

OFFICER WELLNESS PROGRAM STRATEGIC IMPLEMENTATION

THE WEST PALM BEACH POLICE DEPARTMENT

The city of West Palm Beach was founded as a town in Florida in 1894. West Palm beach is in Palm beach County which is the second largest county in Florida. West Palm Beach has a population of 113,000 citizens and spans a total of 58.1 square miles. The city is the oldest incorporated municipality in southeast Florida. West Palm Beach is a vibrant, growing, waterfront city.




The West Palm Beach Police Department was established in 1894. The Chief of Police is Franklin Adderley. It is the largest municipal police department in Palm Beach County and is a law enforcement agency with a total of 422 positions. Out of the 422 positions, 388 are filled. There are 290 sworn police officers and 98 civilians. We take our obligation to look after the wellness of our personnel seriously and make sure that we provide our employees with the necessary resources and training to ensure their mental and physical health needs can be taken care of.

WELLNESS PROGRAM

Police Officer Support Team (POST Team), Critical Incident Stress Management and Employee Assistance Programs

Studies have clearly shown that divorce, suicide and substance abuse issues are more prevalent in law enforcement jobs than almost any other career. To reduce those occurrences and allow our employees to

better deal with stressors that occur in their lives, including those stressors that are job-induced, we created a peer-to-peer counseling program (Police Officer Support Team (POST)) that utilizes trained employees to provide counseling services to their fellow employees. We specifically incorporated Dispatch and Crime Scene Investigator personnel in order to be all inclusive with our employees that experience the trauma and stressors of this profession. The discussions occurring during the peer-to-peer counseling remains confidential unless suicidal or homicidal thoughts or illegal activity is discovered. Instead of just handing our employees our EAP number and that's it, our POST Team members walk our employees through the process and ensure employees are receiving appropriate mental health care as soon as issues are discovered. Our EAP acts as a partner, or resource, providing professional, confidential help to employees and their families, through their own initiative or supervisor referral. Although the program is in its relative infancy due to its implementation in April of 2020, the POST Team members have conducted over 124 one-on-one sessions,




APRIL 2, 2020

PEER SUPPORT TEAM

Please Don't Hesitate to call anyone on this list for issues that arise on the job and issues that arise off the job.

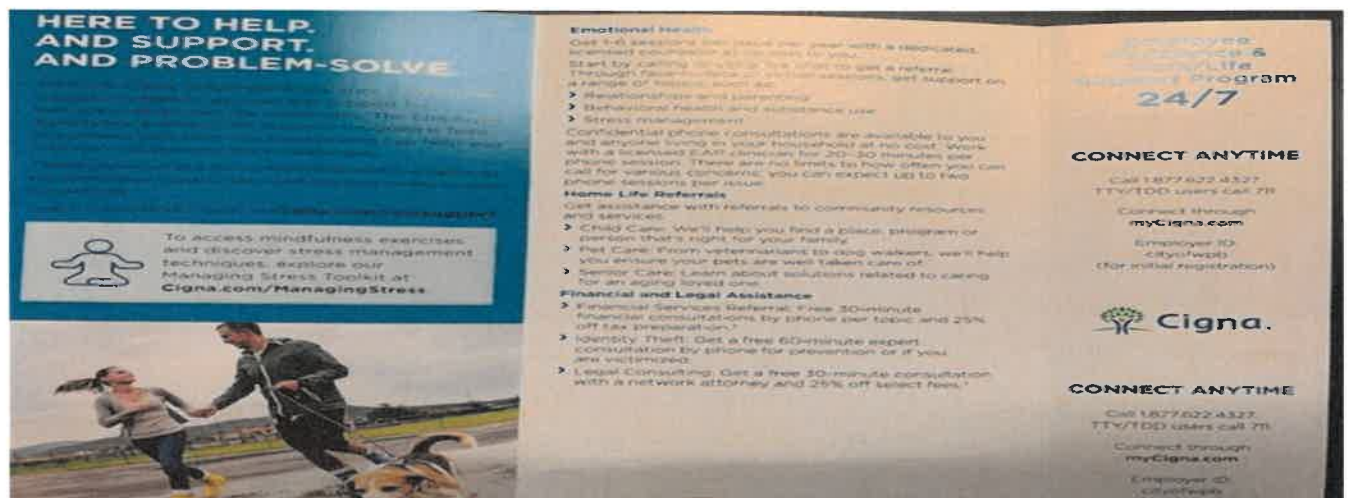
Ryan Patterson 561-670-1411
 Craig Davis 561-722-8225
 Jennifer Hardiman 772-214-7883
 Brent Treu 561-815-9558
 Amanda Resnick 561-385-7254
 Stephanie Wilson 772-267-0438
 James Louis 561-727-0095
 Gregory Ridens 561-315-7031
 Jacquelyn Pace 561-800-5907
 Jose Paniagua 561-914-4021
 Brian McDaniel 561-201-8020
 Johnny Radziul 772-812-4305
 Nate Hubbard 561-644-4567
 Mike Oswald 561-779-1081
 Mark Campo 561-371-2720
 Blake Preusz 561-644-4063
 Carlos Yerrainoe 305-975-8153
 Regina Bell 561-312-4917
 Rade Montrovich 561-685-9028
 Sterling Killel 561-380-3269

"GOING to a COUNSELOR or a THERAPIST when you are feeling SAD or OVERWHELMED should be as normal as going to the DOCTOR when YOU have the FLU. Let's end the NEGATIVE STIGMA about MENTAL HEALTH."



including three critical interventions in which two officers received appropriate professional treatment, allowing the employees to return to full duty and the other officer receiving appropriate professional help and went on to be a productive member of society. The POST Team members have also provided support to several employees after critical incidents. Posters with the list of all of the members of the POST Team and their contact number are placed all around the station so no one has to ask who is on the POST Team and what their contact number is, in order to help keep whatever an officer is going through confidential.

Additionally, the city of West Palm Beach provides confidential EAP counselling to all city employees. The first 6 EAP sessions are free of charge, with follow-up care being billed to the employees' health insurance carrier. Our EAP also provides referrals to community resources and services for childcare, pet care, and senior care, along with financial and legal assistance for financial services, identity theft and legal consulting. There EAP brochures placed all over the station so members have easy access to resources.



With the understanding that allowing our employees to appropriately deal with the stressors that they encounter in their jobs as soon after they occur as possible, members of our POST Team are trained in Critical Incident Stress Management (CISM). CISM is an integrated “system” of confidential interventions which are designed to prevent and/or reduce the adverse psychological and/or physical reactions that so often accompany public safety and disaster response functions. CISM interventions are

especially directed towards the mitigation of post-traumatic stress reactions. POST Team members will not go into details if there is anything possibly criminal related. Some common critical incidents for West Palm Beach Police Department personnel may include, but are not limited to, line-of-duty death, suicide of an employee, multi-casualty incident/disaster, natural disaster, significant event involving children, knowing the victim of the event, serious line-of-duty injury, officer involved shooting, excessive media interest, prolonged incident with loss of life, fight of (and for) one's life, suicide or death of an prisoner in custody, and any other psychologically significant or traumatic event. Such situations may cause officers and other personnel to experience unusually strong and/or lasting emotional reactions, thus having the potential to interfere with their ability to function either at the scene or after the event. To ensure our employees are aware of the pathophysiology of stress and resources available to them, attendance at Critical Incident Stress Management briefing sessions is mandatory for those involved and/or strongly affected by a critical incident. In order to better assist our employees, our supervisory personnel are responsible for continuously monitoring personnel performance and behavior and shall be alert to behavioral indicators that suggest there are emerging emotional problems. Some of these indicators are uncharacteristic or repeated citizen complaints, particularly those related to excessive force, Abrupt changes in prescribed employee response or behavior such as excessive tardiness, absenteeism, abnormal impatience, irritability or aggressiveness, or repeated instances of overreaction or failure to act in the line of duty, Irrational or bizarre thoughts or actions, Unexplained changes in work habits or patterns of leave usage, Erratic mood swings, and any mandatory reasonable suspicion test. Any employee experiencing a critical incident, or an employee noticing the affected negative behavior of another employee, can contact our POST Team commander. Our POST Team members provide numerous services, some of them are one-on-one crisis intervention, stress debriefings, defusings, on-scene support services, grief, and loss support, etc. POST Team members also respond to scenes of critical incidents and assist our personnel from the beginning. The POST Team has conducted 15 defusings for critical incidents, given grief and loss educations and support to our personnel due to two of our officers dying of COVID at two separate times, provided hand in hand grief and loss support to one of our officers and his immediate family due to

losing his wife in a tragic car accident and helped assist over 124 employees cope with what they were going through and/or assisted them in getting professional help. It should also be mentioned that our POST Team is available to our officer's spouses and families as well.

Employee Annual Mental Health Check and Department Psychologist

We firmly believe that there is another spoke in the wheel so to speak, that is needed to overcome the negative stigma with mental health and address our employees' mental health concerns with the goal of prohibiting them from occurring. Nationally, employee mental health checkups have become a popular way to address the stressors that our employees experience, both personally and professionally. We have been in talks for months with the F.O.P union about requiring/offering all sworn personnel to attend an annual mental health check with a local mental health provider. While the details have yet to be finalized, this issue is important enough for employee wellness that it needs to be addressed.

We have several mental health clinicians we can call 24-7 that will respond to our location and assist any one of our officers in a time of crisis if it goes beyond our training and education. We have utilized a professional several times now, and in those cases the mental health clinicians were successful in helping our employee(s) overcome their crisis as they helped our employees work through it. Currently the employees are working and living productive lives.

Employee Fitness Center

To help maintain physical fitness and reduce employee stress, a fully equipped fitness center is located in the lower level of the Police station and is available to employees 24/7/365. The physical fitness center includes 4 Treadmills, 3 Elliptical Machines, 2 Stationary Bikes, 2 Stair Steppers, 2 airdyne bikes, 1 rower, 1 Universal Station Machine (4-separate exercise movements), 1 Smith Machine (w/ several weight plates), 1 Squat Rack (w/ several weight plates), 1 Rubber coated Dumbbell Set (5-100 lbs.), 1 Kettlebell Set (5-80 lbs.), 1 Medicine Ball Set, 1 set Stretch Bands, 2 flat bench station, 1 incline bench station, 1 leg press machine, 2 squat machines, 2 leg curl machines, 1 leg extension machine, 2 preacher

curl stations, 1 calf raise machine, 2 seated flat bench machines, 1 seated incline bench machine, 2 lat row machines, 1 seated dip press machine, 1 lower back/ab station, 1 dip and leg raise station, 1 pullover machine, 2 pull up stations, 1 ab machine, 1 tri-cep press machine, and 2-floor mats for floor exercises. The exercise room also has a stereo sound system, along with a DVD player to play exercise videos. Just down the hallway and into our garage there are punching bags, a weighted sled-push, 2 farmers carry bars, 2 big tires for tire flips, and a box for box jumps, also we have a stair well about 20 feet from there that is used for cardio training.



To make it more user friendly, male and female locker rooms, complete with shower and restroom facilities, adjoin the fitness center. While physical fitness standards are not mandated, all employees are strongly encouraged to utilize this free facility before, after, and/or during working hours as well as on their off-duty time. One of our trainers oversees maintaining the gym and cardio equipment. This trainer

also provides workouts and instructions to officers on the correct use and form while using the equipment in order to better themselves. We are looking to implement a yearly volunteer physical fitness test that will be incentivized, if approved by our city management.

Jiu Jitsu Training

We offer free weekly Jiu Jitsu training in our police station to our employees. Two of our trainers are Gracie certified and we have two officers that are world champions, one being a two-time black belt no gi world champion and the other being a one-time black belt gi world champion. These guys volunteer their time to help train other officers. These three officers provide invaluable instruction and correction to those that attend. The training sessions provide a great workout, confidence in one's abilities and a good stress release.



Wellness Room

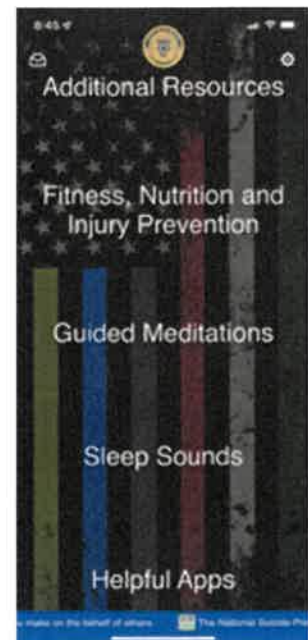
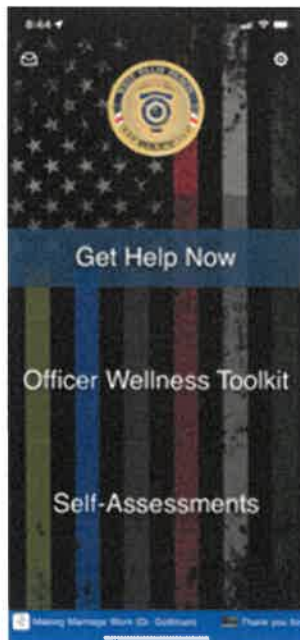
To better assist our employees with on the job and off the job stress we constructed an officer wellness room at our station on the first floor which includes a massage chair, waterfall scenery and a sound machine. Officers can take off their shoes and duty belt in order to sit in the massage chair and pick from a variety of stress relieving massages. The room can also be used for meditating if the officer chooses to do so. Employees can access this room 24/7/365 on or off-duty, and most do during their lunch breaks. This room provides employees with a private relaxing space where they can seek respite after going through a tough call or from off the job issues. Officers can access this room anytime, and most do on their lunch breaks. Numerous officers and crime scene personnel have taken advantage of this resource and they have told us that they find it very calming and helpful.



Wellness App

In order to provide confidential and easy access to all of our services for our officers, we used grant money to pay for a wellness app. Our wellness app puts immediate help and many other resources at the fingertips of our officers 24 hours a day 7 days a week. We went with this app because people today always have their phone on them or near them in good seasons and bad seasons. The app has our EAP number in it along with a crisis line called Cop line, which offers vetted and trained retired law enforcement officers to talk to when you are in a time of need. Also included is the national suicide

prevention lifeline and a free confidential crisis text line, which gives access to professional crisis counselors. Officers can access any of these services with just a touch of their phone screen. The app includes an officer wellness tool kit that contains information and tips to better yourself in 60 topics like suicide prevention, anger management, resilience development, marriage, work-life balance, financial wellness, sleep optimization, burnout, mindfulness, PTSD, etc. This app also provides self-assessments for officers to take that are confidential and only the officer sees the results. There are 12 assessments officers can take to see if they are struggling with a certain issue like PTSD, depression, compassion fatigue, sleep, etc. and will advise them if they need to seek help or not. Our officers can also access our peer support team members on the app along with our chaplain, with just a touch of the screen. The app has videos for yoga, physical therapy, and injury prevention. The app also offers workout programs, nutritional guides, guided meditations and sleep sounds. The app also has our EAP flyer and brochure so officers can immediately access all the information needed. The book Emotional Survival for Law Enforcement by Kevin Gilmartin is partly on the app and our officers are encouraged to buy the book and read it. This app is a one stop shop for various needs of our officers and aides in mental health training and awareness, which is key.



On-Boarding New Officers/ Training

Our newly recruited officers are provided mental health training and are given a presentation of our entire officer wellness program before starting our FTO program. We provide them an instructional letter (to give to their spouse or significant other which provides what services are available as well as contact information) and a book for their spouse or significant other to read (which gives insight into what their officer will go through and tips to help their officer traverse the trauma and stress of this great profession). The training for our officers includes topics such as stress management, suicide prevention, diet, exercise, breaking mental health negative stigma, etc. Annually all of our officers go through in-service training and included in that training is a section on mental health which includes suicide prevention, stress management and other mental health topics. In addition, bi-annually all officers go through “Shield of Resilience” training course. This course helps law enforcement officers learn to recognize the signs and symptoms of stress, depression, post-traumatic stress disorder (PTSD), and suicidal thoughts and actions. This course also aids officers in understanding the unique stressors law enforcement officers are exposed to in the course of their duties, and how to talk with a fellow officer who may be experiencing suicidal thoughts.

City Fit Wellness


The city of West Palm Beach started City fit wellness which started a program called Wellness Wednesdays for all employees which cover physical, mental, and financial wellness. On each Wednesday employees have a wellness activity, wellness give away, or they get wellness information along with wellness seminars. The wellness seminars cover a multitude of topics that include stress relief, caring for the caregiver, sleep apnea, virtual yoga, budgeting and saving money management, saving early in your career/young investors, estate planning, retirement readiness, obesity, healthy life tips for men and women, estate planning, beating burnout, mental health topics, etc. As part of this program, employees must complete a quarterly challenge and attend three activities/classes per quarter to be eligible for a \$25 gift

card and if the employee complete this each quarter of the year, the employee will be entered into a raffle for a \$500 gift card during each quarter. To be eligible, employees must complete a biometric screening and do a health risk assessment. City fit also offers yoga classes for all employees. Employees are advised and reminded of what city fit offers weekly via email. Also, we partnered with Empower retirement, which offers three free financial seminars a month and covers topics such as budgeting, getting to know your Roth options, investment basics,etc. In addition to Empower Retirement, we partnered with Wells Fargo with an upcoming online workshop that will help employees to make and prioritize financial goals, turn those goals into a plan, create a budget, and then teach how to manage their spending in order to reach said goals.

CityFit Wellness Quarter Four

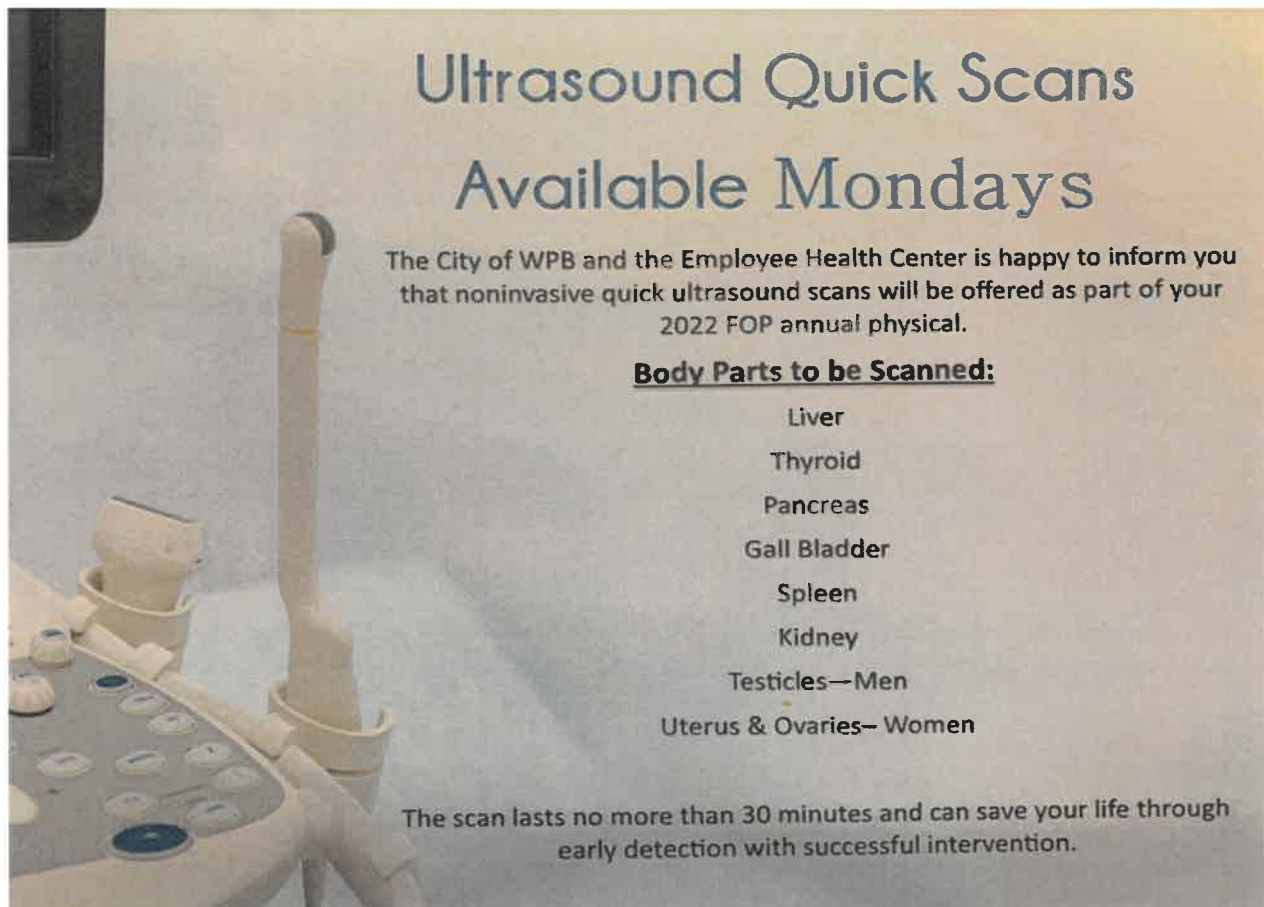
Welcome to CityFit, the City of West Palm Beach's Wellness Program! During this unprecedented time and the spirit of social distancing we still want you to get or stay well...from a distance! Introducing, Wellness Wednesdays! During the 2020/2021 Insurance year, each Wednesday we will have a wellness activity, wellness giveaway, or you will get wellness information. All CityFit activities will be virtual and available to all employees. Please remember all EAP seminars can be watched live or on-demand at: WWW.Cigna.com/EAPWebcasts

Month	Activity
April	April 7-2-3pm-EAP Seminar-Stress-Relief: Train Your Brain
	April 19-12-1pm-Zoom Seminar- The Weight of Obesity
	April 21-2-3pm-EAP Seminar- Effective Communication Strategies
	April 28-12-1pm-Zoom- Protecting Yourself From Virtual Fraud
May	May 5-2-3pm-EAP Seminar- Mental Health- Let's Talk About It
	May 12-12-12:45pm-Zoom Seminar- At Home Cooking Competition
	May 19-12-1pm-Zoom Seminar- Healthy Minds, Healthy Lives
	May 19-2-3pm-EAP Seminar- Healthy Life Tips For Women
	May 26-9am-2:30pm-Zoom Seminar- Estate Planning
	May 26-12-1pm-Zoom Seminar- Physical Distance, Not Social Distance
	June (Tuesdays)-12-1pm-Zoom- CityFit Book Club
June	June 2-2-3pm-EAP Seminar- Healthy Life Tips For Men
	June 16-12-1pm-Zoom Seminar- The Ups and Downs of Diabetes
	June 30-12pm-1pm-Zoom Seminar- Caring for the Caregiver
	Zoom Yoga will be offered every Thursday @ 12pm


WEST PALM BEACH

Health Reimbursement Arrangement

The city of West Palm Beach funds an account that is used to help off set medical and pharmacy costs for employees and/or dependents. Additional funds can be earned yearly by employees and/or spouse or domestic partners, upon completion of a blood draw at our city health center and completing a physical or health assessment. To give an example, for those employees that are under our employee only coverage, \$1,000 will be placed in that account plus another \$400 if you employees use the city health center. All of this is voluntary, and many employees go to the city health center to complete their health risk assessment to earn these funds. As part of our yearly physicals, our City Health Center just started offering free ultrasound quick scans of employee's liver, thyroid, pancreas, gall bladder, spleen, kidney, testicles for men, and uterus & ovaries for women in order to early detect problems/diseases and implement an early and successful intervention for our officers.

A poster for "Ultrasound Quick Scans Available Mondays" is displayed against a light-colored wall. In the foreground, the control panel and a portion of an ultrasound machine are visible. The poster text is as follows:

Ultrasound Quick Scans
Available Mondays

The City of WPB and the Employee Health Center is happy to inform you that noninvasive quick ultrasound scans will be offered as part of your 2022 FOP annual physical.

Body Parts to be Scanned:

- Liver
- Thyroid
- Pancreas
- Gall Bladder
- Spleen
- Kidney
- Testicles—Men
- Uterus & Ovaries— Women

The scan lasts no more than 30 minutes and can save your life through early detection with successful intervention.

City Health Center, Flu vaccines, Hepatitis vaccines, etc. and B-12 shots

We also have our own clinic called the city health center. The city health center can be used like any other clinic for sickness, broken bones, sprains, etc. and can be used to complete our yearly blood draw and health assessments. Flu vaccines, Hepatitis vaccines, and other vaccines are provided free of charge to all city employees at the city health center along with B-12 shots.

Police Officer Shadow Experience (POSE)

P.O.S.E is a job shadowing experience that provides officers with opportunities to experience different areas within the Police Department. P.O.S.E will provide participants the opportunity to learn more about the Police Department as well as the roles and responsibilities of a specific position(s). Each division in the department will have mentors that will teach with hands-on experience their specific position to the P.O.S.E. officer. Through P.O.S.E, officers develop additional knowledge and skills to enhance their long-term career marketability.

P.O.S.E participants will have the opportunity to share knowledge, hone their leadership skills, have a better understanding of their career options and they can increase their knowledge through the training they will receive from the mentor. We believe P.O.S.E is important to officer morale.

COVID Mitigation Plan

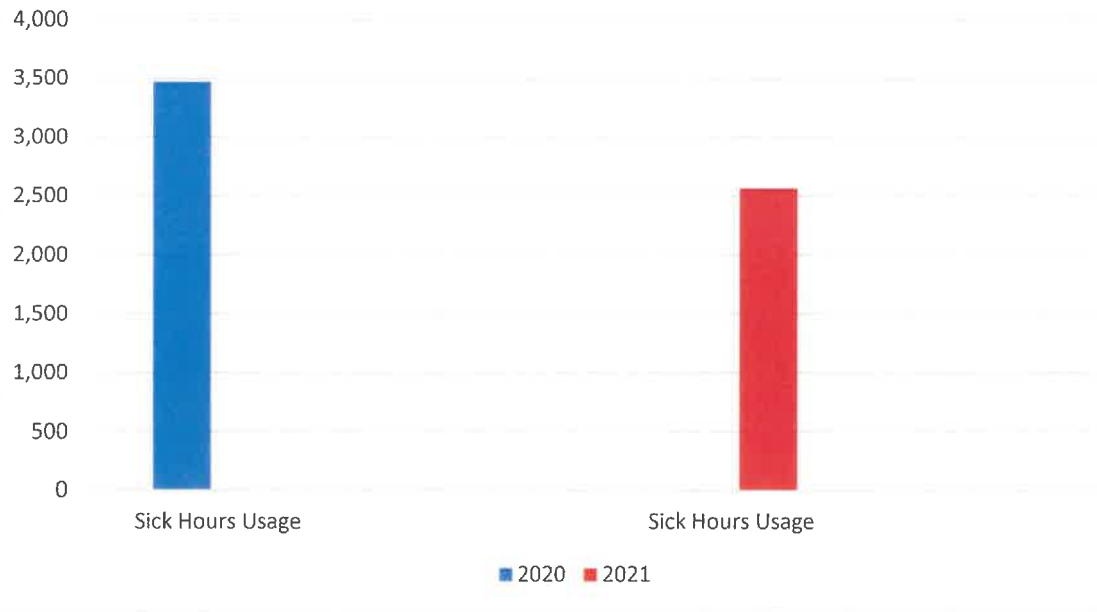
In response to the COVID outbreak, we implemented a COVID mitigation plan to keep all of our employees safe. We implemented the following measures; outside and remote briefings utilizing micro-soft teams in order to limit contact with large numbers of officers, we issued N-95 masks, extra gloves and extra hand sanitizer to all personnel, we mandated officers to wear masks when interacting with the public, when it

didn't affect their quick response or officer safety by having to address an immediate threat, we bought an aerosol battery operated disinfectant machine to sanitize all areas in the station, all offices, vehicles, and desk of those personnel that contracted COVID, in addition we implemented a preventative scheduled sanitization of highly trafficked areas in the station, we offered non-essential employees the opportunity to work from home which most of them choose to do, we adjusted the work times of our detectives and staggered them to limit the number of detectives on the floor at one time to limit possible exposure, we mandated the wearing of masks inside all of our city buildings, through our city emergency management we offered free vaccinations to all of our employees and the city offered monetary incentives to those who received the vaccination, we contracted with a local hospital and private vendors to provide immediate covid testing to our employees to assist in stopping the spread of COVID, we assigned staff at our station to act as liaisons to answer any questions or concerns employees had in relation to COVID, and to help facilitate their quick return to work through our established protocol with testing, quarantining and treatment which was done through telehealth which prevented additional exposure to others.

Wellness Statistics

We began implementing our wellness program in April of 2020 first with our peer support team, then followed up by the implementation of our CISM team, and then continued with the build out of our wellness program. We believe that the foundational pillars for a great wellness program are your own peer support team and your own CISM team. Since the implementation of our wellness program, we have seen a significant drop in sick time usage from our officers within the first year. The use of officer sick time for occupational injuries and self-medical issues dropped over 900 hours from 3,472 hours in 2020 to 2,568 hours in 2021. We are also expected to see a drop in paid out worker's comp claims from 1.2 million dollars in 2020 to a projected 1 to 1.1 million dollars in 2021.

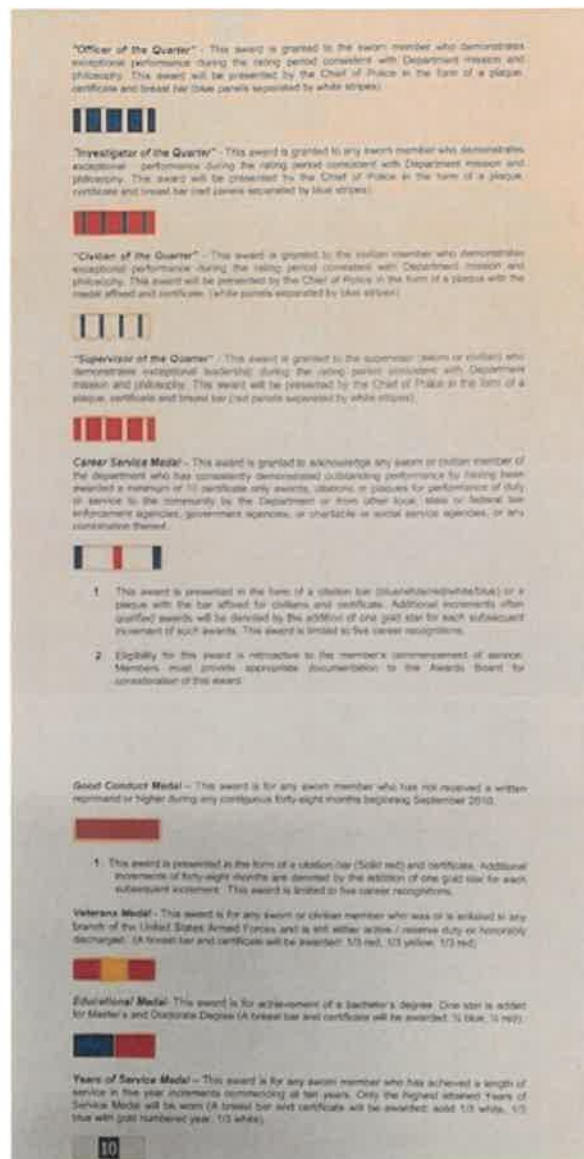
Officer Yearly Sick Hours Usage



Departmental Awards and Recognition Program

The West Palm Beach Police Department recognizes any member, sworn or civilian, whose actions are examples of excellence to fellow members and the community we serve. We believe positive recognition is vital to officer morale. Every quarter of the year any employee can submit a nomination of another employee to the awards board for consideration. The awards board consists of a chairman and both sworn and civilian members who review and evaluate the performance of nominees and make recommendations to the Chief of Police for proper recognition of acts performed by eligible employees in each quarter of the year. This type of recognition promotes employee accomplishment and wellness and is a point of pride in the Police Department. These awards consist of a medal to be worn on the officer's uniform and a written letter of commendation. To make the commendation more meaningful, they are presented at roll-call briefings in front of the employee's peers. In addition, recognition is also made during our yearly awards banquet, where the officer and their families dress up and get a night together with a nice meal to recognize their loved ones for the exceptional service they provide our citizens. Some of the awards are medal of honor, chiefs medal of excellence, police combat cross, meritorious police duty medal, life

saving medal, officer of the quarter, investigator of the quarter, civilian of the quarter, supervisor of the quarter, civilian supervisor of the quarter, volunteer of the quarter, etc. We just implemented civilian supervisor of the quarter and civilian supervisor of the year. For all of the “of the quarter” awards, there is a display case in our front lobby where there are plaques and pictures of each recipient for each award. Every quarter of the year, the pictures and names plates of each award are changed out with each new recipient.





Closing

It is our duty to look after the mental and physical well-being of our officers and teach them how to traverse this great profession physically, emotionally, and mentally so they can provide great service to our citizens without being a detriment to themselves and their families. Law enforcement personnel deserve to live a happy life now and into retirement, and we believe that this is accomplished through a robust officer wellness program. We believe we have developed, implemented, and promoted an in-depth comprehensive and strategically implemented officer wellness program that will be ever adapting. The most important factor in the success of any wellness program is trust, and we believe we have our officer's trust based on the fact that since April of 2020, we have had over 40% of our agency use our peer support team for various crisis/reasons.

This program employs a strategy of breaking down the negative stigma associated with mental health, voluntary participation, and enhanced agency awareness that has achieved a good number of employees buy-in through our creative and innovative awareness strategies. This program is accepted by our employees and is regarded by both the officers and the administration as successful. We believe that the programs and strategies that we have implemented can easily be replicated by other agencies.

At the West Palm Beach Police Department, we firmly believe in our efforts to consistently provide quality policing for the safety of our neighborhoods and for the people who reside in this great city. I want to personally thank the selection Board for taking the time to review our application and for further consideration in awarding the West Palm Beach Police Department this prestigious designation. We triumph not when we receive recognition, but when years of effort and consistent community-led policing produces results. As such, and for the reasons outlined in the previous pages, we passionately believe this agency is worthy of being awarded the Destination Zero Officer Wellness Award.