

To: Safety and Facilities Services Committee

From: Adam Grant, Commissioner,  
Safety and Facilities Services Department

Report Number: SF-25-59

Date of Report: December 3, 2025

Date of Meeting: December 8, 2025

Subject: 2025 Warrior Health - Before Operational Stress Program

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The purpose of this report is to provide Council with an overview of the Before Operational Stress (B.O.S.) program and to update Council on the City of Oshawa's participation across all divisions.

## **2.0 Recommendation**

That the Safety and Facilities Services Committee recommend to City Council:

That Report SF-25-59, dated December 3, 2025, concerning the 2025 Warrior Health Before Operational Stress Program be received for information.

## **3.0 Input From Other Sources**

- Fire Services

## **4.0 Analysis**

The B.O.S. program integrates theoretical knowledge with practical and experiential components, which are essential elements of effective resilience training. This comprehensive model ensures that participants do not merely learn concepts but also engage in meaningful practice and skill development.

The curriculum encompasses eight core modules:

1. Operational Service Culture
2. Physiology of Operational Stress
3. Markers of Operational Stress
4. Cognitive Impacts
5. Emotions
6. Behaviour Change
7. Communication
8. Empathy and Functional Disconnection/Reconnection

Through these modules, B.O.S. program equips participants to recognize and understand stress, trauma, emotional and cognitive reactions, communication challenges, and long-term wellness strategies.

Key strengths of the B.O.S program include:

- **Evidence-based clinical strategies:** Built on research informed practices and validated psychological principles, the program provides participants with credible, reliable tools to understand and manage operational stress. This evidence-driven foundation strengthens program effectiveness and increases the likelihood of meaningful, long-term positive outcomes.
- **Focus on operational careers:** Designed specifically for public safety and frontline professions, the program recognizes that stress exposure is cumulative, ongoing, and inherent to these roles. By addressing the evolving nature of operational stress and providing practical strategies tailored to real world scenarios, B.O.S. aligns directly with the lived experiences of staff in Fire Services.
- **Emphasis on personal empowerment:** Encourages active participation in mental-health maintenance rather than passive or reactive approaches by promoting early intervention and resilience-building, supporting long-term wellbeing, career sustainability, and reducing the risk of burnout or operational stress injuries.

By enrolling 229 members across all divisions, the City of Oshawa demonstrates strong alignment between identified employee needs and the support programs offered. Adopting the B.O.S. program reflects a forward-thinking and compassionate commitment to strengthening the mental health and operational resilience of our workforce. Through this proactive, evidence-informed approach, the City of Oshawa affirms its responsibility to its staff and recognizes the unique psychological demands faced by public safety and frontline personnel.

## **5.0 Financial Implications**

There are no financial implications related to this Report.

## **6.0 Relationship to the Oshawa Strategic Plan**

This report responds to the Oshawa Strategic Plan Priority Area “Care: Safe and Sustainable Environment” with the goal to collaborate and advocate for effective services, programs, and community safety and well-being support.

A handwritten signature in blue ink, appearing to read "Stephen Barkwell".

Stephen Barkwell, Fire Chief,  
Fire Services

A handwritten signature in blue ink, appearing to read "Adam Grant".

Adam Grant, Commissioner,  
Safety and Facilities Services Department