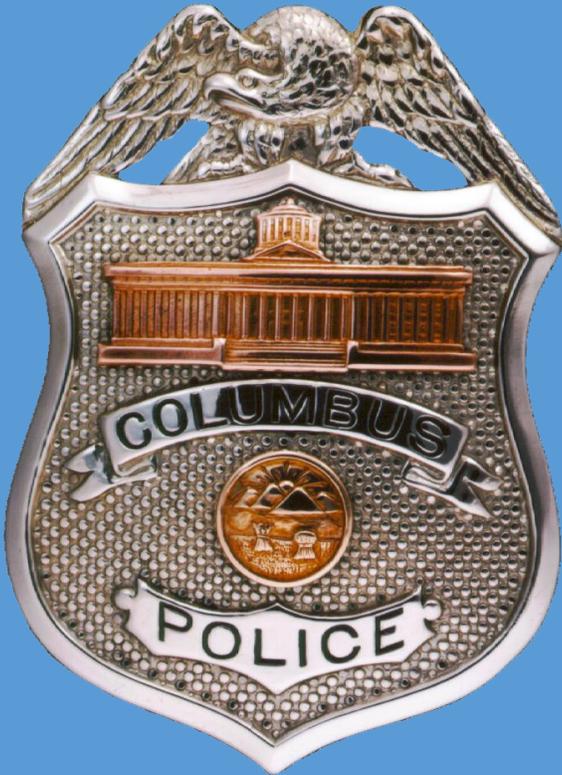


# WELLNESS BUREAU



Health &  
Wellness  
Initiatives

## Executive Summary

Nationwide the focus on officer wellness has become a dominant topic in law enforcement circles, from law enforcement web sites, magazines, news media, and even through organizations like the Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP) and the Ohio Association of Chiefs of Police (OACP). This is resulting from the confluence of an increasing number of officer suicides, the national recognition that officers suffer from post-traumatic stress and PTSD, and criminal justice reform groups echoing the need for progressive changes in the profession. Concomitantly, the field of Positive Psychology has evolved and grown, touting the health benefits of stress management through mindfulness and meditation. These techniques can help police officers build the psychological resilience critically important to maintain physical and mental wellness. Chief Thomas Quinlan approved creation of the Wellness Bureau within the Columbus Division of Police in recognition of the need to devote resources and support to the men and women serving as first responders to our residents, to ensure our personnel remain healthy and equipped to perform their duties.

The City of Columbus is now the 14<sup>th</sup> largest city in the United States, and is expected to continue growing. The Columbus Division of Police is the largest law enforcement agency in the State of Ohio, with approximately 1,850 sworn officers and over 300 civilian staff members. The Division covers approximately 226 square miles, comprising 20 different precincts, and serving over 902,000+ residents. Population is expected to top one million within the next decade.

### Vision

To become the healthiest police agency in the Nation, setting an example for others to follow.

### Mission

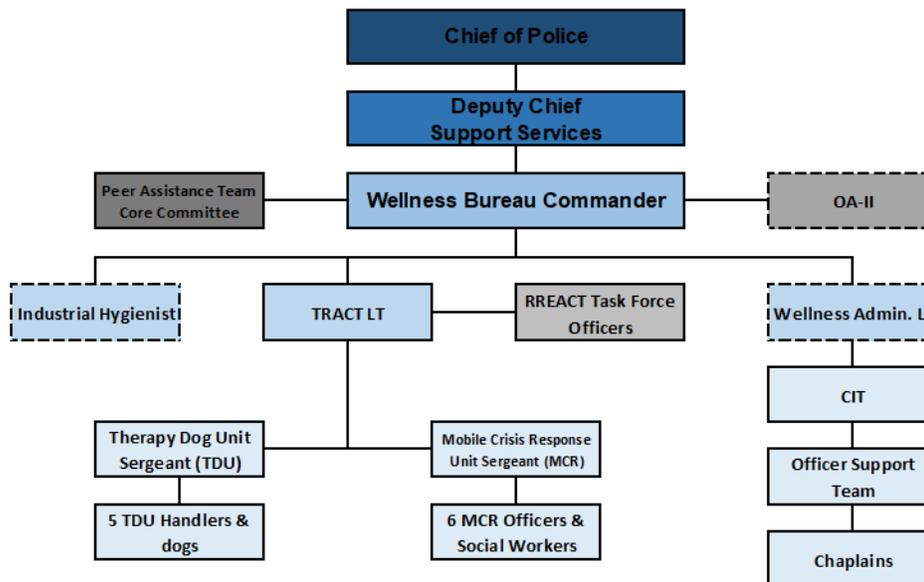
The mission of the Wellness Bureau is to enhance and improve the quality of life for employees within the Columbus Division of Police, thereby improving any interaction between those employed by the Columbus Division of Police and anyone they encounter.

This mission will be accomplished by advocating for initiatives, programming and training that will positively influence and change law enforcement culture regarding the pursuit and practice of mental health and wellness techniques within the Columbus Division of Police.

# WELLNESS BUREAU IMPLEMENTATION PLAN

## Organization

The Wellness Bureau resides within the Support Services Subdivision. There is one Commander who acts as a liaison to the Peer Assistance Team Coordinating Committee; one Lieutenant overseeing the Trauma/Recovery/Addiction/Crisis Teams (TRACT) Section, which is comprised of the Therapy Dog Unit and Mobile Crisis Response Units. The TRACT Lieutenant supervises the three task force officers embedded within Columbus Fire's Rapid Response Emergency Addiction and Crisis Team (RREACT). An additional responsibility assigned to the bureau is coordination of certain specialty teams, including the Chaplain program, Crisis Intervention Team (CIT), and Officer Support Team (OST). Creation of an Administrative Lieutenant position, and shifting the Industrial Hygienist from the Human Resources Bureau are currently being proposed, along with an administrative assistant to support the bureau.



## Components

To accomplish this mission, there has to be a multi-faceted approach to ensure the Division has a comprehensive plan to appeal to a diverse workforce with many different needs. Sources cite various dimensions of wellness, but often include some similar components. For the purposes of the Columbus Division of Police, the strategies for the Wellness Bureau will encompass initiatives around the following six components. The efforts will be appropriately placed either at the Basic Training (recruit) level, Advanced Training (incumbent), or targeting those nearing retirement to help them transition out of a career in law enforcement.

## WELLNESS BUREAU IMPLEMENTATION PLAN



**Emotional:** Includes the ability to recognize emotional states in one's self, to be able to remain present and regulate emotions to respond appropriately, and to recognize and interpret emotions of those with whom you interact.

**Spiritual:** This aspect of wellness is a journey unique to the individual but includes one's interests and practice in religious faith and personal morals, values and ethics. This relationship can affect how one views life's purpose and meaningful contribution to the greater good.

**Social:** Positive, healthy and nurturing relationships with others who have shared interests improves self-esteem and creates a safety net during periods of stress, increasing resilience.

**Physical:** Practicing healthy habits, to include good sleep habits, nutrition, and physical fitness to promote optimum health and longevity to more effectively weather physical and emotional stress.

**Occupational:** Includes accepted officer safety practices consistent with proper training and utilizing available equipment like seatbelts and ballistic vests and other equipment consistently and properly to minimize risk.

**Financial:** Proper planning for both short and long-term goals, subscribing to responsible fiscal management, and understanding insurance and investment vehicles.

# WELLNESS BUREAU IMPLEMENTATION PLAN

## Strategies

As previously discussed, the most effective way to implement training and shift culture for such a diverse workforce is to tailor it to the three main career stages in the organization; recruits, incumbents, and those transitioning toward retirement. Within that scheme, utilizing a system to introduce information by phases will be beneficial, and will allow for a gradual increase in the delivery of information. There will be some crossover from incumbent to retirement transition.

### I. Recruits

Basic Training - Phase I					
	Initiative	Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal
1.1	Introduction to EAP & Wellness Bureau	Provide broad overview of bureau, resources, and basic education on stress management	EAP & Wellness Bureau Commander	N/A	Complete week 1
1.2	Mindfulness & Yoga	Voluntary participation during non-committed times	Division personnel who are certified instructors	N/A	Introduce week 1 and continue offering throughout
1.3	Course on <u>Emotional Survival for Law Enforcement</u> , Dr. Kevin Gilmartin.	Provides information about the effects of law enforcement profession	Basic Training Lt & Wellness Bureau Commander	Removed due to time constraints. Need to get probation extended and re-implement.	Complete during Basic Training
1.4	Final EAP, Wellness Bureau & PAT visit	Continued discussion on stress and experiences after coaching and probation	EAP & Wellness Bureau Commander, PAT members	N/A	Complete at end of probation

Basic Training - Phase II					
	Initiative	Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal
2.1	Mindfulness & Yoga	Mandatory participation scheduled during the work day	Division personnel who are certified instructors	Extending academy; must get probationary period amended	Include 1 hour block of training every week of the basic academy
2.2	Emotional Intelligence Baseline Testing	Utilizing EQi-2 or similar instrument, provide education on E.I., define strengths & develop weaknesses	Wellness Bureau Commander	Approval through Chief & funding. Extending academy; must get probationary period amended	By the end of 2020 for 2021
2.3	Rebuilding Lives Training	Physiological effects of trauma--coordinated with Applied Behavioral Science course	Wellness Bureau Commander & Contracted Psychologists	Approval through Chief & extending academy; must get probationary period amended	By the end of 2020 for 2021

All of the initiatives in Basic Training Phase I are already being implemented except for goal 1.3. Phase II represents an expansion of the existing Mindfulness and Yoga, with additional training.

## WELLNESS BUREAU IMPLEMENTATION PLAN

### II. Incumbents

Initiatives for current employees are designed to gradually introduce concepts and build over time with each phase.

Incumbents - Phase I					
Initiative		Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal
1.1	Introduction to Wellness Bureau, PAT, EAP	Provide broad overview of bureau, PAT, EAP, and basic education on stress management, mindfulness	Wellness Bureau Commander, Peers from PAT	Approval from Chief, time at in-service	2020 In-Service
1.2	Suicide Prevention, positive psychology	Have had no training on suicide prevention or positive psychology Division-wide	Advanced Training Staff	Approval from Chief, time at in-service	2020 In-Service
1.3	Voluntary participation-perceived stress scale	Self-assessment and resources provided for self-follow-up	Wellness Bureau Commander, Industrial Hygienist	Approval by Chief	Complete during 2020 gas-mask fit-testing
1.4	Mindfulness & Yoga	Voluntary participation at academy in off-duty classes	Division personnel who are certified instructors	Approval from City HR	By end of 2020
1.5	Wellness App	Will provide on-demand mental health resources tailored to our Division	Wellness Bureau Commander	Approval from Chief, funding	By end of 2020
1.6	Family Night	Presentation to family members about LEO stress and resources	EAP & Wellness Bureau Commander, Chaplains	Time	By end of 2020
1.7	Creation of Employee Interest Groups (i.e., volunteering, running clubs, veterans, etc)	Provides social engagement opportunities for employees who have shared interests	Wellness Bureau	Time	By end of 2020

## WELLNESS BUREAU IMPLEMENTATION PLAN

Some Incumbent initiatives in Phase II and III will require support and approval from the Safety Director's Office and City of Columbus Human Resources, to include possible collective bargaining issues. These are being included because the initiative is a trend across the country and would be considered a holistic perspective in an ideal plan for wellness.

Incumbents - Phase II					
Initiative	Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal	
2.1	Voluntary fitness-related course offerings at the academy on all shifts	Division employs several officers who have expertise and certifications--officers would need to be on special assignment at Wellness Bureau	Certified Instructors	Approval from Chief & City HR	End of 2020
2.2	Financial Fitness Bootcamp	Design voluntary training block to be offered in the evening	Division has employees who are certified financial planners and insurance professionals	Volunteer availability	Second half of 2020
2.2	Emotional Intelligence Baseline Testing	Utilizing EQi-2 or similar instrument, provide education on E.I., define strengths & develop weaknesses; could fulfill annual wellness training goal	Wellness Bureau Commander & PAT Members	Approval through Chief & funding	2021 In-Service
2.3	Mental Health check-ins for volunteer groups	Do not currently have mental health check-ins	Wellness Bureau Commander & Contracted Psychologists	Final approval from Chief & City HR	By the end of 2020 for 2021
2.4	Continuing Training	Annual block at in-service on wellness-related topic	Wellness Bureau Commander, Advanced Training Staff, PAT Volunteer instructors	Approval from Chief	Annually

Incumbents - Phase III					
Initiative	Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal	
3.1	Hire a Fitness Professional as part of the Wellness Bureau	Person who could conduct movement analysis and prescribe and design exercise to reduce injuries	Certified Professional	Approval from Chief, Director & Finance	By end of March, 2021
3.2	Annual Mental Health Check-ins	Division-wide expansion of concept that is incentivized	Contracted Professionals	Collective Bargaining agreement--would need to be endorsed by the City and bargained with FOP at contract negotiations	Beginning of next FOP Contract

## WELLNESS BUREAU IMPLEMENTATION PLAN

### III. Retirees

Retiree Initiatives					
Initiative		Content/Rationale	Responsibility	Barriers to Implementation	Implementation Goal
1.1	Help implement a peer team for retirees	Would mirror the active Peer Assistance Team, but would support retirees	FOP & retired volunteers	Volunteers willing to guide program	June, 2020
1.2	Develop Retirement Transition course	Voluntary class to assist transition to retirement	Wellness Bureau Commander, EAP, Retired Peers	N/A	by end of 2020
1.3	Financial Planning Considerations	Voluntary class designed specifically for retirement	Division has employees who are certified financial planners and insurance professionals	Volunteer availability	by end of 2020

### Conclusion

The new Wellness Bureau at the Columbus Division of Police is committed to pursuing training and recommending changes in policies and procedures to improve the health and wellness of all employees. The bureau will utilize partnerships with the Training Bureau, Employee Assistance Program, the Fraternal Order of Police, the Columbus Division of Fire, and various other entities in fulfilling the described goals. The six dimensions of health and wellness will be the guiding principles to help define the focus of the bureau.