Officer Resiliency and Wellness

**Lesson Scope:**

This 8-hour curriculum is designed to inform Law Enforcement officers, Leaders and Executives about the Indianapolis Metropolitan Police Department’s (IMPD) Office of Professional Development and Wellness (OPDW), Wellness Model. The IMPD’s OPDW has been Nationally Recognized by former United States Attorney General, Loretta Lynch, as the Model for Police Agencies across the country. Members from the unit will talk about the unique stressors officers face and the 5-Areas the OPDW has identified where officers fail in their careers. The OPDW will discuss their developmental programs and how they use them to help officers build and maintain resiliency throughout their careers; Healthy Hire to Healthy Retire.

**Learning Objectives:**

After completing this 8-hour block of instruction, the student will be able to:

1. Identify the structure of IMPD’s OPDW unit
2. List and discuss the 5-Areas IMPD has identified officers fail in their careers
3. Describe ways for officers to become more resilient to the stressors of their career
4. Understand how OPDW works with officers in crisis
5. Describe a proper and effective response to a critical incident
6. Understand how OPDW’s Developmental programs support officers throughout their

careers

1. Identify and network with resources in their area to help officer remain or become

healthy

1. Work towards adapting the principles of IMPD’s OPDW unit to their department

**Training Aids:**

1. Laptop
2. Projector
3. PowerPoint

Training Materials:

* Emotional Survival for Law Enforcement, by Kevin Gilmartin.

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| **Building Resources in Your Community:** | **120 min** |
| **What This Looks Like Simple:** | **60 min** |

1. **Officer Resiliency and Wellness:**
   1. **Sign-in / Welcome: 60 minutes**

Senior Leadership from the host city/agency along with Local Union reps will welcome attendees. They will show their support for addressing resiliency, mental health and wellness issues in Law Enforcement. Time will also be given to any local sponsors to be recognized before the start of training.

Examples of speakers:

* Chief of host agency
* Supporting area agencies
* Representative of local Unions
* Sponsors
  1. **The Indianapolis Metropolitan Police Department Office of Professional Development and Wellness Model: 120 minutes**

This section will discuss the Office of Professional Development and Wellness’s (OPDW) structure, make-up and function. This part of the presentation will explore the Crisis Intervention and Developmental sides of the office and how they work together to get officers healthy.

* + 1. **Start with Why:**

Reference the book By Simon Sinek, ***Start with Why: How Great Leaders Inspire Everyone Around Them.*** During this section, we will discuss how this applies to Law Enforcement and What, How and Why we do what we do. Through an officer’s career it is common for the officer to lose perspective behind their original motivation for joining law enforcement. Bill Westfall of the Gallagher-Westfall Group says *“We have Observed that police officers often suffer a death of the police spirit, brought on by the paradox of their courage and commitment on one hand, but the utter futility of their efforts on the other. It is your responsibility as a leader to ensure that this does not happen.”*

A few questions to help guide the discussion:

* What is it we do?
* How do we do what we do?
* Why? – this is the most important question.

The purpose is to get the class to think about why they went into law enforcement to begin with.

* + 1. **Officer Travis Owens**

(Make clear to the class we have permission to talk about Travis’s story. His goal is for no other officer to go through what he went through.)

Officer Owens story covers the topics of depression, anxiety and attempted suicide. During this section, we will show his video and discuss with the class suicide and how it impacts and agency.

Question to start the discussion:

* Has someone on your agency completed suicide in the last 5 years?
* How did the agency respond?
* How did this affect you and your fellow officers?

Officer Owens is one of many officers that have come through the OPDW and given us permission to share their story’s. He and many officers like him are “Our Why”.

* + 1. **IMPD OPDW Wellness Unit Model: This section will discuss the Units origins, history, make up and structure.**

**Class Activity: Paper Snowflake**

Each student will be given an 8.5 x 11 piece of paper.

The instructor will ask the class to close their eyes and keep them closed throughout the instructions.

* Have students hold paper out in front of them
* Have students fold paper in half
* Have students rip off one corner
* Have students fold paper in half again.
* Have students rip off two corners.
* Have students unfold paper and fold paper diagonally.
* Have students fold paper again and rip another corner.

Have students open their snowflakes and compare to their neighbors and others in the class.

Questions to ask students:

* Did you follow the instructions as I said them?
* Do you think you followed them as best you could?
* What do you notice about everybody’s snowflake?
* Did you compare your snowflake to others?

Just a like a critical incident we all experience and perceive things a little differently. We all had the same instructions and heard them at the same time. But, everyone’s snowflake is a little different. It’s the same with a critical incident. Everyone will have a unique experience and it will affect everyone a little differently.

* + 1. **OPDW Unit History**

The Office of Professional Development and Officer Wellness (OPDW) was created 7 years ago by Captain Brian Nanavaty. He was working as a late-shift Captain and a part of the Disciplinary Board of Captains. Captain Nanavaty started to see a pattern of failure from the same officers coming through for discipline. He started to pull some of the officers aside and begin to mentor them and see if he could find the cause of their discipline issues. After starting to see some success on his district, it was rolled out as a department wide program to help failing officers. What started out as a discipline program progresses in to a pro-active developmental program to help officers before they became a discipline issue.

* Created 7 years ago by Capt. Brian Nanavaty
* Started as a disciplinary program
* Progressed to pro-active developmental program

The first three (3) years of the program saw a 300% increase in self-referrals and a 40% decrease in performance and disciplinary referrals.

* + 1. **Office Make up**

Currently the office is staffed with four officers. One (1) lieutenant, two (2) sergeants, and a patrol officer. More important than rank is finding the right fit. Rank will help with the navigation and politics of the department. The true success is being able to relate with officers in distress and earning their trust. The success of the unit has more to do with rank and file officers having trust in the confidentiality of the office.

* + - * One (1) Lieutenant
      * Two (2) Sergeants
      * One (1) Patrol Officer
      * Rank is not as important as finding the right person for the job
    1. **Developmental Side**

There are two areas of focus in the OPDW, developmental programs and crisis management. The developmental programs aim to keep officers healthy and mitigate or keep officers from going into crisis. This is done by being pro-active and partnering with officers utilizing internal and external resources.

The Peer Support and Mentoring program is the foundation of the OPDW office. The mentoring program partners successful veteran officers with officers looking to improve in their personal and professional lives.

* 1. **Peer Support and Mentoring**

Mission – The Indianapolis Metropolitan Police Department Peer-Support and Mentoring program connects successful veteran IMPD officers with motivated peers who desire career direction or support on a one-to-one basis. Mentors provide guidance and encouragement for officers to improve and continue their personal and professional development throughout their careers in law enforcement.

* + 1. **History of the Mentoring Program**
* Proposed Jan 2011
* Development committee formed July 2011
* Train the trainer October 2011
* Full time Program Specialist January 2012
* First Mentoring class March 2012

**Survey of IMPD officers regarding Mentoring (2010)**

92% wanted career advancement advice

63% advice on retirement

64% thought a mentor would have helped as a rookie

33% wanted a mentor

45% would like to be a mentor

* + 1. **Recruiting and New Hires**

Mentors working with the recruiting unit to help attract quality candidates to apply for IMPD.

Recruiting

* College visits
* Ride along program
* Limited job shadowing

New Hire

* Relocation for out of state applicants
* Clear expectations of a law enforcement career.
* Clear expectations of the academy
  + Academic
  + Physical fitness
    1. **Recruit Training** – All recruits are assigned a mentor in the first week of the academy.

Mentors provide guidance and support – not grading or evaluating

Feedback on assignment – recruits are asked to send assignments to mentors before handing them in to the instructors

An unintentional benefit of having mentors review assignments is immediate feedback on academy curriculum.

Support with adjusting to new norm of a career in law enforcement.

Mentors are encouraged to sit in on training and participate in group runs

* + 1. **Veteran Officer Mentoring**
* Officer Development
* Career pathing
* Personal development
* Officers facing challenges
* Personal
* Professional
* Peer to Peer
* Long term in duration
* Deployed Member Support Unit
  + 1. **Why Mentor**
* Recruiting quality applicants to the organization
* Transition to the department
* Provide individual attention to recruits during the academy
* Career goal setting
* Mistake avoidance
* Understanding organizational culture
* Employee Retention
* Increased job satisfaction
* Increase employee loyalty
* Provide ownership in the success of the organization
  + 1. **Mentor Training**

Day 1- Focus on the individual

* Introduction to mentoring
* DISC and SLII model

Day 2 – (three-day training)

* + - * Experiential education
        + Off-site at Butler University utilizing the low and high ropes course

Team building

Identifying own strengths and weaknesses

Day 3 - Class room

* + - * Active Listening
      * Goal setting
      * Working with veteran officers
      * Mentoring diverse groups
      * Expectations of the academy
      * Networking with available resources

Mentors are not expected to be experts in all area. They should have a broad understanding of all resources and programs available to IMPD.

* + 1. **Who should Mentor**
* Senior Officers and Supervisors
* Officers with a skill set
* Officers that have made mistakes and faced challenges during their careers
* Officers that care
* Officers that practice healthy habits
  + 1. **Mentor Requirements**
* Voluntary: on and off duty requirement
* Working knowledge of the organization
* Veteran officers / Supervisors with enthusiasm and passion for Law Enforcement
* Good interpersonal skills
* Willingness to share successes and failures
* Lead by example – meet or exceed expectations on yearly performance appraisal
  + 1. **Sun Micro-Systems Mentoring Program**
* 25% of Employees saw a salary increase
* Mentors promoted 6x more often
* Mentees promoted 5x more often
* Retention rates – Mentees: 72%, Mentors: 69%
  + 1. **Symposiums**

Twice a year we hold a Wellness Symposium. We bring in our resources and partners from the community to meet and interact with our mentors and POST team member. During the day, we bring in experts on several health and wellness related subject to present. Some examples are:

* Nutrition
* Exercise
* Sleep Disorders
* Massage Therapy
* Stress Management
  + 1. **Cross Fit / Yoga / Miyo Fit**

We offer several fitness activities for our officers. Some of the mentors trained in the peer support and mentoring program are cross fit instructors. An officer that is struggling with health-related issues can be paired to a mentor to help them develop good healthy habits to get back into shape. The mentors are not experts, but have additional training in fitness, nutrition, yoga as an example.

* + 1. **Leadership Academy**

This is a 4-week, spread over 4-moths, Leadership Development program managed by the Career Leadership and Development Office. Throughout the course officers are challenged to look at themselves and how they fit in the organization. Before graduating, students will complete a staff study examining an issue on their organization they would like to see addresses. The student will research the issue and come up with the solution.

* + 1. **Discipline**

As part of an officer’s discipline and remediation they may be ordered to work with the OPDW office. OPDW partners with the officer on identifying their needs and how, working together, we can help the officer get and stay healthy. Part of the remediation process may include, but not limited to, a referral to EAP, Journaling, Learning Activity Pack, meeting with a mentor, visiting a personal physician and periodic monitoring of the officer’s progress by the OPDW staff. Being referred to the OPDW as part of discipline is considered mandatory participation. If an officer is non-compliant notification to professional standards, Chiefs Office and the officers chain of command is made and further discipline may occur.

* 1. **Crisis Intervention / Case Management**

The OPDW office will proactively reach out to officer after a critical incident. Critical incident is defined as an incident having a profound and dramatic effect of an officer’s physical and or mental health. Every officer will respond differently to a critical incident. What might affect one officer will have little to no effect on another. It’s important to remember this and monitor each officer as an individual and check to make sure they are “ok”. Some critical incidents are considered a mandatory referral to the OPDW office. Officer Involved Shootings (OIS) or Police Action Shootings, being shoot at and In-custody Deaths are considered a mandatory referral to OPDW office.

* + 1. **Officer involved shooting (OIS) protocol**
* After an OIS officers will be put on Administrative Leave with pay.
* The OPDW unit will wait 48 – 36 hours before calling an officer to set up a time to meet.
* After an officer meets with OPDW they will be scheduled for one (1) mandatory EAP appointment. (an officer can meet as many times as they need)
* After the officer is cleared from OPDW and EAP Internal Affairs and Investigators will be notified and can schedule their interviews.
* After the interviews are completed a Fitness for Duty will be scheduled.

This process normally takes about two weeks to complete. Its import for the officer to take the time to be with their family and can process the critical incident. Officers are encouraged to bring spouses or significant others with them to OPDW and or EAP. IMPD recognizes that families are effected as well in the aftermath of a critical incident.

* + 1. **Critical Incident Response – POST team**

For all critical incidents in the city IMPD’s Peer Officer Support Team (POST) may respond. The POST team is an immediate response to a critical incident to provide short term support to offices on-scene of an incident. The POST team can be activated by any officer on-scene of a critical incident for themselves or a follow officer. If the POST team member feels the officer will need long term support or monitoring they will make a referral the OPDW office. In the majority of circumstances, OPDW will connect with officers involved in a critical incident.

* + 1. **Wounded Guardians**

Frequently the wounds an officer sustains are physical. The Wounded Guardians program is in place to help officers with needs they have while marked off sick. Some of these needs may be, cutting grass or other minor yard work, rides to dr. appointments, rides to the grocery store. The Wounded Guardians program quietly and privately recognize officers who have been seriously injured in the line of duty by issuing them a challenge coin. It’s a small gesture that goes a long way in letting the injured office know they are not forgotten and they never walk alone.

1. **Healthy Hire – Healthy Retire: 120 min.**

It is the goal of IMPD and the OPDW to make sure we hire healthy officers, help them maintain their health throughout their career and they remain healthy in retirement. All too often we hire unhealthy people, put them in an unhealthy environment and expect them to be happy and healthy in retirement. The results are devastating to the officer and their families. Divorce, poor relationships with their kids, isolation from friends, depression and anxiety are just some of what our officers are dealing with. If we leave this unchecked and don’t provide our officers with the tools to navigate a career in law enforcement, suicide could be the result.

To start, we need to look at the journey through a career in law enforcement, from applicants through retirement.

* What do we experience during our careers that cause so many of us to struggle and fail?
* What is the price we pay personally and professionally over the course of our career?
  + 1. **The Journey**

What we think we are hiring is Clark Kent and we are getting Superman or Wonder Woman. What we get after several years is Paul Blart, the mall cop. Did we hire “Paul Blart” or did a career in law enforcement turn Superman into “Paul Blart?” Think back to when you were applying to the academy.

Class Discussing: A few questions to stimulate conversation.

* Was this a lifelong dream?
* Was a family member an officer and you wanted to follow in their footsteps?
* How did feel when you got your letter you were accepted?
  + Share experience with asking this question of recruits and spouses in an IMPD recruit class.
* Talk about the 10-15-year mark in an officer’s career. According to research this is one of the risk factors in suicide for an officer.
  + 1. **Baggage**

Everyone has baggage. We have the baggage we bring with us to the job and we have the baggage we pick up along the way. Baggage is our experiences through life, some good, some bad. It’s our ability to deal with our baggage that will determine if we are successful or not.

* Baggage we bring to the job:
  + Married young
  + One or less biological parent at home
  + Physical/sexual/emotional abuse (Childhood)
  + Mild to extreme Obsessions / Compulsions
  + Mild to extreme narcissism
  + Childhood Behavioral Disorders
  + Family history of addictive behaviors
  + Immaturity (Biological/Emotional)
  + Impulsive Behavior
  + Paranoia
  + Lack of adult role model
  + Low self esteem

It’s our pre-existing baggage that challenges us and our ability to cope with the daily stress and trauma we experience in our jobs.

* Baggage we pick up along the way:
  + Critical Incident
    - Officer involved shooting (OIS)
    - MVA-Death
    - Death of Children
    - Homicide / Suicide
  + Cumulative Stress
  + Trauma / PTSD symptoms
  + PTSD
  + Physical Trauma / Injury
  + Department / Institution stress
  + Media
  + Politics

The stress and trauma we pick up along the way magnifies our pre-existing baggage.

* + 1. **Distress**

What Happens with our Baggage? Take our pre-existing baggage and the baggage we pick up along the way, add abnormal amounts of stress and trauma and you get distress. Stress unchecked leads to distress. Prolonged exposure to stress creates physical, mental and emotional damage to an individual. It’s also very costly to an organization.

Question?

* What is the cost of replacing a 5-year officer on your agency?

In Indianapolis, it’s about $100,000.00 to recruit, hire, train, and equip an officer for their first year. According to the 1996 FBI Law Enforcement Bulletin its $8600.00 to incorporate early intervention and treatment.

* + 1. **Stress and Our Health:**

If we don’t find healthy ways of dealing with our stress it will have a negative effect on our health.

Robert Sapolsky, *Why Zebras Don’t Get Ulcers*, “Hormones may be useful to animals in the wild escaping their predators, (*Fight-or-flight response*) but the effects on humans, when secreted at high quantities or over long periods of time, are much less desirable.” Animals, such as the zebra don’t stress what they don’t know or control. When danger is sensed a zebra will activate the fight or flight response, dump cortisol (a stress hormone), and flee. Once the threat is gone they go back to normal. As humans, with our complex brains, we are constantly worried about what we can’t control or don’t know. As police officers, we stay in “hyper-vigilance” most of the time and our bodies continue to dump unneeded and damaging hormones into our systems. What are some of the long-term effects of increased exposure to stress?

* Coronary Artery Disease
* Hypertension (high blood pressure)
* Depression/Anxiety
* Psychosomatic Manifestations
* Sleep Disorders
* Weight Gain
* Alcohol/Drug use
* Migraines
* Stomach issues – Irritable bowl
* Irritability
* Post-Traumatic Stress
* Self-harm

Dr. Steven Moffatt from the National Institute of Public Safety and Heath talks about 4 things stress affects in Law Enforcement officers. First, being in law enforcement your overall fatality rate is 3x that of the general public. Second, and it will be addressed later is sleep. 40% of all law enforcement officers have some form of sleep disorder. Third, law enforcement shift work is associated with suicidal ideation. Last, 34% of all law enforcement officers have multiple symptoms of Post-Traumatic Stress Disorder but are not diagnosed.

*Video:* Show video of officer losing control and pulling firearm on teenager in the fast-food drive through.

* How do we identify and help someone before this happens?
* How many of you, or officers you work with are one slow drive through line away from going into distress?
  + 1. **Survey:**

Any slide with Green blocks are reference a survey done in 2013 of all officers on IMPD.

Between 55-60% of the surveyed officer say they have experienced symptoms of overwhelming stress.

* + - Close to 100% of the officers between the age of 36-45 report having experiences overwhelming stress. (this is important when we start looking at officers reporting thoughts of self-harm.)
    1. **Diet and Exercise and Our Health:**

A 2005 study by Ruiz and Morrow shows the life expectancy of a police officer is 66 years. Compare this to the average life expectancy of the average American of 78 years. Over the last three years according to the Officer Down memorial page, 47 officers died from heart attack, stroke and brain aneurysm.

The Harvard School of Public Health examined 441 Sudden Cardiac Deaths in Law Enforcement between 1984-2010. They found that *Sudden Cardiac Deaths* (SCD) accounted for 10% of all on-duty deaths.

SCD

Compared to routine or non-emergency patrol

**34 to 69** times higher – restraints or altercations

**20 to 23** times higher – physical training

**6 to 9** times higher – medical or rescue operations

Thigh MRI cross section: Showing a cross section view of the thigh muscle, compare all three pictures. A 40-year-old tri-athlete. Notice thin layer of fat around the thigh muscle and very little fat inside the muscle. Point out the thick bone structure. Next show the 74-year-old sedentary man. A greater amount of fat around the muscle along with more fat inside the muscle. Bone structure is obviously much smaller. The last picture is a 70-year-old tri-athlete. Notice there is little to no difference from the 40-year-old cross section. Regular exercise helps us maintain good muscle strength and bone structure. It helps with balance, flexibility and all activities of daily living as we get older.

* + 1. **Sleep and Our Health:**

The one thing officers can do to get healthy would be to sleep. Most officers don’t get good, restful sleep at night.

In the Journal of American Medical Association (JAMA), 4957 Law Enforcement participants were screened. 40% of the reported at least one (1) sleep disorder. What is more frightening is 26% of officers surveyed reported to falling asleep at least once a month. In the 2009 and 2010 1/3 of line of duty deaths were motor vehicle accidents.

***Question for the Class****?*

*How Much sleep did you get last night?*

Most of us don’t get 8-hours of sleep. We brag about how little sleep we get and how well we operate. It’s not true. Being awake for 18-24 hours is equal to a BAC of .05 to .08.

An officer who is sleep deprived will have an increased chance of a motor vehicle accident. Their ability to deal with the public in stressful situations is diminished. This will result in more complaints for language and or unprofessional behavior. The sleep deprived officer will use more sick time and is more prone to injury. Finally, officers who don’t get enough sleep are more prone to using higher levels of force.

*How many hours of sleep are recommended?*

*8-hours of uninterrupted hours of sleep every night*.

Mental Health and Sleep:

* Increase in mood swings
* Impaired Judgment
* Decrease Reaction time, mentally and physically
* Increase sense of threat
* Increase in anxiety and depression
* Increase chance of all mental health issues

Physical Health and Sleep

* Decrease in eye-hand coordination
* Weight gain
* Increase sensitivity to pain
* Restlessness
* Gastrointestinal issues (IBS)
* Damaging to the CVS
  + 1. **Health – Family and Financial:**

After surveying all 1600 officer IMPD, 70% reported to have experienced relationship, family and or financial distress at one point during their career. The military has found if a soldier has a toxic relationship at home it’s almost impossible for them to get someone healthy.

According to My Money Wellness, financial issues are a major source of stress for police officers.

* 92% of Police Officers are losing sleep and stressing over finances.
* 70% are living paycheck to paycheck
* 40% have borrowed money from a friend, relative or retirement fund

Of all the stressors in an officer’s career financial issues is one they control. Some officers see part-time work as a solution to their financial issues. What is the true cost of part-time work. Sure, you can bring in a little extra money, but what is the cost of time away from family. Kids won’t remember what you bought them. They will remember the time you spent with them.

* + 1. **Veteran Cop to a Rookie**: “Rather than get married again and lose everything in a divorce, I figured it was easier to buy a new house every five years and give it and all my savings to someone I hate.”
    2. **Cumulative Stress and Suicide:**

Stress will build up over time. Think of a cup as where you store your stress. Water is your stress. You can only add so much stress before your cup over flows. When you don’t deal with your stress it becomes distress. The OPDW defines distress as immediate, debilitating and deadly if untreated.

* 1. **Suicide:**

According to current research and stats, suicide rates for law enforcement is about the same as the general population. We should be alarmed and concerned about this. Most of us went through a battery of psychological testing before we were hired. We are theoretically hiring psychologically stable individuals. So why are will still losing over 100 officers a year to suicide?

Remember the slide of stress.

* Between 55-60% of the surveyed officer say they have experienced symptoms of overwhelming stress.
  + - * Close to 100% of the officers between the age of 36-45 report having experiences overwhelming stress. (this is important when we start looking at officers reporting thoughts of self-harm.

**Suicide Early Warning Signs:**

* + - * Family History of Suicide/Violence/Abuse
      * Financial Problems
      * Administrative/Legal Problems
      * Depression
      * Exposure to Trauma/Adverse Life Events
      * Negative Self-Image
      * Physical Illness/Retirement/Chronic Pain

Denise Jablonski-Kaye, Ph.D.

Stephanie L Barone, Ph.D.

**Suicide-IMPD Deaths:**

Between the years 1984 – 2017, excluding accidental and health related deaths, IMPD has lost 14 officers to self-harm. During this same time, we have lost 6 officers in the line of duty. Over twice as many officers ended their own life compared to those lost in the line of duty.

* + 1. **Myths and Barriers:**

It’s ok to be ok. It’s also ok to not be ok. How many times after a critical incident or highly stressful run has everyone gathered around and ask, “is everyone ok?” Everyone says they’re fine, goes back to their car and drives their separate ways off to the next run. Like this comic depicts, sometimes we are not ok. We must step up and ask for help.

Let us look at an officer who was not ok. Chris Prochut was a former Bolingbrook, Il Police Officer. He was suffering from suicidal thought, depression and anxiety. His wife convinced him and he agreed to go get treatment. His Chief was supportive and told Chris his job would be waiting for him when he got healthy and could return to work. Unfortunately, in Illinois if you seek medical help for a mental health condition you lose your ability to carry a firearm. Chris was unable to be a police officer and was forced to apply for a medical retirement. The Illinois pension board found no cause for a medical disability and Chris was left with no job and no medical pension. Because of this case and others like it officers are now afraid to come forward with mental health issues for fear of losing their job.

* + 1. **Retirement:**

How often do we hear, “I almost got my 20, then I’m out of here!” Officers talk about retiring to the beach, RV’ing, Sailboat or just traveling and visiting with family and friends.

What we see is poor physical health, poor financial health and poor mental health. A lot of our retired officers don’t end their career with the spouse they started with and are splitting their pension. Instead of spending retirement with log walks on the beach they are spending it putting on a uniform and working part-time just to make ends meet.

* 1. **Indianapolis Metropolitan Police Department – Office of Professional Development and Wellness: States and Case Studies**

In this section, we will share with the class the stats from IMPDs OPDW and case studies of officers we have worked with over the last seven years. A few officers have given us permission to discuss their challenges and personal struggles in the hope others will not have to suffer.

Before we get into the stats and case studies let look at the top five (5) reason we find officers fail on IMPD. After 7-years we find officers fall into at least one (1) of these five areas:

IMPD – Top 5 Reasons Officers Fail:

* Addiction Issues:
  + Alcohol – Opioids – Gabling – sex – Porn – Drama
* Mental Health Issues:
  + Anxiety – Depression – bi-polar – ADD/ADHD – OCD
* Physical Health Issues:
  + Weight – Diet – Exercise – Sleep – Pain Management – CVD - Diabetes
* Personality – Behavior Issues:
  + Ego-Narcissism – Immaturity – victim thinking – Low Emotional Intelligence – poor life choices
* Family Relationship Issues:
  + Marriage – Infidelity – divorce – Parenting – Financial

From 2010 to 2013 the OPDW worked with over 500 officers.

* Addictive issues – 21%
* Mental Health Issues – 38%
* Physical Health Issues – 36%
* Personality Ego Issues – 33%
* Relationship Issues – 31%

For 2016, this is what we were seeing with the officers on IMPD:

* Addictive issues – 8%
* Mental Health Issues – 62%
* Physical Health Issues – 53%
* Personality Ego Issues – 26%
* Relationship Issues – 38%

Our addictive issues appear to be down and the Mental Health went way up. First, we may have not done a good job of asking officers about substance abuse issues, alcohol or opioid use. In 2017, we are making sure to ask officers about these issues. The reason for the sharp rise in Mental Health issues was how we defined it. Anytime an officer went to EAP after a critical incident we classified it as a Mental Health check. It does not mean there is anything wrong. In 2016, we had several OIS shooting and one shooting had over 17 officers discharge their firearm and over 20 officers involved.

* + 1. **Review and Discussion of 2016 Outcomes for the OPDW office.**

Early Intervention: 66

Remediation: 5

Supervisor Consult: 28

Wellness: 71

Performance Issue: 10

OIS: 44

Critical Incident: 53

Arrested: 7

Mandatory: 64

* 1. **The Journey – Case Study:**

In this section, the instructors will lead the class through several case studies of officers they have worked with over the years. The officers have given the instructors to discuss their cases in class, but have not given permission for it to be released in writing to the public.

End the discussion asking the class, without sharing names, what ways have you seen officers fail?

* 1. **Healthy Hire – Healthy Retire:**

We just talked about some of the ways officers struggle and fail during their careers. We hire officers and put them in the academy without any thought to the stress and trauma they are going to experience over the next 20 or 30 years, if they make it that long. In 2002 Kevin Gilmartin in his book, Emotional Survival for Law Enforcement, states *“We teach officers street survival. When are we going to stress the importance of resiliency or emotional survival?”* 15 years later and we are just now starting to see organization recognize the damaging our careers are.

Gilmartin then ask, *“Can the journey through a career be made easier safer and less emotionally damaging?”*

**Ask the Class: What is Resiliency?**

* Provide the class time to discuss what it is to them.

We define Resiliency as a person’s ability to strengthen their personal and professional self though stress inoculation, healthy habits, quality choices and life control.

Question for the class:

* Who is responsible for an officer’s resiliency and wellness?
* What are some of the barriers to resiliency and wellness on your agency?
* What can we as an agency do to help officers become resilient and well?

When working with officers who have failed we see three (3) predominate themes from the officer.

* **Work place Apathy** – The officer just doesn’t care anymore. They have lost their “Why.”
* **Our Perceived Value** – We find officers who are failing forget they bring value to the job. I common theme from officers is “I only know how to be a cop.” The skills it takes to be a successful police officer is something most employers would love to have.
* **Victim Thinking** – Officers feel they have lost control and everything is happening to them. They are a victim of their circumstances and there is nothing they can do about it.
  + 1. **Apathy at Work:**
* Micro-Management: Officers feel they are too controlled by supervisors and or policy and general orders
* Lack of Progress: Every year we come up with new crime fighting strategies. Officers know it’s the same strategies ever year, it’s just a different name
* Job Insecurity: Officers are not worried about losing their jobs. Most of the time they are worried about losing their specialty position
* No Confidence in Leadership: Poor leadership breeds apathy at work. Leadership provides clear goals and direction. Great leadership helps mentor and develop officers.
* Lack of Accountability
* Poor Communication
* Unpleasant Co-workers
* Boredom
  + 1. **Perceived Valu**e:

All too often officers think all they can do is be a cop. What is it about a career in law enforcement that makes a person think this is all I can do. A career in law enforcement provides officers with a skill set most employers would love to have. Critical thinking, conflict resolution, ability to communicate with others and assertiveness to name just a few.

Question for the class?

* What skills have you gained from law enforcement do you think an employer would look for in a new hire?
  + 1. **Victim Thinking:**

What is victim thinking? It’s always blaming someone or something else for the bad things that happen to them. It’s not getting the shift assignment they wanted and blaming their sergeant for playing favorites. Its officers not being accountable for their own actions. They don’t control what they can control. Everything is always someone else’s fault.

* + 1. **Resiliency:**

A survey of 1600 officers:

My agency cares about me personally and professionally.

Greater then 80% of the officers surveyed did not believe their agency cared about them. This was surprising to us because we had just spent the last hour and half talking about the developmental programs of the OPDW office and how we cared. I was snapshot of how angry and disgruntled our agency was at the time.

The follow up question was, I have viewed myself as a victim based on the actions of my department during my career. 50% of the officers viewed themselves as a victim during their career.

* + 1. **Conclusion:**

On IMPD we have the Office of Professional Development and Wellness. We spent the morning talking about our “Why” and why we do what we do. How our office is put together and what some of the programs we have in place to help develop officers to help them get healthy and to help them become more resilient to the stress of trauma of law enforcement. We need to create pro-active programs such as Peer Support and Mentoring to provide officers with successful veteran officers to provide guidance throughout the early part of their careers. Mentors give career pathing advice to help develop officer as they gain more experience. The mentoring program also provides a resource to officers struggling in their personal lives. Giving them a veteran officer who is willing to share their experiences and how they have come through successful.

We need to change our culture to make it acceptable to come forward and ask for help when needed. A pro-active approach to getting officers help after exposure to extreme levels of violence and trauma will help reduce officers experiencing long term post-traumatic stress symptoms. A clear critical incident response protocol giving officers time to heal physically and mental from their injuries. Partner with resources from the community before a critical incident so you can quickly and easily get an officer help when its needed.

We need to keep our officers physically fit as well as mentally healthy. Fit and healthy officers have less injuries, use less sick time, use lower levels of force, have fewer citizen complaints and are more productive at work. Vigorous exercise is shown to help make individuals more resilient in the face of traumatic and high stress situations decreasing their chances of developing post-traumatic stress.

1. **Building Resources in Your Community: 120 minutes**

In this section, we will moderate group presentations and discussions with four (4) to five (5) resources from the local community. These resources will consist, but not limited to, addiction centers, stress management centers, employee assistance programs (EAP), Fitness and Rehab centers, financial planners and doctors.

Each presenter is given 15 to 20 min to introduce themselves and talk about what they do and how they can help law enforcement. Extended break time will be given to allow participants and presenters to network.

1. **What Does This Look Like Simple: 60 minutes**

In this section, we will lead a discussion on taking the days lessons learned from IMPD’s OPDW and applying them to their own agencies. IMPDs OPDW understands they are a 1600 officer agency and not everything can be duplicated everywhere. This discussing will revolve around taking everything leaned and how to take small simple steps and implementing them on their agency.

**End of Day:**