



POLICE



EMPLOYEE WELLNESS CONSIDERATIONS AND STRATEGIES



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Purpose

To provide a practical approach for the support, establishment and ongoing maintenance of comprehensive wellness and training programs for public safety professionals predicated upon irrefutable data.



Outline

- The Need: Fact or Fiction
- A Leadership Philosophy: Servant Leadership
- The 21st Century Policing Task Force Report
- A Comprehensive Approach
- Future Recommendations



Outcomes

- Learn it
- Practice it
- Actualize and share the deserved success



The Need: Fact or Fiction



The Need: Fact or Fiction

Risk Factor Jeopardy¹

- What are postal carriers?
- What are doctors?
- What are dentists?
- What are celebrities?
- **What are police officers?**
- What are bus drivers?
- What are members of the armed services?



The Need: Fact or Fiction

Law enforcement is considered one of the most dangerous, stressful, and health-threatening occupations.²



The Need: Fact or Fiction

- A 2011 study found that 98% of U.S. law enforcement agencies do not require their officers to meet physical fitness standards after being hired.⁹
- The Cooper Institute conducted a comprehensive assessment of 1,700 law enforcement officers across the U.S. and found them to have lower than average fitness levels when compared with the general population, based on aerobic fitness, strength, and body fat.³
- It is estimated that each in-service myocardial infarction costs \$400,000 to \$750,000.⁴



The Need: Fact or Fiction

- The effects of job stress are well studied and include increased levels of psychological disorders such as anxiety, depression, and post-traumatic stress disorder (Gershon et al., 2002), and physiological conditions including hypertension (Franke et al., 2002; Ramey, 2003), and CVD (Backe, Seidler, Latza, Rossnagel & Schumann, 2011).⁵
- More than 200,000 days of work for police officers have been lost to mental ill health in the last four years. The reasons for absence include anxiety, depression, insomnia and post-traumatic stress.⁸



The Need: Fact or Fiction in Minnesota

- In Minneapolis, 67,000 hours of work time were lost to sick officers or those injured on duty in 2017, resulting in approximately \$2.7 million in overtime and worker's compensation-related costs.⁹
- In Minnesota, disability retirements for both physical and psychological injuries for police officers rose from 128 (2009-2012) to 240 (2013-2016) to **224** (2017-2019). Most striking is the increase in disability retirements for psychological injuries, which rose from 27 retirements (2009-2012) to 70 retirements (2013-2016) to **113** retirements (2017-2019).⁶



The Need: Fact or Fiction in Minnesota

- PTSD claims since 2013 total \$18.6 million in incurred claim costs; claims from public safety personnel account for \$18.1 million of this.¹²
- PTSD police incurred costs have risen as a share of all police work comp incurred costs:¹²
 - 2013: 2% of all police work comp costs
 - 2019: 39% of all police work comp costs
- We have seen significant development in PTSD claim costs since the end of 2019 (all job classes):¹²
 - Total net incurred costs on public safety PTSD claims since 2013 rose roughly **87%** from December 31, 2018 to December 31, 2019.
 - \$4.1 million of the increase was due to new claims in 2019.



The Need: Fact or Fiction

- <https://www.nbcnewyork.com/news/local/off-duty-nypd-officer-found-with-self-inflicted-gunshot-wound-to-head-police-sources/1504111/>
- <https://www.cbsnews.com/news/alarming-number-of-officer-suicides-prompts-outreach-in-chicago/>
- <https://www.wcpo.com/news/our-community/widowed-by-suicide-first-responders-wives-help-others-fight-ptsd>
- <https://www.nydailynews.com/new-york/nyc-crime/ny-metro-cop-shoots-self-dies-20190126-story.html>



The Need: Fact or Fiction

- <https://www.wfla.com/news/highlands-county/highlands-county-deputy-mourned-following-suicide/>
- <https://www.propublica.org/article/pulse-shooting-first-responders-ptsd-diagnosis>
- <https://theofficernextdoor.com/2018/12/20/cincinnati-police-sergeant-found-dead-by-fellow-officers/>
- <https://www.usatoday.com/story/news/investigations/2018/11/28/suicide-survivors-loss-family-friends-support/1248006002/>



The Need: Fact or Fiction

- Substance Use and Abuse
- Sleep Deprivation
- Obesity
- Chronic Pain
- Divorce
- Depression, Anxiety and PTSD
- Suicide
- Morbidity and Mortality



The Need: Fact or Fiction

- Moral and Ethical Obligation
- ↓
- Deliberate Indifference
- ↓
- Negligence
- ↓
- Liability – Parker versus District of Columbia: “Due to the officer’s lack of physical fitness, the officer was unable to use less-harmful defense tactics and resorted to using his firearm, causing the suspect to become paraplegic.”
Verdict: “The D.C. Metropolitan Police Department was found to be deliberately indifferent.”⁷



A Leadership Philosophy: Servant Leadership



A Leadership Philosophy: Servant Leadership

“A servant leader is a person of character, who puts people first, who is a skilled communicator, a compassionate collaborator, who possesses foresight, is a systems thinker and who leads with moral authority.”¹¹



Servant Leadership: Putting People First

A leader must exhibit fairness and civility at all costs when dealing with an organization's most important assets – its personnel!



Servant Leadership: Mission Driven

You must take care of your troops if you want
to carry out your mission.
(Military adage)



The 21st Century Policing Task Force Report

A Call to Action



The 21st Century Police Task Force Report

- Influential Document
- Six Pillars
- Officer Wellness and Safety:
“The ‘bulletproof cop’ does not exist. The officers who protect us must also be protected – against the incapacitating physical, mental, and emotional health problems as well as against the hazards of the job.”¹⁰



A Comprehensive Approach



A Comprehensive Approach

- Physical Fitness*
- Mental Fitness*
- Spiritual Fitness*

*For officers, civilian personnel and family members



Mental Fitness

- Mentoring Program
- In-Service Training
- Critical Incident Stress Management (CISM)
- Concerns of Police Survivors
- Academy Training
- Financial Fitness
- Peer Support Programs
- Check Ups for the Neck Up



The Study



The Study

- Comprehensive and unique
- Led and affirmed by a leading academic research scientist; funded by the League of Minnesota Cities Insurance Trust
- Goal: To reduce the risk of PTSD and other conditions, while optimizing performance under stress using biometric feedback
- The establishment of a personalized stress index is required and achievable
- Conditioning can improve the index and as a result, improve performance
- More studies are warranted



Recommendations

- Call to action – pay now or pay later
- Generate statewide awareness based on empirical data
- Devise and share evidence-based wellness and training programs (pre-service and in-service considerations)
- Fund development and programming through grant options (monies appropriated through the Minnesota Legislature – federal grants cumbersome and typically reserved for large agencies)
- Conduct analyses to assess the benefits and outcomes of programming



**Physical
Health and Fitness
of the Body**

"How We Move"

Providers:

- Self
- Peers/Friends/Family
- Professionals

Diet / Exercise:

- *Physical Fitness Programs
-

**Mental
Health and Fitness
of the Mind**

"How We Think"

Providers:

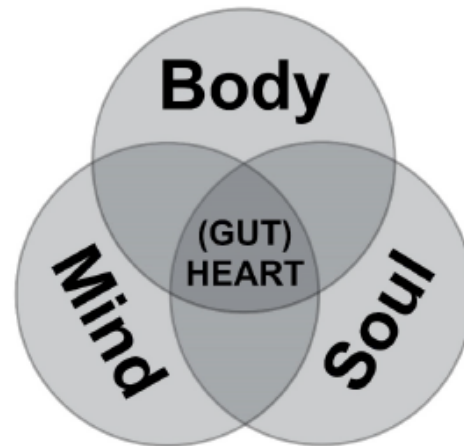
- Self
- Peers/Friends/Family
- Professionals

Diet / Exercise:

- *Peer Support Programs
-

"Wellness"

*Individual
and
Organizational*



A Process of:

- Awareness
- Assessment
- Action

**Spiritual
Health and Fitness
of the Soul**

"How We Connect"

Providers:

- Self
- Peers/Friends/Family
- Professionals

Diet / Exercise:

- *Chaplain Programs
-

**Emotional
Health and Fitness
of the Heart (Gut)**

"How We Feel"

Providers:

- Self
- Peers/Friends/Family
- Professionals

Diet / Exercise:

-
-



**Minnesota
Chiefs of Police**



**PUBLIC SAFETY
MINISTRIES**



Final Quote

As John Adams once answered to the following question:

“If we do all of this, will we be successful?”

“No, I can’t assure success, but I can assure you that you will deserve success.”



Beginning Quote!



Richard Branson-
“Train people well
enough so they can
leave, treat them
well enough so they
don’t want to.”₁₃



BLAINE POLICE DEPARTMENT



Mission Statement:

As proud members of our community,
we, the members of the Blaine Police Department,
strive to enhance the quality of life in Blaine
by serving with integrity, respect,
and professionalism.

Core Values:

Integrity: We will maintain the highest moral standards by embracing the principles of trust and honesty.

Respect: We will treat others with dignity, and guarantee the Constitutional rights of all.

Professionalism: We will take pride in our actions, duties, appearance, and professional growth.



Financial Implications

- Average of 85% of budget is spent on personnel (range of 61-98.5%), according to PERF₁₄
- LMC Data: (L. Gould, personal communication, September 9, 2019)
 - 2012-2015: PTSD = 6% of all claims
 - 2016-2019: PTSD = 28% of all claims
 - Since 2013 88 LE claims, total 13.3 million, 69% of claims costs go towards lost time benefits
 - 15.8 million total PTSD claims, 15.7 million public safety personnel
 - 2019: PTSD claims rose 62%



Financial Implications

continued

- 4,250 police officers covered by LMCIT, 16,000 firefighters covered by LMCIT
- 80% of PTSD claims are police officers
- Delayed reporting:
 - 92% of all WC claims reported within 1 month
 - 43% of PTSD within 1 month
 - 34% of PTSD within 6 months
 - 9% of PTSD within 1 to 2 years
 - 8% of PTSD within 3+ years





Policy and Programming

- Avoid collective bargaining
- Inter-department implementation
 - HR
 - Finance
 - Governing body
- Culture vs. benefits package
- Cost data



Multi-tiered Response

- Preparation
- Action
- Response





Preparation - Action - Response

- Culture
- Recruiting
- Psychological Exams
- Backgrounding





Preparation - Action - Response

- Employee onboarding wellness integration
- New hires initial consultation
- Family workshop
 - Department overview
 - Personal intro
 - Expectations
 - Wills for Heroes
 - Therapist presentation





Preparation - Action - Response

- P.O.W.E.R. - Police Officer Wellness by Enhancing Resiliency
 - Retainer overview
 - A la Carte options
 - Annual wellness check-ins



Preparation - Action - Response

- Therapy sessions
- On-call examples of P.O.W.E.R.
- Safecallnow.org
- 1-206-459-3020
- Wrestlingforlife



Police Officer Wellness by Enhancing Resiliency



Preparation - Action - Response

- Public Safety Peer Counseling
- MN Statute 181.973



Police Officer Wellness by Enhancing Resiliency



Preparation - Action - Response

Addiction Rehabilitation Services

- **Addiction Statistics¹⁵**
 - Almost 21 million Americans have at least one addiction, yet only 10% of them receive treatment.
 - Drug overdose deaths have more than tripled since 1990.
 - From 1999 to 2017, more than 700,000 Americans died from overdosing on a drug.
 - Alcohol and drug addiction cost the U.S. economy over \$600 billion every year.
 - In 2017, 34.2 million Americans committed DUI, 21.4 million under the influence of alcohol and 12.8 million under the influence of drugs.
 - About 20% of Americans who have depression or an anxiety disorder also have a substance use disorder.
 - More than 90% of people who have an addiction started to drink alcohol or use drugs before they were 18 years old.
 - Americans between the ages of 18 and 25 are most likely to use addictive drugs.



Preparation - Action - Response

- Law Enforcement Addiction Statistics¹⁶
 - 1 in 4 officers has alcohol or drug abuse issue
 - Substance use disorders estimated between 20-30% versus 10% for the general population





Preparation - Action - Response

Addiction Rehabilitation Services

- Pro-active treatment program
- Program traits
 - Preservation
 - Voluntary
 - No cost
 - FMLA
 - Cooperative partnership



Preparation - Action - Response

Addiction Rehabilitation Services

- Scope
 - Eligibility
 - Selection process



Preparation - Action - Response

Addiction Rehabilitation Services

- Details
 - No negative consequences
 - No salary lapse
 - Base wages
 - Participation requirement
 - No leave usage
 - Benefits





Preparation - Action - Response

Addiction Rehabilitation Services

- Details
 - Withholdings
 - Post treatment
 - Supervisor flexibility
 - HIPAA release
 - Program confidentiality
 - Relapse



Preparation - Action - Response

Addiction Rehabilitation Services

- Program concerns
- Other considerations



Preparation - Action - Response

Financial Wellness

- Employer funded
- Benefits package?
- Initial consultation
- Ongoing planning



Summary



Questions?
Thank You





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