### Opening Session

### Workshops

**The Institution, Leadership, and Culture- The Major Impediment to Better Health and Wellbeing in Policing**
- *Grant Edwards, Commander, Australian Federal Police*

To raise awareness, provide support, and promote wellbeing, a far-reaching institutional and leadership change program is required in policing. Perhaps the biggest impact on gaining traction of any mental health program is the policing culture – a culture based on stoicism, that is the endurance of pain or hardship without a display of feelings and without complaint, separating yourself from feelings and emotions to get the job done. This culture breeds distrust, cynicism and skepticism – all honed as a survival mechanism, physically, emotionally and psychologically. This workshop will address the issue of police mental health cultural reform through holistic way from four angles: underdeveloped human capital, weak and confused vocational police capability, major leadership deficiencies, dysfunctional institution practices. How to develop, plan and engage on a program for law enforcement staff focusing on trust, commitment, overt actions and co

**Creating a Trauma-Informed Law Enforcement Agency and Culture: A Case Study**
- *Brian Corr, Executive Director, Peace Commission, City of Cambridge, Massachusetts*
- *Branville Bard, Commissioner, Cambridge, Massachusetts, Police Department*
- *Steven DeMarco, Deputy Chief of Police, Massachusetts Institute of Technology*
- *Justin Boardman, Principal, Boardman Training and Consulting*

The presentation will examine how the Cambridge Police Department developed and implemented a holistic, trauma-informed approach to policing, including coordinating multiple programs to create a holistic effort that embraces elements including resiliency strategies, mindfulness, understanding the basics and neurobiology of trauma, CISM, peer support, and community perspectives. Attendees will receive an overview of how to understand trauma and how it affects the people they encounter -as well as how it affects oversight practitioners and their actions and behavior. This session will emphasize being healthy, compassionate and understanding - recognizing how everyone is impacted by trauma, though not necessarily in the same way.
### Reducing the Number One Killer of Men and Women in Uniform: Heart Disease

- **Larry Austin**, Senior Research Associate, Institute for Intergovernmental Research (IIR)
- **Johnathan Sheinberg**, Lieutenant, Cedar Park, Texas, Police Department
- **Craig Bettis**, Commander, Vail, Colorado, Police Department

Heart attacks are the leading cause of death in law enforcement officers. The average age of a law enforcement officer who suffers a heart attack is 48, while the age is closer to 65 in the civilian population. Law enforcement officers have a life expectancy that is more than twenty years less than their civilian counterparts. Currently, only line of duty (LOD) heart attacks that result in death are identified. The Commission on Accreditation for Law Enforcement Agencies determined that a LOD heart attack may result in a cost in excess of $500k-$750k. It is therefore imperative that law enforcement leadership mitigate the toll that heart disease takes on its officers and its community. Vail Police Department has implemented a tremendously successful program designed to do just that.

### Physical Rehabilitation in Police Departments: Program Benefits and Keys for Success

- **Rebecca Swan**, Athletic Therapist-Athletic Therapy and Wellness Unit, Vancouver, British Columbia, Police Department, Canada

Law enforcement is physically demanding and requires police officers to be physically ready at all times to stay safe. Physical injuries do occur, and the severity and recovery rate of the injury can have a significant impact on the officer as well as the agency. Physical rehabilitation and reconditioning are growing in police departments due to the positive impact it can have at the individual and organizational level. This presentation will take participants through a journey of the benefits of having easily accessible physical rehabilitation services for officers, different key items needed to effectively implement such programs and different approaches to implement a program that fits an agency's budget.

### Predicting hazardous levels of burnout and Job Dissatisfaction: Findings from 741 Police Leaders

- **William King**, Professor, Boise State University

This session will present findings from a national study of burnout and job dissatisfaction experienced by 741 police chiefs, to identify police leaders who are at greatest risk for developing adverse reactions. The data was gathered during 2018 as part of a study assisted by the IACP’s SafeShield Committee. The session focuses on chiefs who reported the highest levels of burnout and job dissatisfaction because they are in the greatest distress and at the most risk for adverse outcomes for their work, health, and well-being. The findings reveal patterns in those at greatest risk for experiencing burnout and dissatisfaction. The presenter will highlight some effective coping strategies police leaders may use.

### Resilience in Law Enforcement: Thriving in the Face of Adversity

- Representatives from VALOR pilot sites

Policing is a difficult and stressful job, with higher physical and mental health risks than most other professions. Resilience is the ability to navigate adversity and to grow and thrive in the face of challenges. Skills acquired through resilience training help officers adapt to change, recover, learn, and grow through challenges. This workshop will present recommendations for proactively and effectively dealing with the physical and mental stressors that law enforcement officers experience. Representatives on the panel will discuss implementation plans for incorporating the IACP/Bureau of Justice Assistance/University of Pennsylvania Positive Psychology Center VALOR Resilience Training Program into agency training schedules and agency culture, the impact of resilience skills on personal and
professional lives, and the importance of resilience skills for the law enforcement field.

### Tactical Sports Medicine-The Next Evolution to Caring for Injured First Responders

- **Joseph Dulla, Lieutenant, Los Angeles County, California, Sheriff's Department**

Workplace injuries, traditional occupational medicine, and Worker's Compensation systems do not always align for best outcomes for officers and departments. This presentation will focus on the Human Performance Optimization pillar of injury treatment and mitigation. The Joint Tactical Sports Medicine program between the Los Angeles County Sheriff's Department and the Southern California University of Health Sciences will be presented along with specific methods that any law enforcement organization could scale to their unique operating environment.

### Post-Incident Care: Effective Response to Officer Trauma Exposure

- **Walter Katz, Director of Professional Services, Benchmark Analytics**
- **Alexa James, Executive Director, National Alliance on Mental Illness, Chicago**
- **Max Geron, Acting Deputy Chief, Dallas, Texas, Police Department**

While exposure to critical incidents is a common occurrence in policing, no event is seen as more traumatic by officers than the death of fellow officers. On July 7th, 2016, five Dallas officers were killed by a gun man. In 2018, four Chicago police officers died in the line of duty. Two of the officers were assigned to a patrol district that was already grappling with two recent officer suicides. How departments respond to officer trauma exposure has evolved lately with departments developing policies, protocols and care units dedicated to post-critical incident care. Through case studies of the critical incidents in Dallas and Chicago, followed by a moderated discussion, attendees will learn how departments can build effective trauma response.

### Addressing Police and Community Trauma: A Path Towards Collective Healing

- Representatives from the Collective Healing sites

In 2018, five law enforcement agencies were funded by the IACP, through support from the Office for Victims of Crime, to implement trauma-informed strategies to promote collective healing between police and the communities they serve. Known as “Collective Healing”, the project aims to address and mitigate the impacts of trauma with a key component of acknowledging officer wellness as critical in strategies to improve relationships with community, including victims and victim service providers, and critical to their well-being within their jobs, their agencies, and their families. Through identifying and acknowledging trauma, enhancing victim services and bridging the divide in underserved communities, a path to healing can be created which improves safety and healing for all.

### To Sleep or not to Sleep

- **Fiona Vincent, Fitness and Health Promoter, Royal Canadian Mounted Police**
- **Charles Samuels, Doctor, Center for Sleep and Human Performance**

Research demonstrates a connection between deficient sleep quality & poor health. The extreme levels of fatigue experienced in policing puts officers at risk of poor health. In a 2017 pilot study, the Royal Canadian Mounted Police demonstrated that a 4-hour fatigue management training program resulted in increased satisfaction with sleep and sleep quality, in addition to health and wellness benefits for police officers. This program will share the results of a pilot
study evaluating the effectiveness of a fatigue management program and show case an online tool to improve sleep health and wellness of front-line officers.

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<tr>
<th>Law Enforcement Stress and Work-Family Conflict-Initiatives to Increase Wellness and Resiliency</th>
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<tr>
<td>Jennifer Griffin, Ph.D., Captain, Delaware State Police</td>
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<td>Stress and burnout have long been recognized as common hazards among police officers. The present study examines whether demographic characteristics and assignment affect police officers work-family conflict, resiliency, stress and burnout and whether work-family conflict and resiliency mediate the stress and burnout of police officers. Data was collected from a Mid-Atlantic police agency through a web-based survey. Regression results revealed work-family conflict was positively related to stress and burnout, while resilience was inversely linked to stress and burnout, and that stress was found to be positively associated with burnout. Implications for research and policy are discussed to increase health, wellness, and resiliency of officers and agencies.</td>
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<th>Peer Support Lessons Learned: Peer Prevention, Peer Intervention and Peer Post-vention Services</th>
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<tr>
<td>Cherie Castellano, Director, Rutgers University National Center for Peer Support</td>
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<td>Twenty years of peer support service analysis from Cop 2 Cop and Vets4Warriors national best practice models will be reviewed for practical application for leaders in law enforcement. The session will highlight prevention, intervention and postvention adaptations as well as crisis response options for mass disasters and critical incidents. Employee Assistance Program (EAP) enhancement options will also be explored. Award winning national model, “Reciprocal Peer Support” tasks, applications and evidence-based research will be highlighted to inform leaders for structured roles for peers for resilience building and suicide prevention.</td>
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<th>How 250 Los Angeles Police Department Officers Lost &amp; Kept Off 3000 Pounds</th>
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<tr>
<td>Jimmy Baldea, Developer and Administrator, Los Angeles, California, Police Protective League Wellness Program, American eHealth</td>
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<td>Mark Cronin, Director, Los Angeles, California, Police Protective League</td>
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<td>This session will describe the success of the Los Angeles Police wellness program. This program allows officers to improve their overall states of health, while reducing avoidable municipal expenditures, in a stigma-free environment. The program eliminated Level 3 hypertension, reduced Rx requirements, and more. This program saves the City of Los Angeles a minimum of $5,000 per year, per participant. The program distributes medical devices to officers: blood pressure cuff, pulse oximeter, and weight scale for officers to take their vitals daily, and incorporate telemedicine into their monthly routines. It addresses the latest Department of Justice and Bureau of Justice Assistance goals.</td>
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<td>General Session- International</td>
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<td>Quick Hit Sponsor Rounds</td>
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<td>New Hire, Annual, and Return to Work Job Function Testing: Eliminate the Guesswork</td>
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<td>Rick Gramza, Chief of Police, Marshfield, Wisconsin, Police Department</td>
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<td>Traci Tauferner, Certified Athletic Trainer, Advanced Physical Therapy and Sports Medicine</td>
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<td>Agenda Items</td>
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| **Pat Zeps**, Assistant Chief of Police, Marshfield, Wisconsin, Police Department  
**Kyle Gulya**, Attorney, von Briesen and Roper Law Office |

Agencies realize that healthier officers are more productive and less costly to the organization. Law enforcement can be physically demanding at times, yet questions exist - can every officer perform the minimum physical standards of the job, and how are those minimum standards defined? By implementing job function testing, agencies can eliminate the guess work associated with safe job placement and reduce the chance of re-injury while on the job once the employee returns to work. Presenters will to share their model to help instill confidence in administration, the injured/unfit worker, their fellow officers, and the community.

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<th>Building Financial Strength in First Responder Families</th>
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| **Nick Daugherty**, Reserve Officer, Grand Prairie, Texas, Police Department,  
**Catherine Haggerty**, Director, Advising Consultant, Tarleton State University, Texas |

Building Financial Strength in First Responder Families focuses on financial wellness initiatives for police officers. Topics include the impacts of financial stress on officers which directly relate to their stress levels, work productivity, safety & fatigue, & how it effects their morale. Topics include how to budget, will & estate planning, impacts of debt, retirement plans available to officers, avoiding financial pitfalls, & overtime reliance. It is a unique approach on how to train officers about financial wellness utilizing proven methods to establish a plan to get employee finances on track. The presentation focuses on the impact that financial wellness can have within a department.

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<th>Clearing the Crash: Strategies to Increase Responder Safety at Traffic Incidents</th>
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| **Cari Jankowski**, Project Manager, International Association of Chiefs of Police,  
**Michael Fergus**, Program Manager, International Association of Chiefs of Police |

When responding to a scene of a traffic incident, responders are vulnerable to passing traffic and the possibility of being injured or killed. According to the National Traffic Incident Management Responder Training Program, the average annual line of duty deaths includes roughly 50-70 responders, encompassing fire and EMS workers, police officers, and tow operators. Speakers will present an overview of the latest research and innovative approaches to enhance responder safety at roadway incident scenes.

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<th>Traumatic Risk Management in United Kingdom Policing</th>
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| **Ian Hesketh**, Wellbeing Lead and SRO, National Police Wellbeing Service United Kingdom, College of Policing,  
**Noreen Tehrani**, Chair, Disaster Crisis Management, British Psychological Society |

This presentation will detail the approach the United Kingdom police have taken to address post-incident trauma support. Modelling the National Police Wellbeing Service delivery, we will articulate how to build team resilience and implement individual and organizational wellbeing measures. We will use theory, practical examples and case studies to illustrate implementation, practice and evaluation mechanisms to deliver this critical area to policing.

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| Job Related Illness Among Law Enforcement: A National 21-year Trend of On-Duty Deaths |
The current study examined trends in the national frequency and rate of job-related illness deaths among law enforcement officers in the United States over a twenty-one-year period (1997-2017). The data was obtained from the National Law Enforcement Officers Memorial Fund (NLEOMF) and calculated the number of officers that died as a direct or proximate result or a line of duty event. The study will identify which on-duty illnesses officers are most likely to die from including heart disease and cancer.

### Training Academy Recruits in Basic Officer Rescue Practices: The Colorado Spring Police Model
- **Dr. David McArdle, MD, Chair, Physician Section, International Association of Chiefs of Police**  
  This workshop will highlight how the Colorado Springs Police meet the Colorado Peace Officer Standards and Training requirement for Tactical Combat Casualty Care (TC3). Most TC3 training provided to police officers is conducted in isolation by fire department or medical personnel. Back to the origins of TC3 in the SEAL community, we stress the team building aspects of conducting a downed officer rescue in a hostile environment. Getting in and getting a victim off the X are just as important as application of a tourniquet. Other law enforcement-specific topics such as recognition and field treatment of excited delirium, hyperthermia, and other critical skills are included.

### Wellness and Resiliency Programming: Using the Whole Person Concept
- **David Englert, Operational Psychologist, Charlotte-Mecklenburg, North Carolina, Police Department**  
- **Lucas Veith, Lieutenant, Charlotte-Mecklenburg Police Department**  
  The presentation will describe the efforts of the Charlotte-Mecklenburg, North Carolina, Police Department to integrate several aspects of wellness and resiliency. The focus of the talk will be on how to determine primary areas of concern, possible intervention and possible hurdles. The department has integrated financial, relationship, and retirement into an overarching resilience program. At the end of this program participants will better understand potential areas of wellness to add to their programs and the need for assessment before implementing wellness programs.

### Developing a Law Enforcement Chaplaincy Program
- **Gord Eiriksson, Sergeant, Calgary, Alberta, Police Service, Canada**  
  During this session participants will explore the entire aspect of building a law enforcement chaplaincy program. This presentation is uniquely designed to give participants insight into developing a successful program from a Canadian perspective. Participants will learn the steps to take within their agency in order to create and implement a chaplaincy program. This presentation will help assess other agencies’ current programs and review various ways to make improvements and stay proactive. This workshop will also briefly discuss the utilization and impact of a law enforcement Chaplain’s role in a line of duty death.

### Utilizing Wearable Technology to Enhance Police Officer Resiliency and Performance
- **Dr. Lois James, Assistant Professor and Assistant Director of the Office of Research, Washington State University College of Nursing**  
- **Chief Michael Goldstein, Director of Public Safety and Chief of Police, City of Plymouth, Washington**  
  A police officer’s response, or lack of response, to a highly stressful situation can have catastrophic results, both for community members and also for the officers themselves, who are at great risk of posttraumatic stress disorder and suicide. Wearable technology – such as the monitors worn by top athletes that track various...
biometrics as a means to optimize performance and improve health – could provide law enforcement the opportunity to capture useful physiological metrics to establish individual baselines and better understand how stress-induced events affect an officer’s performance during both routine and critical incidents as well as how they recover from those activities.

**Patrol Based Tactical Medical Team- The Suffolk County Police Model**
- Scott Coyne, Chief Surgeon and Medical Director, Suffolk County, New York, Police Department

Suffolk County Police Department has 2600 officers and a Medical Crisis Action Team (MEDCAT), 28 officers certified as ALS critical care/paramedics who deliver advanced care to critically injured officers and victims at active shooter and other high-risk MCI where EMS will not be available for prolonged periods. Often with only minutes to live victims only hope for survival is immediate treatment by the LEO. MEDCAT is a medical SWAT team which trains extensively to give Care Under Fire, treating downed officers and other victims during the critical Golden Minutes. MEDCAT coordinates delivery of care and transition to EMS. MEDCAT received the 2015 IACP Lifesaving Award, and this workshop will highlight strategies from this nationally recognized model for saving civilian and officer lives.

**Prevention of Cumulative Traumatic Stress in Traffic Units**
- Yvette Campbell, Police Psychologist, Los Angeles, California, Police Department
- Shiloh Cantanese, Police Psychologist, Los Angeles, California, Police Department

Traffic fatalities are anything but routine. First Responding traffic officers are at an especially high risk for developing Cumulative Traumatic Stress. Sleep deprivation, high blood pressure, depression, alcoholism, and suicide are some of the most significant challenges plaguing law enforcement officers today. A comprehensive program has been implemented in Los Angeles Police Department Traffic Divisions to decrease Cumulative Traumatic Stress and to increase resiliency. This hands-on seminar is designed for leaders to understand the impact of trauma and stress over time and to highlight effective strategies used to minimize negative health outcomes. Some of the strategies implemented focused on increasing both officer and family resilience.

**Multi-Disciplinary Partnerships: A Team-Based Approach to Sustainable Officer Wellness Strategies**
- William Walsh, Lieutenant, Voorhees, New Jersey, Police Department
- Jennifer Kelly, Ph.D., American Board of Professional Psychology, Private Practice
- Patricia Griffin, Ph.D., Director of Graduate Criminal Justice Program, Holy Family University

In 2019, the Voorhees Police Department launched a wellness program to include an automatic one-on-one annual wellness visit with licensed police psychologist and family seminars. Realizing the opportunity to add to the body of research on officer health and wellness and also ensure the program adapted to the data collected to improve and/or sustain efficacy and funding, the department formed a partnership with Holy Family University. This presentation will examine identifying areas of responsibility for multi-disciplinary team members, benefits of a multi-disciplinary team, planning, achieving buy-in, goal setting, and measurement tools.

**Promoting Officer Wellness: A COPS Officer Priority**
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<tr>
<td>Assistant Director</td>
<td>Deborah Spence</td>
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<tr>
<td>Supervisory Senior Policy Analyst</td>
<td>Vince Davenport</td>
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<td>Director</td>
<td>Phil Keith</td>
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The COPS Office has long committed to keeping officers safe on the job, as they are the most valuable asset any agency has. This session highlights threats to officer wellbeing and how they have evolved over time, overviews of COPS Office program accomplishments, and discussion on how agencies can enhance their own wellness programs with support from the COPS Office as the demand for assistance in the area of wellness has grown exponentially in recent years. This call has led to support for national initiatives to improve access to wellness programs, to reduce the stigma of seeking help, and to influence the culture of stoicism that is both a strength and a risk to the wellbeing of the men and women who wear the badge.

### Sharing Active Resiliency Skills in Supportive Relationships to Overcome Adversity

- *Marie-Josee McCool, Acting Inspector, Ethics Advisor, Royal Canadian Mounted Police*

This session will demonstrate the principles of a proactive approach that incorporates peer support to strengthen relationships to build a foundation for resilience. Police officers and their companions will learn simple yet effective tools they can use on the go and incorporate in their lives to optimize professional and personal resiliency. The session will offer instruction in a system of techniques to self-regulate one’s emotions and behavior. Participants will learn how to maintain composure, mental clarity and the critical skills of rapid recovery and reset, preventing the residual impacts of policing (such as fatigue, cynicism, stress, anger and communication glitches) from affecting work and family harmony.

### Grand Prairie Police Department Fit Force Program

- *Steve Dye, Chief of Police, Grand Prairie, Texas, Police Department*
- *Christy Martinez, Assistant Chief of Police, Grand Prairie, Texas, Police Department*
- *Nick Daugherty, Reserve Officer, Grand Prairie, Texas, Police Department*
- *Courtney Runnels, Mental Health Coordinator, Grand Prairie, Texas, Police Department*

The Grand Prairie Police Department launched a new, innovative comprehensive wellness program called Fit Force. Grand Prairie Police Department has been a leader and very progressive and attentive to the comprehensive wellness of our officers and civilian employees so that we may best serve the public. Whether it be physical fitness, financial, emotional or spiritual well-being, we remain committed to doing our very best to ensure the overall health of our officers. In 2018, more police officers died of suicide than Line of Duty Deaths. Whether it be our Peer Support program, access to our Fitness & Wellness Officer, Financial Planning assistance, or Chaplaincy Program, our officers always have an avenue of outreach. This presentation will highlight a variety of strategies to help police officers stay whole and healthy.

### Treating Dual-Diagnoses in Law Enforcement: Overcoming Barriers, Clinical Issues, and Lessons Learned

- *Thomas Coghlan, Retired Detective and Psychologist, New York, New York, Police Department, Blue Line Psychological Services*
- *Adam Mogul, Retired Sergeant/ Client Service Representative, Ocean City Township, New Jersey, Help for Our Heroes*
Police tend to resist treatment for mental health needs. Stigma, fear of career consequences, a lack of culturally-competent treatment options, and a mistrust of agencies are examples of barriers to treatment for law enforcement personnel. As a result, officers often engage in maladaptive coping mechanisms to address their needs, such as self-medication with alcohol or other substances; which contributes to the prevalence of dual-diagnoses seen in the treatment of law enforcement personnel. Treating dual-diagnoses in policing requires cultural-competence in regard to police culture, clinical expertise in substance and mental health treatment, and the design of programming that facilitates treatment, engagement and after-care.

Four Law Enforcement Mindfulness Tools That Officers Say Work
- **Gina White, President/Founder, Mindful Junkie**

  Mindfulness is now broadly accepted as a valuable tool for law enforcement officers. While working with Law Enforcement agencies across the country, I have found that there are four mindfulness exercises that Law Enforcement Officers consistently value. This workshop will deliver a primer on mindfulness, provide hands-on training in the four practices, and discuss where and when to apply Law Enforcement Mindfulness tools.

Lunch and Closing Remarks