



**OFFICE OF THE SHERIFF
CITY AND COUNTY OF SAN FRANCISCO**

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**PAUL MIYAMOTO
SHERIFF**

Ref: 2022-013

Date: February 24, 2022

To: National Law Enforcement Officers Memorial Fund Award Nomination Review Committee

Re: Navigating Adversity Executive Summary

Thank you for considering the San Francisco Sheriff's Office for the 2022 Officer Safety and Wellness awards. Please find the executive summary from our submission below.

Executive Summary

"At the conclusion of 2020, it was apparent that the entire workforce – sworn and professional staff – was in need of something to enhance wellbeing. More than that, there was a pervasive sense of helplessness in the face of COVID that was really having a negative impact on the individuals and on the overall organizational attitude. This was incredibly disconcerting to Sheriff Miyamoto, so he and his Undersheriff became acutely tuned into any opportunities to influence the workforce in a positive, uplifting way. At the same time, California POST announced the award of a large grant providing 16 hours of POST-approved, virtual wellness resources to sworn law enforcement, professional staff, and 911/dispatchers throughout the state. After reviewing the available training resources, the decision to provide Navigating Adversity to the entire workforce at the start of 2021 was made."

Warm Regards,

Paul Miyamoto

San Francisco Sheriff

DESTINATION ZERO

COLLABORATING TO ADVANCE
OFFICER SAFETY AND WELLNESS

Officer Wellness Nomination

for the

San Francisco Sheriff's Department



Creating a Resilient Agency: Individual & Organizational Wellness for the LE Team
A Program for Field Responders, Detectives, Leadership, Dispatchers, Professional Staff, &
Reserve Officers

Agency Information

The San Francisco Sheriff's Department is comprised of 993 total personnel and is the Sheriff's Department for both the City and the County of San Francisco. Administratively located at 1 Dr. Carlton B. Goodlett Place, the 790 sworn officers and 203 professional staff serve a population of 889,360 citizens under the leadership of Sheriff Paul Miyamoto. In the midst of the COVID-19 crisis, Sheriff Miyamoto and Undersheriff Joseph Engler determined that, not only did they want to do something to help the workforce navigate the personal challenges of the pandemic, but they also wanted to promote professional resilience to protect the wellbeing of each person on the team. As a result, they went in search of a resource that would help promote a whole-life perspective of what it means to be healthy while providing some validated proof of the impact that the training investment had on the workforce. The resource they adopted, with the assistance of a California POST grant, is Navigating Adversity: Tactical Self-Care for First Responders.



Problem Statement

Public Safety Personnel (PSP) health and wellness is quickly becoming a national priority. The increase in negative mental and physical health outcomes and police suicides has forced a deeper look into what constitutes wellness, how to measure it, and how to promote it. The stress resulting from the challenging nature of the job can, if left unchecked, lead to behavioral changes that test aptitude in all types of circumstances, whether community-relations oriented or high-risk situations. Repetitive exposure to traumatic experiences, organizational stressors, and shifting social expectations increase the risk of post-traumatic stress disorder, depression, anxiety, and stress-related health complications. A recent, additional concern is the isolating impact of COVID-19. Many of these problems can be ameliorated through self-care skills training, including techniques designed to build multidimensional wellness capital and boost resilience. Resilience promotes the psychological assets that protect the human psyche from the negative effects of adverse experiences.

There is an abundance of evidence that law enforcement personnel face occupational and organizational stressors, which can endanger their wellbeing physically, mentally, emotionally, socially, financially, and spiritually. Physical deterioration is evidenced by erratic sleep patterns, hypertension, weight gain, muscle loss, and increase in substance use. Symptoms of cognitive decline include trouble remembering details, increased irritability, noticeable changes in behavior, and having trouble exercising judgement in high-stress situations. The behavioral outcomes of emotional distress are seen in fear, decreased locus of control, and hopelessness. Social deterioration is evidenced by isolation, loneliness, and a near absence of relationships beyond the necessary at work. Spiritual degradation is evidenced by a sharp decline in connectedness to a higher power, belief in the trustworthiness of others, loss of purpose, and an overall disconnection from the intimacy that unites humankind. The behavioral consequences of

decline in the positive psychological states that public safety personnel enter the profession with is not only expected, it is the natural progression that occurs when perishable psychological skills are ignored.

Training programs that treat mental resilience as a perishable skill should be afforded the same level of organizational commitment as training mandated for other perishable skills (e.g., defensive tactics, firearms, emergency vehicle operations, communications). Some wellness training programs produced positive results but lack validity as long-term intervention resources. For instance, firefighters who reported high levels of social support experienced a reduction in their levels of occupational stress and suicidal ideation; training focused on resilience in female police officers improved their psychological wellbeing while decreasing occupational stress levels; mindfulness in firefighters was linked with better health consequences and mental performance, but none of those improvements maintained beyond three-months.

A likely cause of these programs' inability to sustain positive wellness outcomes is that they were created to for singularly-focused skill enhancement. The multidimensional nature of stress seems to demand an equally multifaceted wellness curriculum. Sheriff Miyamoto sought a resource that approached self-care as a whole-life journey toward balancing the stress and pressures of work and home. Navigating Adversity, the first evidence-based, scientifically-validated, virtual training intervention treats wellness resources as a capital investment by (1) educating the learners on the concise elements of all eight wellness dimensions - psychological, spiritual, mental/cognitive, emotional, physical, social, professional, and financial, (2) explaining common roadblocks and resources by audience, and (3) coaching intentional resilience in stressful situations. The goal of this combined Cognitive Behavior Therapy and Positive Psychology wellness curriculum is to deliver agency-wide training that builds practical skills for

healthy functioning in each domain while amassing the wellness capital needed to positively navigate high-stress situations and environments.

Executive Summary

At the conclusion of 2020, it was apparent that the entire workforce – sworn and professional staff – was in need of something to enhance wellbeing. More than that, there was a pervasive sense of helplessness in the face of COVID that was really having a negative impact on the individuals and on the overall organizational attitude. This was incredibly disconcerting to Sheriff Miyamoto, so he and his Undersheriff became acutely tuned into any opportunities to influence the workforce in a positive, uplifting way. At the same time, California POST announced the award of a large grant providing 16 hours of POST-approved, virtual wellness resources to sworn law enforcement, professional staff, and 911/dispatchers throughout the state. After reviewing the available training resources, the decision to provide Navigating Adversity to the entire workforce at the start of 2021 was made.

Navigating Adversity

This wellness resource was created specifically with public safety in mind. Overcoming the stigma that surrounds wellness efforts – particularly in the law enforcement profession – requires an acknowledgement of the reasons first responders refuse mental health treatment: (1) concerns about confidentiality, (2) they do not recognize their symptoms for what they were, (3) they do not believe a psychologist would be able to understand the profession’s unique challenges, and (4) they fear their peers’ discovery and subsequent loss of faith in their abilities on the job. In developing Navigating Adversity, the creators – first responder wellness experts – built a training and mentorship resource that overcomes each of these objections.

First, the coursework is delivered 100% online, via a personal computer, iPad device, or cell phone. This allows the learner to dive into the material at a comfortable pace, and with

complete privacy. Second, the coursework was developed to pair the most common types of mental distress experienced by first responders (depression, anxiety, post-traumatic stress, compassion fatigue, occupational and organizational stress) with the most powerful resources for overcoming each. For example, depression – as the primary precursor to suicide – is shown to be most powerfully reduced by surges in positive psychological capital. The table below provides the type of adversity and its evidence-based resource for both prevention and healing.

Table 1. Navigating Adversity Wellness Capital Resources to Overcome Adversity

Mental Health Adversity	Wellness Dimension Proven to Heal & Prevent	Dimension Description
Depression	Positive Psychological Capital	Mental attitude that looks beyond “who you are,” and focuses instead on “who you are becoming” or ultimately who your “best self” is
Anxiety	Emotional Capital	Regulating emotional responses by activating hormones (serotonin, oxytocin, etc.) proven to heal and restore calm after the body’s release of chemicals such as cortisol and adrenaline in intense situations.
Occupational Stress	Physical Capital	Tuning into and responding to the body’s early warning systems, focusing on sleep, flexibility, nutrition, hydration, and fitness
Compassion Fatigue	Spiritual Capital	Understanding the uniquely human spiritual need for purpose, passion for impacting others, and the reinforcement of our absolute value system
Post-Traumatic Stress	Cognitive Capital	Critical decision-making, self-evaluation for heightened self-awareness and resilience
Addiction	Financial Capital	Financial stewardship provides a positive, controllable resource that thwarts the brain’s desire for chemical dependence

		instigated by gambling and other risky behaviors.
Organizational Stress	Social & Professional Capital	Choosing to properly fuel anchor relationships and release energy vampires from daily interactions to build healthy cultures at home, work, and the community

Learning to identify the symptoms of each type of adversity sets the stage for personalizing control over activating the associated positive resource. Essentially, as the staff is provided awareness of each type of adversity, they are also taught the actions they can take to prevent against and overcome it. Third, the entire learning experience is overseen by a Doctor of Crisis Intervention who is also a military veteran with more than a decade of experience working with public safety professionals. More powerful than that to the individuals, however, is the fact that they are paired with certified mentors from their profession throughout the wellness journey. Through regular emails and zoom meetings, they are invited to share their progress and seek advice from men and women who have survived adversity and are actively using the tools in Navigating Adversity to thrive.

Finally, each staff member was offered the opportunity to train privately and receive 16 hours of POST credit for the work completed or to train anonymously and forego POST credit. According to one of many comments provided by the SFSD staff, just being given the freedom to choose privacy (defined as the ability to train using a personal email address, which protects all information against organizational/employer oversight, while allowing for the use of a POST ID number to assign course credit) or anonymity (defined as the ability to train using a personal email address and fictitious name with complete confidentiality and zero course credit applied) encouraged a heightened degree of engagement:

“Initially, I was hesitant to dive into this course because I was worried that someone, somewhere would be able to access my work. What if I got sued on the job? Would my written work, or even the fact that I went through the class, be held against me? But when Dr. Thornton explained that she deletes all identifying information and that we could even train anonymously, I decided to try it. To be honest, we even tested her by asking for our scorecards after she said she’d purged the system, but she couldn’t give them to us again because she actually did what she said she’d do. She deleted everything and couldn’t find them anymore. After that, I knew it was safe to actually dive into the coursework. I guess I was skeptical because I’ve never seen anything like this and I really didn’t know what to expect. Since then, I’ve actually been doing extra work in the online classroom. I think I’ve been through the entire course at least twice and some areas more than that! I like the confidentiality and feel safe finally digging in for my own good.”

Participation

Sheriff Miyamoto sent out an internal communication to the entire department and also notified all leadership of the mandate for all sworn officers to complete the POST-approved Navigating Adversity training course. He also invited all professional staff to participate as well. He instructed all supervisors to create a relief schedule that would permit each employee the opportunity to spend two hours per week focused on the training material until the coursework was completed. In January, 2021, a total of 1,032 email invitations (this number included all cadets in-training in addition to the employee roster) to register for the Navigating Adversity wellness program were sent out. Initially, there was pushback from a number of sworn officers – stemming from questions about the mandate – but once their initial concerns were addressed, most of them complied with the training order. A total of 754 employees received POST credit for completing the course throughout the year, 82 completed the course anonymously, and 196

employees opted out of the experience. Throughout the learning experience, Sheriff Miyamoto continued communicating his support of the program with the staff, and the Navigating Adversity leadership broke the workforce up into teams, providing weekly email updates on participation to engender a sense of friendly competition throughout the department.

Challenges to Delivery

Even with the best of intentions, delivering a department-wide wellness training course focused on individual accountability to self-care was no small feat. Concerns about balancing work responsibilities and the virtual training, the spiritual elements of the course curriculum, confidentiality, and the training mandate itself resulted in some stop-starts to the learning experience. However, as more of the staff went through the course and discovered the immediate, powerful impact that the tools had on the sense of happiness and wellbeing, the more positive the feedback was. As personal experiences were shared within the department, more people reached out to activate the training resources available. Remarkably, approximately 25% of the employees who completed the program re-took the training at least once on their own time.

Initial concerns about confidentiality and the skepticism that the trainers would not really understand what it is like to be a first responder were addressed almost immediately. Housed within the material are personal stories from first responders – police, dispatch, 911, etc. – and the reading materials are written by and for those in the public safety community. Supervising the course experience are mentors who go through a lengthy certification process, the core requirement of which is being recommended by peers for the position. In fact, at course end, employees were asked to recommend peers from the SFSD to become peer mentors in the future. Presently, six of the staff members recommended to become mentors have completed the process

and more than a dozen are slated to become certified peer mentors with the Navigating Adversity wellness program.

The first element in the curriculum is the pre-training wellness questionnaire, which raised some concerns about confidentiality. Most of the staff had no problem completing the questionnaire, but some early misinformation caused a slight hiccup in the process. Dr. Thornton, the program's director, quickly addressed those concerns via email and in video form, reinforcing the confidentiality blanket of protection provided to each person in the course. The policy that her team adheres to is so strict that she is the only person with access to survey results, and once the scorecards are hand-crafted by her, she purges the entire system of all identifiable data.

The curriculum focused on building spiritual capital also sparked conflict with some members of the workforce. Traditional approaches to anything spiritual tend to lean in the direction of religious indoctrination. As such, a natural bias to anything spiritual can cause problems. However, the combination of qualitative and quantitative data revealed that the spiritual health segment of the training was the most profound for the staff. Instructed by a well-known Rabbi who spent more than a decade working with the FBI Academy at Quantico teaching spiritual health as the cornerstone of wellness, the material challenges each person to determine their absolute value system. From there, the focus is on enhancing and adhering to that value system in moral and ethical decision-making. To do so requires love of your fellow man and confidence in self. Combined, this spiritual foundation is what ensures the protection of every person's dignity, adhering to the Constitutional direction that guides the profession.

Impact of the Program

There are a number of outcomes, anticipated and surprising, that have been shared in this document, but two of the unexpected stand out as warranting consideration. The first is the way

the wellness program was used by one of the department's officers as he lay in his hospital bed, struggling to live through COVID. Deputy Enrique Mixco contracted COVID and was hospitalized for more than two weeks. This occurred only a month after his mother passed away. Since then, his brother tragically passed as well. According to an interview he gave on the *Sick as your Secrets* podcast, Enrique accessed the wellness coursework from the hospital and used the tools provided to get through his illness. He credits his life to finally learning how to take a more proactive approach to controlling his health outcomes.

The second example of the impact of this program on the whole-life perspective of the workforce came in the form of a letter written to Dr. Thornton and her team. It is included as an addendum to this packet. At the request of the employee, the writer's identity is confidential.

Before-and-After Comparison of Change(s)

Administrators want to secure wellness resources for their staff, but many simply do not know where to start. They are faced with shrinking budgets and a litany of options, many of which have never been researched with specific psychological/behavioral outcomes in mind. The Navigating Adversity wellness resource is under continuous measurement and has been validated with quantitative and qualitative data supporting its positive influence over post-traumatic stress symptoms, depression, anxiety, and suicidal moments while enhancing hope, self-efficacy, resilience, and optimism in its users. The results revealed that as the employees' psychological skills improved, their mental distress systems significantly decreased – a phenomenon that continues today.

Before the wellness program, it was difficult to quantify what kind of adversities SFSD employees were facing. They knew they felt off – tired, irritable, burnt out, frustrated – but the organization did not have a common language for expressing what that feeling truly was, nor did it have any notion of how to address it. In general and traditional terms, the solution to wellness

in law enforcement has always simply focused on physical health. For more serious issues, the answer has been to bring in a psychologist to conduct post-incident debrief or to refer individuals for psychological treatment. It is no secret that these approaches are not sufficient to truly meet the unique needs of public safety professionals. The integration of the Navigating Adversity wellness approach into the culture of the SFSD created a common language for expressing challenges and then provided tangible, practical tools to address each.

Wellness Scorecard. In the first day of training, all employees are introduced to the wellness scorecard. This powerful resource is created from the results of a multidimensional questionnaire, its various parts taken from validated, evidence-based surveys used as psychological, behavioral, and organizational measurement tools. The survey consists of approximately 250 questions, the responses to which are used to calculate the amount of adversity and wellness capital each person has pre-training experience. The same survey was offered 30 days-post training and again six and twelve months later. The data is used to calculate two things at multiple points in time: (1) the individual wellness scorecard [See Attachment 1] and (2) the organizational wellness scorecard [included below].

Organizational Scorecard Results. Of the 754 participants completing Navigating Adversity, 693 voluntarily completed the pre-training wellness questionnaire. Of the 82 anonymous staff members, 60 voluntarily completed the pre-training wellness questionnaire. With a total pre-training questionnaire participation of 753 employees, or 90%, and a total of 689 employees completing the post-training questionnaire, or 82%, a sufficient number of data sets were collected to ensure that the results of the organizational scorecard applied with at least 80% reliability to the larger workforce – both trained and not.

The results of the wellness snapshot reveal consistency between the data collected within the public safety workforce since the Navigating Adversity program's research efforts began in

2015. The pre-wellness data shared below reflects scores that are high enough to warrant concern. In fact, had these surveys been completed in a clinical or medical setting, the participants exhibiting this level of symptomology would likely have been referred for either therapy or medication. The goal of therapeutic programs is to see a statistically-significant decrease in distressful symptoms within six months of treatment start. Current therapeutic practices such as Cognitive Behavior Therapy and Positive Psychology (tools from each are integrated into the Navigating Adversity program) seek at least a 5% reduction in survey scores in order to be considered significant. Therapies such as Eye-Movement Desensitization and Reprogramming (EMDR) seek the same reduction, but in approximately 8 weeks' time comparatively.

Table 2. Adversity Pre- and Post-Training Comparison

	Program Pre-Launch	30 Days Post-Training Completion	Decrease in Distress from Pre-Launch	6 Months Post-Training Completion	Decrease in Distress from Pre-Launch
Depression	38%	9%	76%	8.3%	78%
Anxiety	36%	22%	39%	18%	50%
Post-Traumatic Stress Injury	26%	7%	73%	7%	73%
Occupational Stress	40%	29%	28%	26%	35%
Compassion Fatigue	45%	26%	42%	22%	51%

As is clear by the results the SFSD workforce experienced, the investment in establishing a wellness culture clearly provided much needed relief from the cloistering effects of COVID, the social unrest and its impact on the profession, and the personal challenges present in daily life for public safety professionals. While the adversity reduction was impressive, equally important – and with a high level of predictive validity – is the amount of growth the workforce expressed within each of the eight dimensions of human health and wellbeing. Considered

collectively as wellness capital, the training program focused on education and practical application of evidence-based tools and resources proven to build positive psychological capital, spiritual purpose, financial stewardship, physical health, cognitive flexibility, emotional self-regulation, social wellbeing, and professional engagement. The results of their efforts are reflected in this organizational wellness scorecard. The goal is a total wellness score of 75.

Image 1. Organizational Wellness Scorecard



This scorecard meeting was completed twice for the SFSD leadership: the first time for Sheriff Miyamoto and Undersheriff Engler and the second – at the request of Sheriff Miyamoto – for the agency’s union leadership. Their concerns were understandable, focusing on the protection of their membership and the need for confidentiality throughout the training process. The initial hesitation of union leaders to encourage participation was eliminated with their own exposure to the material. Once they were provided the results and each element explained in terms of building an entire wellness culture, their acceptance and promotion of the training course grew tremendously. Understandably, the entire leadership team embraced the opportunity

to make decisions about which additional training to invest in based on the results of the workforce's scorecard. For the first time, they were making data-driven decisions to enhance workplace health and wellbeing.

Focusing on building rather than looking at health through a deficit model helped build optimism and a sense of control over future outcomes. Today, the staff speaks openly about building wellness capital. Questions about energy vampires, the difference between cynicism and skepticism, and references to anchor relationships are commonplace in work areas. Discussions about mindfulness, physical systems checks, and the OODA Loop enhance the shared impact of individual accountability to what wellness is and how best to maintain it. There are even new tools being suggested by members of the team, indicating an internalization of the wellness program's broader concept of personal accountability to maintaining high levels of wellness capital.

Advice for other Agencies

One of the most valuable insights of this process is the importance of validating the efficiency of a training resource – particularly one provided to the entire department. For far too long, the attempts to train employees have rested on recommendations, availability, how well liked a trainer is, and cost. In this case, the multifaceted approach that the team took when overcoming the staff's initial concerns established lasting credibility. That the materials were evidence-based, have more than a decade of research supporting them, are delivered by first responders, mentored by certified peers, and provide each person with quantifiable data about their current state of wellness and ultimate growth was incredible.

In this experience, every step of the process took particular care to measure and report back on the efficacy of the training. For anyone considering adopting a wellness resource into the culture, ask about validation. What steps are being taken to measure success? How will you

know if the resource provided has its intended impact? Is there any historical data supporting its efficacy specifically within the first responder community? If you are unsure of what to ask, Dr. Thornton is an incredible resource for understanding what it means to validate a wellness resource. Being evidence-based is good, but being validated is what makes it possible to tell our citizenry that we are exercising financial stewardship with our training budget.

Of primary interest to the recruitment and retention efforts being made in law enforcement today is the reaction of two specific demographics within the workforce: the younger generation and those with leadership responsibilities. The younger members of the workforce viewed the experience as a positive show of support from their command for the value of work/life balance. Those with leadership responsibilities expressed value in the retention capabilities of this level of organizational investment. Because the employees are the most valuable asset an organization has, treating them to an intentional training model that puts the impetus for change on their shoulders, yet provides them the time and resources to access the help they need (without them asking for it) refueled their sense of belonging.

Additional Wellness Program Elements

Peer to Peer Support Program – The SFSD has a strong peer-to-peer support program, which helped to reinforce the value of the certified peer mentors providing confidential feedback and encouragement throughout the Navigating Adversity training. Currently, the department is working with the team at Pathfinder Resilience to certify wellness coaches from within the department. The goal is to provide consistent reinforcement of the lessons learned in the Navigating Adversity training program and to encourage a department-wide, shared verbiage focused on building whole-life resilience.

Department Psychologist – The department does not have a psychologist on staff, which is one of the reasons that the Navigating Adversity wellness program was ideal. The director of the

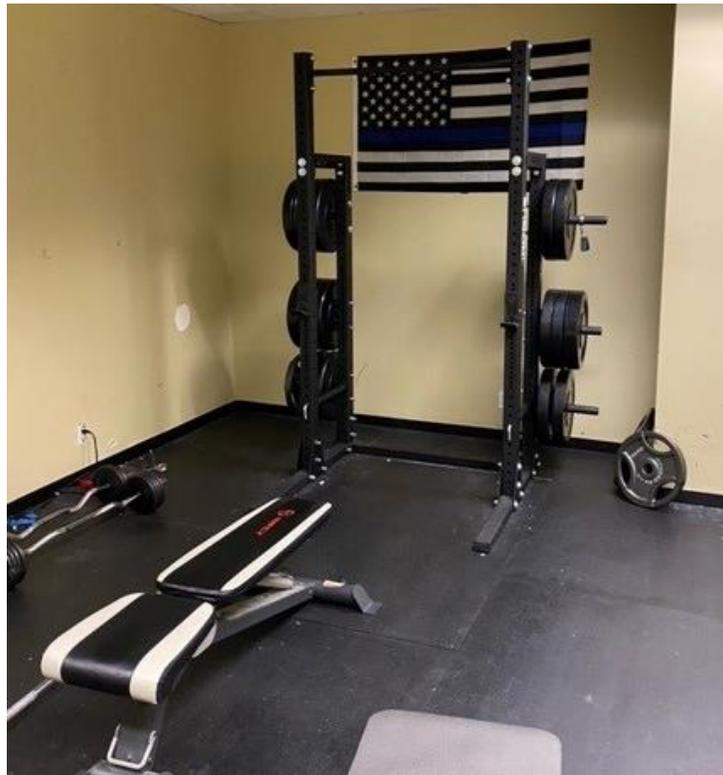
training, Dr. Renee Thornton, is a Crisis Intervention Practitioner. While she does not provide therapy, she does have a network of therapists to refer anyone in significant distress to. Prior to and throughout the learning experience, Dr. Thornton sent out department-wide emails. She encouraged people to consider her as a resource and to reach out at any time...which many of them did. Since the course's completion, she has maintained regular communicative contact through emails and a monthly wellness newsletter for all who opted in during the 2021 training year.

In fact, a member of the department exhibited some concerning behavior within the first few weeks of the Navigating Adversity training course and his mentor alerted Dr. Thornton to a possible problem. She then reached out to him personally, spent time in a zoom call with him and together, they agreed that he needed some in-person, one-on-one care from a local psychologist. She reached out to a trusted colleague near his home, handled the introduction, and then handed his care off – while maintaining regular contact with him. Approximately four months later, he was released from his counseling and returned to complete the Navigating Adversity training course. To this day, his confidentiality has never been breached and his confidence in the department and the wellness resources now available has grown tremendously.

Workout Program – In addition to the physical fitness elements traditionally focused on in the physical health dimension, employees were introduced to a physical system-check tool which walks them through an awareness exercise within each of the body's physical systems. The goal is to encourage early identification of a potential physical injury or ailment. Once identified, staff members were provided a list of activities and behaviors proven to alleviate minor and progressive ailments, which encouraged them to think about the body in proactive, solutions-centric ways and to speak with their doctor about persistent symptoms. Working out is but one of

five topical areas focused on in the physical health dimension. The others include nutritional choices, sleep, hydration, and enhancing flexibility.

Department Gym – The SFSD does provide workout rooms for the staff and encourages their regular use. Two of the gym/workout rooms are in the jails. Deputies can work out there on their paid lunch time but must be able to respond if needed. In addition to the incentivized fitness program, the SFSD uses Wellbeing at Work grants to provide discounted resources with a variety of options to meet individual fitness and nutritional preferences. More information for the overall fitness program and its various discounts:



<https://sfhss.org/UsingYourBenefits/Employees/FitnessResources/Discounts>

Image 2. SFSD Gym

Incentive for Working Out – Each year, employees are encouraged to show their wellness progress. Up to 40 hours of extra time off each year is awarded to employees with exemplary physical fitness scores. Not only are a larger number of uniform employees participating in the Department's physical fitness program, but a larger number are accruing the maximum hours of paid time off. In FY 2013-2014, 313 employees accrued 40 hours of paid time off and in FY 2016-2017, 435 employees accrued 40 hours of paid time off, a 39% increase.

Suicide Prevention Training – An essential element of the Navigating Adversity project is the time and education dedicated to the top seven critical mental health issues facing the law enforcement profession: depression, anxiety, organizational & occupational stress, post-traumatic stress, organizational/professional betrayal, and compassion fatigue (burnout + secondary traumatic stress). Each is discussed in relation to the wellness dimension known to protect against its negative influence. For example, compassion fatigue is the antithesis of spiritual health. As the understanding of the impact that compassion fatigue has on a person's sense of hopelessness – the leading precursor to suicide – improves, staff members begin to broaden their understanding of the value of activities that build spiritual capital. The goal is to build up the wellness resources that are scientifically proven to prevent mental distress...primary of which is suicide.

Mental Health Training – One of the most unique features about the SFSD's wellness training initiative is that it takes the term *mental health* completely out of the picture. Instead, by building wellness capital in each of the eight dimensions of human health and wellbeing, the focus is shifted away from the stigma of illness and toward the positive attributes experienced when a person is whole and happy. Toward that end, the dimensions that expand the learner's understanding and power over their mental health include cognitive wellness (critical decision-making, self-awareness, and resilience after adversity), emotional regulation (the ability to

activate healthy hormones to recover from dangerous chemical responses to stress such as cortisol and adrenaline), and psychological aptitude (the choice to take action-oriented steps to build hope, self-confidence, resilience, and optimism). The additional insight provided when listening to the body's systems helps employees connect what they are thinking and feeling to what they are doing and the body's ultimate response to each. This adds an incredible amount of self-control to the notion of what it means to be mentally healthy.

Financial Wellness Program – Using the Dave Ramsey Financial Peace University as a foundation, Navigating Adversity's financial wellness program embraces a goal-centric attitude of individual financial stewardship. Instructed by a fellow law enforcement professional, the curriculum spans the professional gamut and includes the development of a monthly budget, conversations with the department's human resources team about investments, deferments, and opportunities for expanding on retirement benefits, and even requires conversations with loved ones about future family responsibilities. The goal is to prepare a family financial wellness plan that takes into account current needs, future planning, and the stewardship of financial resources to allow for healthy, proactive financial decision-making.

Employee Assistance Program – The City of San Francisco does have an Employee Assistance Program, which is made available to the entire workforce. The EAP offers a variety of confidential counseling, consultation, coaching & education services as well as culturally-competent licensed therapists with many years of diverse experience in mental health, business and as City employees. Employee Assistance Counselors are available for individual confidential telephone counseling and consultations 24 hours a day, 7 days a week.

Hepatitis/Flu Vaccinations – The City of San Francisco also provides hepatitis and flu vaccinations to the workforce.

Spousal Wellness Program – One of the most valuable results of embracing the comprehensive Navigating Adversity wellness program was the recommendation, and ultimate creation of, the Loved Ones’ whole-life wellness training program, *Keeping it all Together*. Early into the delivery of the Navigating Adversity training course, one of the deputy’s wives was watching the videos over his shoulder and then asked him to use his login information to take the course herself. He shared that experience with his certified peer mentor who then passed it onto Dr. Thornton. She and her team then asked the SFSD workforce if anyone else had similar experiences with their loved ones at home. A number of them did! As a result, there is now an adjunct training course – also delivered virtually – specifically for first responder loved ones. The training topics are the same, focused on the eight dimensions of health and wellbeing, and the reflections activities allow for personal application and the opportunity to expand on the life skills in partnership with their first responder. This program is available via the Teachable training portal, the Navigating Adversity and Pathfinder Resilience websites (navigatingadversity.com and pathfinderresilience.com), and is also a consistent focus in the monthly newsletters.

Conclusion

One of the most remarkable outcomes of this endeavor has been the impact of the wellness initiative on the culture at the SFSD. When the project started, the culture could easily be described as toxic. Comments from employees about the culture reflected an *us vs. them* mentality. Front line employees did not have much faith in their supervisors, and believed they had little in common. The feedback received about the organizational culture was largely negative. Sheriff Miyamoto was acutely aware of the dissonance between the staff, the leadership, and the union when he took on the leadership role, but believed he would be able to have a positive impact in healing what had historically been broken.

The wellness initiative has been an excellent first step. While not a cure-all, the separation felt between the line staff and leadership is fading. There is a shared experience for the whole workforce that has been accepted as a positive first step forward. The leaders are more open and expressive about their own struggles, which makes it easier to trust and relate to them. Communication has become more transparent, and the challenges and adversity of the job feels like a shared burden that together, the team can overcome. There is no real way to express in words the change in the air at work. It feels lighter somehow.

Moving forward, there are a number of continuous efforts being made to treat wellness as the journey it is. Conversations about financial planning and security will continue. Regular internal reminders about building wellness capital continue. Employees are undergoing the certification process to become peer mentors for the Navigating Adversity program, so that they can share their experiences with other first responders beyond the San Francisco community. The next step is the certification of coaches internally who will continue the work started in the wellness program, providing guidance for ways to continue proactively building wellness capital.

Addendum 1: Anonymous Letter from SFS Employee

Renee,

I wanted to write you a note letting you know the more personal impact that this training has had on my life and my family in the last few months. First, let me just say that I know it's not training. It's therapy. At least it was for me and I know from a number of my peers at work that they treated it the same. We never would have gotten these kinds of tools without the class, particularly since none of us is willing to ask for help.

About a year ago, I started drinking more than usual. I don't know exactly why, but I think COVID might have made it easier although I know it wasn't the cause. I think I was just fed up. George Floyd's death and the downward spiral of the public's opinion of law enforcement really just weighed on my heart. I didn't say much about it, but at the time it just felt like the work I dedicated my life to do was no longer important. People hated me for it and they didn't even know who I was. Alcohol helped numb those feelings of worthlessness. For awhile, anyway.

A few months later, my spouse and I started fighting. At first it was just little tiffs here and there, but after awhile I just felt fed up. With everything. I hate to admit it, but I lost faith in my work, my family, and myself. I just didn't feel like what I had to give was important anymore. I started to wander down the road of spiritual overdraft. I never reached a suicide point, but I came super close when my spouse said she wanted a divorce.

That was January of this year...three days before we started Navigating Adversity training. I was one of the holdouts, too. I heard about this class and I thought it was just another box check. The Sheriff wanted to look good. The Undersheriff wanted to make a name for himself. And there was this survey we had to take to tell us how screwed up we were! No way. Not happening. We all pretty much agreed.

Then something shifted at work. There were these little pockets of people who started talking about the class. Spiritual capital? I'm not religious. Hormone regulation? I'm good, thank you very much. If I wanted my hormones regulated, I'd get a prescription from my doctor. But I was curious. A lot of us were, so we kind of decided to take the class on the D.L. but keep acting like it we weren't interested.

You know, I've never heard anyone describe what we do for a living as the spiritual expression of who a first responder really is. I like that perspective! It made me feel good to be in law enforcement again...something I hadn't felt in a very long time. Then I started really paying attention to my emotions and using the hormone tools to try to overcome the negative (especially when I was angry at my spouse) by doing something unexpected. In fact, in the middle of one of our arguments I just walked over to her and hugged her and wouldn't let go for 9 seconds! It worked even better than I thought it would!

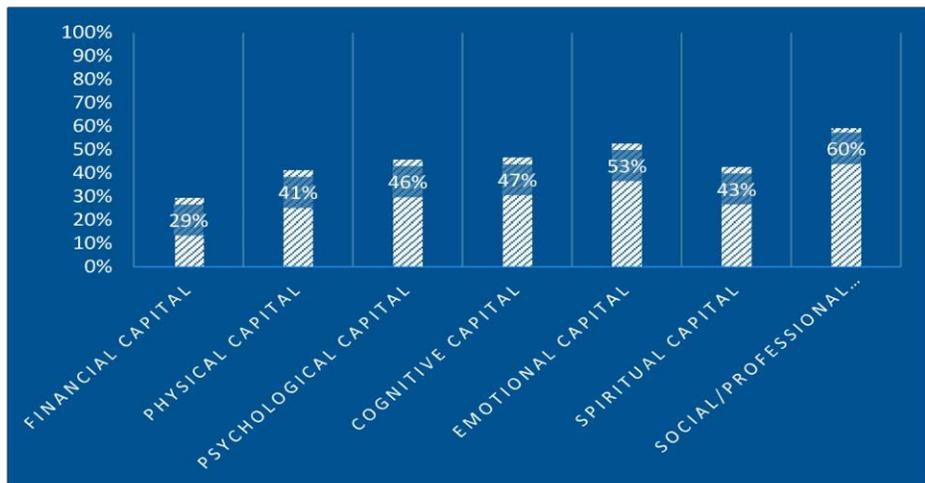
I could go on, but I will close by saying that I haven't had more than a glass of wine at dinner since March. I feel so much better about myself and am finding ways to serve people at work so that I feel that sense of purpose once again. And I pull out my personal law enforcement credo at least once a week to remind me of what makes this the best job in the world. My wife is now taking the class (using my access info, I hope you don't mind) and we've started doing the headspace breathing activity before sleep every night.

It's night and day. Please tell your team that. Please tell the Sheriff and Undersheriff, too. I now know that their motives were good. I don't know how to thank you, but please tell anyone considering the class that it's life changing. I love my wife and have since the day I saw her, but now I'm finding ways to strengthen our relationship because she truly is my anchor. Until this class, I didn't see how incredibly important that is to my whole person. So thank you from the both of us.



Addendum 2: Individual Wellness Scorecard
Wellness Capital: Goal 75+

Wellness Score: 45



<10% Bankruptcy Danger!

11% - 34% Overdraft

35% - 60% Needs Improvement

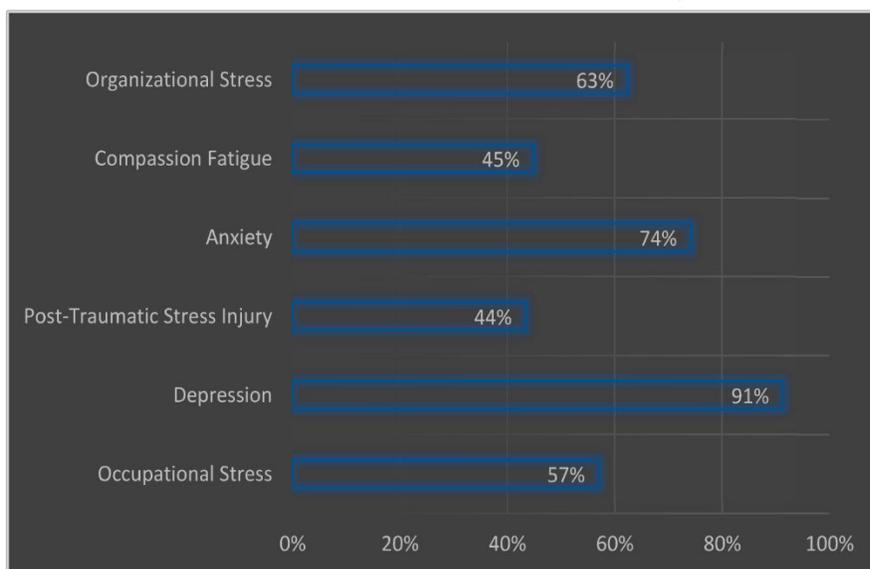
61% - 75% Holding Steady

>75% Earning Interest!

One might think that the higher the level of adversity, the lower the level of capital but that's not the case! The higher your capital level is, the more of the adversity you are prepared to take on. This is why we focus so much time and effort on building capital. You may be one of the lucky few who rarely face personal or professional adversity, but if/when you do, you can pull from your capital resources to meet the demand head-on and then spend time refueling what you've spent. It's a beautiful dance once you get the hang of it. 😊

Adversity Risk: Goal < 30

Adversity Score: 62



Adversity Scoring Breakdown

Stress (Both Types)

0-33%	Normal
34-42%	Mild
43-59%	Moderate
60-78%	Severe
79% +	Extremely Severe

Depression

0-21%	Normal
22-30%	Mild
31-47%	Moderate
48-64%	Severe
65% +	Extremely Severe

PTSD

0-20%	little to no severity
21-34%	chronic severity
35-41%	subthreshold severity (subthreshold PTSD is the most cunningly dangerous of all types because it lies just beneath the surface of a diagnosable acute issue, yet can be triggered into acute PTSD by a seemingly minor stressor)
42% or higher	acute in severity and should be taken seriously, immediately

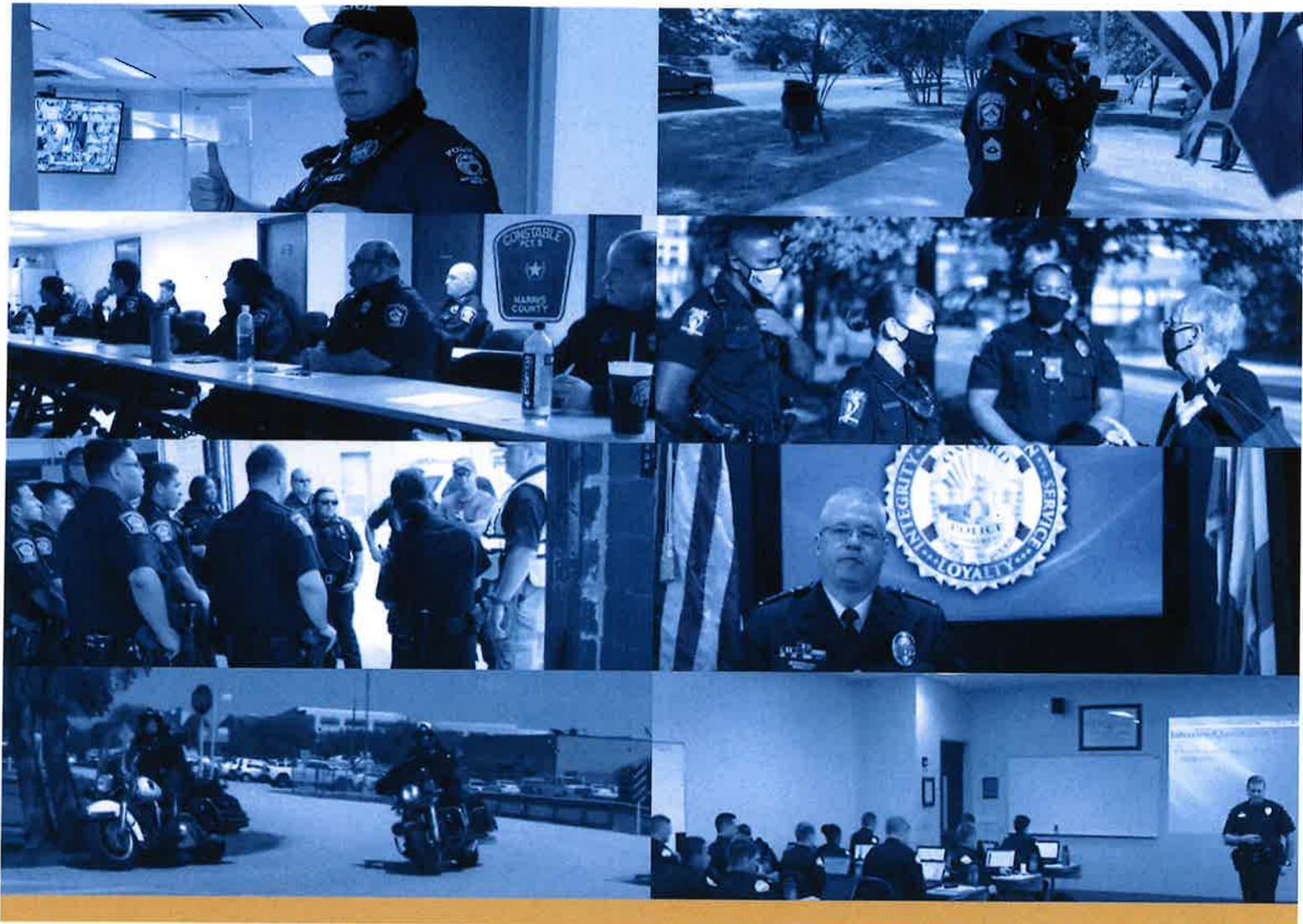
Anxiety

0-16%	Normal
17-21%	Mild
22-33%	Moderate
34-45%	Severe
46% +	Extremely Severe

*Compassion Fatigue

0-44%	Low
45-82%	Moderate
83%+	High

Known as the *Cost of Caring*, compassion fatigue is a combination of secondary traumatic stress and burnout.



**DESTINATION
ZERO** COLLABORATING TO ADVANCE
OFFICER SAFETY AND WELLNESS

OFFICER SAFETY AND WELLNESS AWARDS

SUBMISSION TOOLKIT



**NATIONAL LAW ENFORCEMENT OFFICERS
SAFETY & WELLNESS**

MEMORIAL | MUSEUM | OFFICER SAFETY & WELLNESS

TELL US ABOUT YOUR INNOVATIVE OFFICER SAFETY OR WELLNESS PROGRAMS!

The National Law Enforcement Officers Memorial Fund (NLEOMF) is engaged in the Destination Zero program, which serves to acknowledge effective officer safety and wellness initiatives proven to reduce officer injuries and deaths. The Memorial Fund seeks information on innovative officer safety and/or officer wellness programs currently used to increase the physical and/or mental well-being of officers.

Programs might seek to improve officer safety by increasing the use of seatbelts, limiting distractions, or advanced drivers training beyond minimum standards. Or the program may focus on physical fitness to reduce officer injuries and decrease the use of sick leave within an agency. Another program perhaps increases officer wear of ballistic vests.



The Destination Zero program helps improve the health and safety of law enforcement officers across the country, from agents to correctional officers, from troopers to patrolmen, from sheriffs to constables, with proven beneficial programs.

Our goal is not only to recognize the most effective programs, but also to share programs that have potential benefits for other agencies. Some programs may not be applicable for all agencies due to discrepancies in size and disposition. But we aim to provide information that will assist any agency, no matter what the situation.

Program details provided should include posters, policies, toolkits, and any relevant data that demonstrates the success of the program. Please submit your agency program information to lcecchettini@nleomf.org, or call (202) 737-3128. Those agencies with outstanding programs that are proven beneficial are acknowledged at an award ceremony in May, during Police Week in Washington, DC.

AWARD CATEGORIES

There are three categories for the National Officer Safety and Officer Wellness Awards: *General Officer Safety*, *Officer Traffic Safety*, and *Officer Wellness*. Within each category, an award is given to the agency that has implemented the most effective and measurable program. An awards committee reviews programs in each of the three categories and evaluates their overall integration, effectiveness, and durability. A fourth award is presented to the agency that has the most comprehensive initiative and best overall approach to implementation of its safety and wellness program. The goal of the awards committee is to identify successful programs that benefit every type and category of agency.

GENERAL OFFICER SAFETY

This award is presented to the law enforcement agency that developed and executed a program that improved officer safety in the areas of personal protection, tactical training, or adopted measures that created a safer work environment. The program must demonstrate increased officer physical safety by the

reduction of job-related injuries, enhanced personal safety, or life-saving training. Likewise, the agency shall have both developed and actively promoted its officer safety program, and achieved employee buy-in as well as program acceptance. And through these actions, successfully achieved the program goals to increase safety, reduce injuries, or deaths, while continuously monitoring performance, setting new goals, and further enhancing officer safety.

The *General Officer Safety* category includes programs that made advances in personal protection, including increased wear of body armor or distribution of life-saving tools, such as Downed Officer Kits (DOKs). The General Officer Safety category also includes focus areas like better tactical training, improvement of intelligence provided to responding officers, or creation of a dedicated on-scene safety officer.

OFFICER TRAFFIC SAFETY

This award is presented to the law enforcement agency that took proactive measures to demonstrate definitively, programmatic success that improved officer traffic-related safety practices. The agency shall have developed and successfully promoted officer traffic-related safety programs and achieved employee buy-in and program acceptance. The program must have increased officer safety related to traffic and made strides towards reducing traffic-related injuries or deaths, while building a culture focused on traffic safety measures.

The *Officer Traffic Safety* category features programs that increased officer seatbelt usage, the use of visibility gear, or provided enhanced driver training. The *Officer Traffic Safety* category also includes innovations to restrict Mobile Digital Computer (MDC) usages at high speeds, modifications to interior patrol vehicle design or usage, or implementation of new safety technologies.

OFFICER WELLNESS

Officer Wellness is the most encompassing award category of the four, focused on topics of physical fitness, mental health, stress-induced trauma, suicide prevention, nutrition, and stress reduction. The category includes both mandatory and incentive-based

physical fitness programs. Wellness is a multi-faceted category that addresses officers' overall well-beings. This award is presented to the law enforcement agency that took innovative measures and definitively demonstrated the ability to increase officer wellness.

The agency shall have developed a program that improved officers' overall well-beings by the reduction of stress, increased fitness, or active promotion of a healthier diet and lifestyle. The agency must have institutionalized wellness practices to support physical and mental health amongst its employees. The program shall have become a component of employee development and an integral part of managing the agency's Human Resources.

COMPREHENSIVE SAFETY

This award recognizes a law enforcement agency that successfully developed, implemented, and promoted the most comprehensive and strategic Officer Safety or Wellness program.

The winning program must have employed an overarching promotion strategy that embraced voluntary participation, enhanced departmental awareness, and achieved a high degree of employee buy-in through creative and innovative engagement strategies. The program must demonstrate wide acceptance by the employees, high participation rates, and be deemed a success by the submitting agency. The steps the originating agency took to successfully introduce the program and implement strategies to generate participation must be able to be replicated by other agencies.

AWARD CRITERIA

INNOVATION

- ✓ Creativity
- ✓ Originality

IMPLEMENTATION

- ✓ Process
- ✓ Employee buy-in
- ✓ Top-down leadership

ENGAGEMENT

- ✓ Promotion to employees
- ✓ Design and use of original materials

PARTICIPATION RATE/SUCCESS

- ✓ Levels of agency participation/
Incentives
- ✓ Agency defined success

DATA

- ✓ History of Program
- ✓ Enhancements, modifications

Tell us about your innovative officer safety or wellness programs.

Our goal is not only to recognize the most effective programs, but also to share those programs with others that have potential benefits for their respective agency. Some programs may not be available to all agencies due to discrepancies in size and disposition. But we aim to provide information that will assist any agency, no matter what the situation.

Numerous agencies from around the nation submit programs and competition for the Destination Zero awards can be fierce. After all, there are only 4 awards granted yearly. Since the inception of the Destination Zero program in 2014, only twenty-eight agencies received awards and can tout that their programs are the best in the nation.

Tips for submitting your program.

- 1. In the first paragraph, paint a clear picture of the agency.** Include a group photo of the agency or agency members. In the description include the number of personnel, number of sworn officers, population and size of the agency's district, agency head information, and anything else notable about the agency's jurisdiction. And even the town or city is small, is there anything that makes it a hub of activity?
- 2. Start the submission the same way one might diagram or photograph a crime scene from general to specific information.** Jot down bullet points. Use the bullet points to create paragraphs that describe each point in detail.

Example: *"Every sworn member of our agency is issued a threat level IIIA bullet resistant vest and are required to wear it at all times while on duty, including while at the range. We purchased these vests by securing federal grant funding."*

- 3. Tell success stories about one or more pieces of equipment.** Include newspaper articles or other media that documents successes.

Example: *"Because our county is very rural and medical aid can have long response times, our officers are issued advanced first aid kits and receive twenty-four hours a year in advanced first aid training. Last year these kits and training proved invaluable by stopping the bleeding of two civilian pedestrians who were struck by a drunk driver and for one of our officers who was involved in a vehicle crash. Medical personnel on scene advised our Sheriff that in each of these situations all of these injuries were life threatening and due to our training and equipment our deputies saved their lives."*

- 4. Describe how officers are trained each year on use of top-notch equipment.** Share how funding was secured for equipment and training whether by fundraising, using money allocated for other areas of the budget due to reductions in cash-related costs, or other methods.

- 5. Include specific, quantifiable statistics.** Submissions for physical fitness programs should include the number of sick leave hours and workers' compensation claims the agency had for two years prior and the two years following the implementation of the program.

Example: *"In the two years before we implemented our physical fitness program, our department had a total of 26 workers' comp claims due to line-of-duty injuries and logged 720 hours of sick leave. In the two years since we implemented the program, our sick leave has reduced to 270 hours and we had only 6 workers' comp claims."*

- 6. Include before and after stories.**
- 7. Submit posters, flyers, or other handouts and explain how they were used.**
- 8. Be sure to include agency policies and/or lesson plans relevant to the program.**

AGENCY PROGRAMS CHECKLIST

OFFICER SAFETY

- Tourniquets
- Quick Clot
- Sucking Chest Wound Patches
- Ballistic Vests
- Ballistic Shields
- Ballistic Helmets
- High Visibility Vests
- Shotguns
- Patrol Rifles
- Tasers
- Body Cameras
- Trauma/Fist Aid Kit
- Regular Firearms Qualification
- Narcan
- PPE Kits
- Gas Masks
- Active Shooter Training
- Less Lethal

TRAFFIC SAFETY

- Below 100 Training
- EVOC Training
- GPS
- In-Car Cameras
- Supervisor Monitoring of Speeds
- Officers Held Accountable for Speeding
- Officers Rewarded for Safe Driving
- High Visibility Vests
- Traffic Safety Posters
- _____
- _____

OFFICER WELLNESS

- Peer to Peer Support Program
- Department Psychologist
- Workout Program
- Department Gym
- Department Paid Gym Dues
- Incentive for Working Out
- Annual Physical Fitness Test
- Suicide Prevention Training
- Mental Health Training
- Financial Wellness Program
- Employee Assistance Program
- Yoga
- Fitness Instructor
- Hepatitis/Flu Vaccinations
- Spousal Wellness Program
- _____
- _____
- _____

DESTINATION ZERO AWARD SUBMISSION FORM

AGENCY INFORMATION

Name of agency: San Francisco Sheriff's Office

Award Category (If submitting for more than one category, a separate submission form must accompany each submission.)

- General Officer Safety
- Officer Traffic Safety
- Officer Wellness
- Comprehensive Safety

Agency contact name: Christian Kropff

Contact Email: Christian.Kropff@sfgov.org Contact phone number: (415) 683-8476

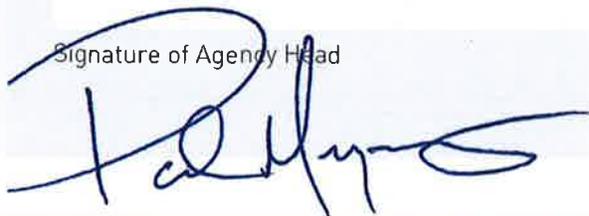
Please include the following items in your submission:

- Department Release Form
- Executive summary that provides a brief overview of the agency approach including innovative practices, programs, and established partnerships
- Narrative that details the elements and initiatives of the program. Examples of items to include:
 - Description of the agency characteristics
 - Description of the program and its implementation (including marketing material)
 - Before-and-after comparison of change(s) due to the program
 - Qualities that make this program unique compared to other initiatives
 - Challenges that were overcome to implement the program
 - Impact of the program on staff within the agency
 - Quantitative evidence of success
 - Steps other agencies can take to replicate the program
- Appropriate supporting documentation or attachments

AGENCY LEADERSHIP ENDORSEMENT

Signature of the agency representative on this form acknowledges that all information contained herein and in attached documents and/or submission is true and correct.

Signature of Agency Head



Date

1/31/2022

2022 NATIONAL OFFICER SAFETY AND WELLNESS AWARD SUBMISSION



The Destination Zero program maintains a database of all submitted programs and corresponding materials in an effort to benefit law enforcement by providing a robust resource center of proven officer safety programs and wellness programs. The National Law Enforcement Memorial and Museum require acknowledgment by the submitting agency that any materials submitted including, but not limited to relevant promotional materials, training guides, curricula, photos, policies and procedures that relate to the submitted officer safety and wellness program will be shared into the public domain website or other means of transmission.

AGENCY RELEASE

Signature of the agency representative acknowledges and agrees to the release of all submitted materials into the public domain via website or other means of transmission.

Name of agency: San Francisco Sheriff's Office

Paul Miyamoto, Sheriff

(Printed Name and Title)

A handwritten signature in black ink, appearing to read "Paul Miyamoto".

(Signed Endorsement of Chief/Agency Head)

1/31/2022

(Date)

CONTACT INFORMATION:

DestinationZero.org

DestinationZero@nleomf.org

(202) 737-3400

444 E ST NW
Washington, DC 20001

**DESTINATION
ZERO** COLLABORATING TO ADVANCE
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