily limited to full-time Army staff only.
- Air has ALL MEMBER distribution lists, however we try to use it sparingly for fear of spam.
- Direct communications to Air and Army Commanders, Readiness NCO's, etc. have proven to be effective, but also must be done sparingly for fear of spamming.
- Posters can be effective, but challenging to maintain, need a POC at each facility/unit to do this effectively.
- Videos are very difficult to use as an effective communication tool, take time to produce (lack of resources) and extremely difficult to deliver to MDAY/DSG members
- Most SMs do not use Facebook, not an effective way to communicate to prime audience (18-30 year olds), however, it's still a prime target for our 'older' Service Members and support structure (i.e. parents, retirees, community).

- Commanders/leaders are inundated with organization communications every drill weekend – very difficult to get the J9 messaging to leaders, much less to the lowest level Service Member.
- WING Text Blasts have the ability to put the information directly in the hands of the Soldiers as long as the call roster is up to date.

3 Objectives

The following objectives and guidelines describe the future state, which we hope to achieve through the execution of the J9 Strategic Communication Plan.

3.1 Communications Objectives

The top three communication objectives for the H2F Program and CARES:

- ✓ Increase Awareness of rebranding effort
- ✓ Improve J9 Internal Communications, Promote Positive Culture & Efficiencies.
- ✓ Generate Senior Leader Support & Buy-In

3.2 Communications Guidelines

To assist in meeting these objectives, the following guidelines have been established that are applicable in the dissemination of communications messages within the team.

- ✓ All planned messaging will be communicated at the monthly marketing meeting and tracked on the communication calendar for team awareness & collaboration.
- ✓ All messages will be audience-specific.
- ✓ Messages will be distributed through appropriate channels, per the communication plan.
- ✓ The team will communicate what people need to know *before* they need to know it.
- ✓ Communications will be tailored, based on what people need to know.
- ✓ Only the WING Public Affairs team will be able to distribute official press releases.
- ✓ The H2F team will create additional feedback mechanisms to listen and act on feedback.

4 Stakeholders

This section identifies who will be involved in the dissemination and receipt of communications issued by the J9 Directorate/H2F.

4.1 Target Audience

The following are formal audience groups H2F will focus their communications to within the strategic communications plan.

- ✓ Senior Leaders
- ✓ Full-Time Airmen & Soldiers
- ✓ MDAY Soldiers & DSG Airmen
- ✓ Retirees & Military Supporters – i.e. Volunteers
- ✓ Governor's Office

4.2 Stakeholder Requirements

Below is the list of the target audience and the identified information that must be supplied to these groups to meet the intent of H2F's communication goals and objectives.

Role	Information
Senior Leaders	✓ Broad Summary of <i>all</i> H2F and CARES Programs ✓ Critical risks and issues ✓ Timeline performance ✓ Education of what H2F and CARES are to gain support ✓ Requests for support ✓ Education of programs and courses ✓ Leadership tools for motivational interviewing
Airmen & Soldiers	✓ Education of H2F and CARES Courses ✓ Promote a safe environment to learn and grow ✓ Promote the five pillars of wellness: mental, physical, spiritual, nutritional, and sleep ✓ Improve mindset, stress, finances, relationships and physical fitness ✓ Enhance retention, readiness, wellness and lethality
Retirees & Supporters	✓ Volunteer opportunities ✓ Contractor opportunities
Governor's Office	✓ State Govt-funded programs (CHW) update ✓ Other State funded programs/interests
General Public	✓ Military involvement, citizen Soldier/Airmen support, ✓ Telling the WING story via J9 programs

4.3 Key Messages

J9 will focus on a number of messages to communicate the services and resources the directorate offers to its customers. However, with the numerous recent changes and expansion of the J9, it is vital that the primary key message is focused on the following key message:

INTRODUCING H2F AND CARES

The military is changing and so are the needs of Service Members and how we lead. The new Holistic Health and Wellness Program and Connectedness and Relationship Education System is embracing an agile approach on motivational interviewing, promoting the five pillars of wellness, and improving mindset, stress, finances, relationships, and physical fitness across our force.

The following key messages will be woven into the communication schedule, supporting the overall theme that J9 is evolving to meet the needs of Service Members.

- ✓ **What is H2F and the CARES:** Provide education and training about holistic health and fitness, connectedness, relationships, motivational interviewing, resources and services available to Service Members and Leaders.
- ✓ **Who is H2F and the CARES:** Personal highlights of the individuals who make H2F and CARES successful. Highlight the human side of H2F, showcase capabilities, expertise and background to illustrate the connection to serving the mission of Service Member caring.

- ✓ **Why is H2F and the CARES is important:** How H2F exists to meet the changing needs of Service Members and Leaders. What are those needs, why holistic fitness important, how H2F and CARES can help individuals, leaders and families.

5 Channels

Deliver Channels provide the mechanism for disseminating information to H2F stakeholders.

5.1 Delivery Channels

Using the right channel is as important as drafting the right communications message for the right stakeholders at the right time. Delivery Channels available to H2F include:

- ✓ Awards
- ✓ Banners/Signage
- ✓ Brochures/Flyers/Fact Sheets
- ✓ Business cards
- ✓ Endorsements
- ✓ Email
- ✓ Launches
- ✓ Meetings
- ✓ Media packets (via PAO)
- ✓ Newsletters
- ✓ Social events
- ✓ Speaking engagements
- ✓ Website
- ✓ Workshops
- ✓ Social Media
- ✓ Text Message Blasts
- ✓ Displays

5.2 Information Collection

These channels will allow H2F to disseminate vital information and determine where and how the information will be gathered. The following table lists information sources for numerous H2F delivery channels.

Channel	CSM Coin Award
Information Requirement	Look for individuals outside of the directorate who have contributed to an H2F effort and nominate them for recognition via the already established CMS Coin Award program.
Information Provider	Anyone in H2F
Collection Timeframe	Quarterly - Goal
Details	Nominee suggestions will be gathered by H2F Leads to be discussed at the monthly marketing meeting.

Channel	Displays, Signage & Website
Information Requirement	H2F Key Messages: Q1: What is H2F and CARES? Q2: Who is H2F and CARES? Q3: Why Important? Q4: Recap of Courses and Services
Information Provider	H2F
Collection Timeframe	Quarterly Release – develop content during H2F/CARES marketing meeting. Provided by CARES Marketing Team.
Details	-Posters displayed at all facilities (Air & Army), with QR codes leading to more information on J9/DMA website. -Developed/maintained by marketing POC (hired in FY24)

	-Establish POCs at all units to display content via SFRS team.
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Channel	Launches – Quarterly Highlights
Information Requirement	Highlight upcoming CARES courses and initiatives
Information Provider	CARES Marketing Team, specific to upcoming courses in Wisconsin, discussed at marketing meeting.
Collection Timeframe	As needed
Details	To be discussed each quarter, examples include: Oct – H2F Transitions Nov – CARE Coaching Basics Course Jan – New services begin Feb – CARE Coaching Basic Course Apr – H2F Basic Course / CARE Executive Leader Course Jun – CARE Coaching Basics Course Jul – H2F Basic Course Sep – Upcoming FY26 Courses

Channel	Brochures, Flyers, & Fact Sheets
Information Requirement	Specifics about H2F and CARES courses and resources, answers who, what, why & how in a succinct manner.
Information Provider	CARES and H2F Marketing Team
Collection Timeframe	As needed, quarterly
Details	-Creation of WING H2F program-specific materials (simple fact sheets) to accommodate quarterly themes -Use at various events, meetings, presentations -Must continuously re-examine to ensure content is current and relevant to varied audiences

Channel	Email (Air and Army) & G3 Bulletin (Army)
Information Requirement	H2F and CARES program updates, courses, and services
Information Provider	CARES and H2F Marketing Team; H2F Leads
Collection Timeframe	As needed
Details	-Develop Air POCs to spread info to Air contacts outside of JFHQ, create additional Army communication processes outside of standard bulletin/email.

Channel	Meetings (Staff Mtgs, 1:1's, Updates)
Information Requirement	Program updates, successes, needs and future planning
Information Provider	Ripperger (POC) & J9 Leads
Collection Timeframe	Monthly, and as scheduled
Details	Information is primarily gathered in four ways: Mon AM coffee mtg, online tracking tool (due every Thu), monthly marketing meeting and individual 1:1's.

Channel	J9 Newsletter
Information Requirement	All H2F and CARES content that should be communicated to audience on behalf of J9.
Information Provider	Sween (Primary POC), plus J9 contributors & contractors (Military OneSource), Air Family Programs
Collection Timeframe	Monthly
Details	Monthly marketing meeting takes place first Wed of each month, discuss communication plans, opportunities and schedules for the following month – content for newsletter is assigned

Channel	Events/Engagements
Information Requirement	Details about the events, encouragement to attend, why it's important
Information Provider	Ms. Manders
Collection Timeframe	Varied
Details	Examples include: Halloween Open House event, Badger Yellow Ribbon Events, CARES Courses, H2F Courses, Learning Labs, etc.

Channel	Social Media
Information Requirement	H2F/CARES news, courses updates, events specific to WING SMs
Information Provider	H2F Leads coordinate info pertaining to their section via the quarterly social media plan
Collection Timeframe	Daily, will share with WING PAO for extended coverage
Details	Discussed at monthly marketing meeting

Channel	Text Message Blasts
Information Requirement	H2F/CARES Upcoming Courses or Events
Information Provider	H2F Leads/WING PAO
Collection Timeframe	Varied
Details	Coordinate with WING PAO to send message to the entire Air/Army force directly to their cell phones on upcoming courses and enrolment dates

6 Communications Plan

The tactical portion of the H2F and CARES Communication Plan will be created (broadly) on a quarterly basis, with specific details to be updated each month during the monthly marketing meeting.

6.1 Communications Schedule

The H2F and CARES Communication schedule will be embedded in the J9 Communication schedule template format and will be updated quarterly. The communications include numerous team meetings, publishing in the J9 monthly newsletter, communicating course dates, various initiatives and transition plans.

FY25:

Oct – H2F Transitions

Nov – CARE Coaching Basics Course

Jan – New services begin

Feb – CARE Coaching Basic Course

Apr – H2F Basic Course / CARE Executive Leader Course

Jun – CARE Coaching Basics Course

Jul – H2F Basic Course

Sep – Upcoming FY26 Courses

6.2 Communications Events

Within the same document, the J9 team will update a communication event list to include H2F and CARES messaging. This is a working document, concentrated on during the monthly marketing meeting and the basis of the social media plan. Each communication tactic will correspond with an 'Event ID' for easy tracking.

7 Social Media Plan

The social media plan of the H2F and CARES Communication Plan will be to coordinate with J9's overall social media schedule, and provide social media products to WING PAO, WIARNG RRB Marketing, and rebrand the CHW Social Media to WING H2F.

8 Appendix

8.1 WING Website

Posted online at <https://wi.ng.mil/Programs/JointWellnessResilience/>

8.2 H2F and CARES Communications

Posted online at <https://wi.ng.mil/Programs/Joint-Wellness-Resilience/Prevention-Wellness/>