



# First Responder Health and Wellness: An Agency Roadmap

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# Acknowledgements

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*What do your first responders need to know?  
What tools do they need in their toolbelt?*

## Call to Action: Prioritizing Well-Being

Customized health and wellness programming safeguards the physical and mental health of first responders. By creating and prioritizing a plan to support employee health and wellness across the organization, agencies can create an environment where staff have the appropriate tools, support, and access to programs and education to do their jobs effectively while optimizing their own personal health.

## Purpose of this Roadmap

The FirstNet Health and Wellness Coalition championed the creation of this resource to support all first responder agencies by outlining the foundations for health and wellness programs in one place. This roadmap guides agencies in developing, enhancing, expanding, or integrating health and wellness programming into their organization. Whether an agency has an established robust wellness program or is in the beginning stage of creating wellness opportunities, this guide will help agencies evaluate current practices, determine areas for improvement, create plans for achieving wellness goals and prioritize employee well-being as an integral pillar of organizational success.

Drawing from the Department of Homeland Security and the Federal Emergency Management Agency, the Coalition defines “first responders” as law enforcement, fire, EMS, corrections, public safety telecommunicators, emergency management, frontline healthcare workers, and those who support them.

## How to Use this Roadmap

- This roadmap is designed to provide agencies with information and options for creating and implementing health and wellness programming, enabling them to:
- Learn about health and wellness principles and programs, including understanding dimensions of wellness
- Review health and wellness content, including best practices for program development
- Assess, adapt, and implement programming designed to support agency’s goals and fit agency’s needs

## Opportunities: Individuals & Organizations

This roadmap embeds opportunities for both *individuals* and *organizations*. For *organizations*, it offers systemic change opportunities with the goal of helping agencies create positive changes in organizational culture and processes. For *individuals*, it offers educational instruction through continuing education, workshops, classes, articles, books, online resources, and applications to expand their understanding of health and wellness.

### Dimensions of Wellness

This guide specifically focuses on *five dimensions of wellness* that can help first responders develop rewarding and sustainable lifestyles: *financial, physical, psychological, social, and spiritual wellness*. These core dimensions have been identified by the FirstNet Health and Wellness Coalition through review of best practices, resources, and association priorities. By meeting needs in all five wellness dimensions, an agency can help its first responders meet operational demands and thrive, personally and professionally. While the Coalition is focusing on these five dimensions in this roadmap, it also acknowledges that there are many dimensions of wellness. Wellness programming needs to be holistic, comprehensive, and customized to the agency and the needs of the individuals and families connected to the agency.

### Foundational vs. Gold Programs

This agency roadmap separates wellness programming into **Foundational** and **Gold** programs. The **Foundational Program** is an agency plan to equip your staff with the knowledge and resources to achieve wellness across specific dimensions. The **Gold Program** is an agency plan for agencies to solicit input and feedback from staff, manage and evaluate operations, negotiate services, and evaluate and track agency progress and success.

#### Foundational Programs

For agencies in the early stages of developing their plan, foundational wellness programs cover programs and roadmaps that all agencies may provide to first responders to support their basic needs. These programs should include initiatives focused on establishing a solid foundation in wellness and prioritizing preventive care, such as physical fitness, mental health awareness, nutrition education, and stress management techniques.

#### Gold Programs

For agencies looking to improve existing health and wellness programs or integrate them further into the culture and expectations, Gold Programs offer best practices in supporting first responders.

### Benefits

Individual and organizational advantages of programs include:

- Improved and sustained operational readiness of first responders
- Enhanced operational effectiveness and efficiency
- Increased staff resilience
- Positive workplace culture
- Increased staff productivity levels
- Improved mental well-being
- Decreased healthcare costs related to chronic diseases and injuries
- Improved staff retention rates
- Optimized teamwork and communication among colleagues

## **Investing in Wellness Programming**

Investing in health and wellness programs reflects a commitment to the holistic welfare of employees in an agency and contributes to long-term organizational success. Agencies may create or expand wellness programming by dedicated resources, the reallocation of resources and/or by securing funding through grants or partnerships.

Investing in support systems that promote wellness among first responders not only strengthens their ability to serve and protect but also fosters a culture of care and longevity within the agency. There are anecdotal and published accounts showing improved performance, employee satisfaction, decreased absenteeism, and improved productivity in U.S. military special operations (Lunasco et al., 2019) and multinational corporations (Kilimvi & Owusu-Antwi, 2023) which implemented multi-dimension wellness initiatives.

# Dimensions of Wellness Agency Roadmap

## Foundational Programs

### Foundational Programs

The **Foundational Program** is an agency plan to equip staff with the knowledge and resources to achieve wellness across specific dimensions. Foundational wellness programs cover programs and roadmaps that all agencies may provide to first responders to support their basic needs.

## Financial Foundations

Financial wellness allows first responders to effectively manage personal finances, make informed financial decisions, and plan with confidence. Financial wellness educational programs cover the core concepts and skills related to debt management, budgeting, and long-term planning. These programs teach core skills to alleviate common stressors in the first responder community starting at the entry level and continuing with advanced concepts throughout the career life cycle. Because personal finances can impact stress levels, job performance and potentially lead to negative coping mechanisms, building foundational skills in financial wellness is a priority.

### Debt Management Education

- **Debt control and repayment.** Debt control and repayment education includes structured sessions designed to support individuals to avoid incurring excessive debt and to reduce their existing debt effectively. The goal of these workshops is to provide participants with the knowledge, tools, and strategies needed to gain control of one's finances. Agencies should provide debt control and repayment training addressing these areas.
- **Income and expense tracking.** Income and expense tracking education involves teaching individuals how to effectively manage income and expenses, understand income sources, expense tracking, budgeting, and setting financial goals. Agencies should offer programming covering these topics.

### Budgeting Education

- **Emergency fund.** Learning how to create an emergency fund is a cornerstone of financial wellness. An emergency fund or safety net provides peace of mind and stability during unexpected life events such as job loss, medical emergencies, or major car repairs. Agencies should educate personnel in how to build an emergency fund.
- **Creating financial goals.** Learning how to create financial goals is a fundamental step towards achieving financial success and security. Financial goals can help guide one's financial decisions, such as prioritizing spending, encouraging saving habits, and planning for the future. Agencies should provide opportunities for staff to learn how to create short- and long-term financial goals, including planning for retirement and transitioning from their current profession.
- **Budgeting apps.** Budgeting apps are software applications designed to support individuals to manage their finances effectively. Learning how to use budgeting apps can aid in expense tracking, income management, budget creation, and financial goal setting. Agencies should offer guidance to their staff on financial apps and how to access such applications.



## Long-term Planning

- **Investments.** Learning how to invest includes education about types of investments (stocks, bonds, mutual funds, etc.), risk and return, and investment strategies. Additionally, this topic includes education about financial markets, risk management, and tax considerations. Agencies should equip their staff with knowledge about investments.
- **Online financial resources.** Agencies should provide access to personal finance tools. Examples include financial news, debt management, financial wellness, retirement planning, and personal finance tools.
- **Retirement planning.** Agencies should educate their staff and provide information on pension plans, 401(k) accounts, IRA options, retirement income strategies, and creation and management of a will.
- **529 savings account.** A 529 savings account is a sponsored savings plan used to cover qualified education costs. Agencies should offer resources and guidance on the creation and benefits of a 529 saving account to first responders looking to save for their children's future education.

## Physical Foundations

Physical wellness ensures that responders maintain optimal fitness levels for rigorous duties. Because different first responder roles in the agency may necessitate diverse demands for specialized training, the agency may uniquely tailor programming around physical wellness so that respective personnel are equipped to perform their duties effectively and safely. For example, while all personnel benefit from cardiovascular health and muscular fitness, the specific job performance (or duty specific) fitness requirements for frontline first responders, law enforcement, fire, EMS, corrections, telecommunications, etc. personnel are distinct.

The dimension of physical wellness covers durability, endurance, strength & conditioning, performance nutrition, sleep & recovery, and preventive medicine.

### Durability Education

- **Injury prevention.** Flexibility and injury prevention education will improve the durability of personnel from daily tasks to the entire career span. Injury prevention education involves many topics from basic knowledge of physical flexibility and balance to advanced injury anatomy and ergonomics. Agencies should provide information and education through resources covering ergonomics, personal on-scene and off-duty safety, and enhancing one's durability through improved fitness. This information should accommodate different levels of equipment availability, from minimal equipment to mid-level ranging equipment to a full gym.

### Cardiovascular Conditioning and Endurance Resources and Education

- **Endurance and cardiovascular education & conditioning.** General education and coaching in this area provide individuals with basic knowledge and training strategies that coaches, trainers, and fitness professionals use to help them improve their overall cardiovascular conditioning and endurance. Agencies should provide resources and education covering phased cardiovascular conditioning and endurance training for a continuum of fitness levels. Examples of resources could include providing a physical location (access to a gym) for general conditioning, providing tools to support endurance training in the day-to-day environment of the first responder, and possibly incentivizing endurance training efforts and progress.

## Strength & Conditioning Resources and Education

- **General strength coaching.** General strength coaching provides individuals with various tools and strategies used by coaches, trainers, and fitness professionals to help them improve their overall strength and muscular fitness. Agencies should provide resources and education covering movements such as core strengthening, and resistance training targeted for specific job requirements. Examples of resources could include providing a physical location (access to a gym) for general strength conditioning, providing tools to support strength conditioning in the day-to-day environment of the first responder, and ensuring the strength conditioning and stretching can occur on duty for those not assigned to field operations at that time.

## Performance Nutrition Education

- **Performance nutrition roadmaps.** Performance nutrition education helps individuals make informed decisions about their daily nutrition, meal planning, food and snack choices while on duty, and strategies to improve their operational and personal well-being. This knowledge supports individuals in making healthier food choices, improving their diet quality, and maintaining overall health through nutritious eating habits. Agencies should provide information and education with resources covering a continuum of knowledge from core concepts of nutritional science to recipes, tips, and tools to sustain optimal performance through evidence-informed nutritional planning.

## Sleep Education

- **Sleep quality and quantity.** This area of sleep education refers to providing individuals with information about the importance of sleep quality and quantity for overall health and well-being. This is essential for all humans, and particularly difficult for responders and shift workers. Agencies should encourage staff to access and implement strategies to improve their sleep based on factors such as their age, nutrition, and lifestyle. First responders should be provided with the skills and tools necessary to effectively balance sleep duration, their personal life, and work demands including shift work, mandatory overtime and contingency operations.
- **Sleep practice.** Sleep practice education teaches individuals about beneficial habits and controllable behaviors that promote good quality sleep. Agencies should provide information and education through resources covering sleep schedules, sleep routines, and apps that promote and facilitate sleep quality and quantity tracking. Incentivizing high quality sleep through behavior and lifestyle modification efforts might also be discussed.

## Preventive Medicine

- **Occupational health exam.** Occupational health exams are used to assess the health of individuals as it relates to their field of work and to ensure they can continue to meet the physical demands of their job duties. Agencies should continue to offer access to baseline assessments and expand health offerings to include physical fitness assessments, and mental health screenings.
- **Annual preventive health exam.** Annual preventive health exams monitor individuals for common occupational health risks found in their field of work, while taking a proactive approach to prevention and early treatment of these conditions. Agencies should offer annual preventive health exams for early detection of health issues, monitoring changes in health over time, and assessing physical and mental health.

- **Health training.** Health training provides individuals with the tools they need to help maintain their own health, make informed changes to their daily habits, and better recognize mental and physical conditions that need to be addressed. Agencies should offer educational resources and workshops covering self-care practices, medication management, management of chronic conditions, and risk reduction training.

## Psychological Foundations

Psychological wellness promotes resilience and stress management during high pressure situations, encourages continuous learning, and supports strength-based problem-solving skills. Psychological wellness covers peer support and training, which are important components of psychological wellness and resiliency.

### Mental Health Supports

- **Mental health counseling:** Agencies should incorporate mental health treatment services such as individual, group, and family counseling. These services should address a variety of mental health challenges and symptoms, particularly those most likely faced by first responders: depression, anxiety, coping and distress tolerance, relationship issues, substance misuse challenges, grief, sleep challenges, and coping with the impacts of traumatic experiences. Staff can access these traditional services through the department, an Employee Assistance Program (EAP), resource sharing with other agencies, or a referral to a community resource.
- **Mental health websites and apps:** Mental health websites and applications are designed to teach a skill that supports mental wellbeing, resilience, distress tolerance, and positive coping, to assist a person in becoming more aware of their current mental health, and/or to help an individual track mental health symptoms and goals. Providing information to staff on websites and apps that offer evidence-based resources and skill-building tools can help first responders to have access to much-needed resources at their fingertips. Many of these resources are freely available. Agencies should offer guidance to their staff on mental health websites and apps and how to access them.
- **Mental health crisis resources:** Agencies should provide first responders with information regarding mental health crisis resources. This includes agency and community-specific crisis resources and resources available nationally, such as the 988 Suicide and Crisis Lifeline. Agency staff should have readily available information on suicide crisis hotlines, treatment centers, crisis support for intimate partner violence, sexual violence, and violence prevention crisis resources. Agencies can program these resources onto their phones and computers.
- **Traumatic and critical incident support:** Agencies should have policy, procedure, and plans in place to provide immediate, short-, and long-term supports for all staff in the event of traumatic and critical incidents including having a plan for supporting staff in the event of a suicide death or attempt of an agency staff member. Knowing that trauma is subjective, it is essential for an agency to not only have plans and supports in place for critical incidents and also for events which may have a traumatic impact for an individual staff member. It is essential that the agency have a plan for accessing local and regional resources should a critical incident impact the entire department.



## Training

- **Trauma-informed training.** Trauma-informed training is designed to help individuals recognize and address trauma effectively. Agency-supported workshops will guide individuals through the principles of a trauma-informed approach and give individuals the tools needed to better address colleagues and members of the community in need of support. All first responder agencies should be prepared to support staff following a traumatic and critical incident.
- **Resilience training.** Resilience training teaches individuals the skills needed to adapt, cope, and recover from challenging situations. Agency-supported workshops can reinforce skills needed to effectively face adversity, stress, or trauma within their daily lives.
- **Insurance coverage training.** Insurance coverage training can provide individuals with the knowledge necessary to better understand the resources available to them. A breakdown of their options can allow individuals to make use of resources that will support their physical and psychological needs that may otherwise be overlooked. Agencies may partner with their human resources department to cover the various options a first responder may have to address their needs, including general information about what to look for when selecting/purchasing the right health plan or education around comprehensive benefits.
- **Cognitive brain health assessments and training.** Cognitive brain health assessments will offer early detection, optimization, and prevention of decline. Training through agency supported programs and resources will help evaluate and improve an individual's memory, problem-solving ability, and decision-making skills. Agencies should integrate programming geared toward supporting staff brain elasticity and evaluating and improving cognitive functions.
- **Suicide prevention training.** Suicide prevention training builds the necessary skills in recognizing early warning signs of suicide, how to address these signs, and how to provide adequate support to individuals in need. Agency-supported workshops should cover intervention strategies, crisis response, supportive techniques, and self-care skills.
- **Family support training.** Family support training is designed to equip families of first responders with the knowledge and skills needed to better understand the unique challenges they must face. Families can use these tools to strengthen their bonds and approach challenges with clarity using agency supported workshops, counseling, and online resources.

## Peer Support Opportunities

- **Individual peer support.** Individual peer support can provide empowerment and trust. In a one-on-one setting, either in-person or online, individuals can address mental health challenges, struggles with chronic conditions, or addiction recovery. Agencies should implement peer support, which provides understanding from someone with a shared experience.
- **Support groups.** Support groups provide mutual support from a group of individuals with shared experiences. Either facilitated by a professional or a peer, these groups create a space where individuals can share information, participate in healing activities, and find connection. Agencies should implement support groups to provide mutual support and foster connections.
- **Peer coaching.** Peer coaching is a collaborative process where two or more individuals work together to address issues, provide support, and work to improve in their work and personal lives. Agencies should implement peer coaching to leverage shared experiences and promote growth.
- **Organizational resources.** Links to additional resources that detail how to create, staff, and support peer support programs in first responder agencies.

# Social Foundations

Participation in a range of meaningful activities that contribute to a sense of belonging and connectedness as a universal concept could further promote well-being. Key findings from the U.S. Department of Veterans Affairs (2019) show that strong relationships and support can lessen the impacts of posttraumatic stress injury, depression, and suicidal behaviors. Social wellness fosters strong team cohesion and support networks. Social wellness covers purpose, belonging, cultivating connections, communication, community-building activities, and family programs.

## Defined and Articulated Agency Purpose

- **Identifiable mission or vision statement.** Having an identifiable mission or vision statement helps individuals find connection and purpose with an agency's core values. Agencies should take time to define and communicate their values, ensuring members have a clear understanding of the mission statement. Additionally, agencies should consider having a mission and vision statement related to caring for their own. This demonstrates to the first responder that caring for the agency's own is just as important as caring for the community.
- **Achievement recognition.** Achievement recognition celebrates the accomplishments of individuals within an agency, acknowledging hard work, dedication, and contribution to their field and colleagues. Simple recognition can boost the morale and motivation of a team. Agencies should strive to achieve this through verbal acknowledgement, certificates, incentives, promotions, or peer recognition.

## Reinforcing the Bond

- **Skill-building for open communication and feedback.** Open communication and feedback encourage professional growth and belonging. Agencies should provide individuals with resources and training to effectively communicate and provide feedback. These topics should include communication with active listening, empathy, self-reflection, clarity, respect, and cultural sensitivity.
- **Mentorship opportunities.** Mentorship opportunities allow individuals to find belonging in their field by receiving or providing guidance that facilitates growth and development. Agencies should create and support opportunities through formal mentorship that follows a structured framework or through informal mentorship by creating an environment that encourages individuals to seek or offer peer guidance.

## Relationships/Support System/Cultivating Connections

- **Environment that encourages feedback and new perspectives.** Constructive feedback helps create self-improvement opportunities within an agency. With unique perspectives, individuals can focus on professional development and achieve a better sense of self-awareness from their peers. Agencies should provide first responders with ways to receive feedback from peers in a setting that promotes constructive self-improvement.
- **Education about how to broaden one's social circle.** Having a strong social circle promotes stress reduction through emotional support. First responders may struggle to find time outside of their work schedule to build a social circle outside of their peers. Agencies should look to create opportunities that expand social networks and encourage interaction through the implementation of networking and community engagement opportunities as well as provide educational resources that improve social skill development.

## Communication

- **Regular check-ins.** Regular check-ins create an opportunity for peers to assess one another's wellbeing, level of needs, and strengthen relationships. This reinforces connection and creates clear communication necessary for team cohesion. Agencies should create an environment that promotes regular team and individual check-ins to ensure strong communication across the agency.

## Team-building Activities

- **Collaboration and teamwork activities.** Teamwork creates efficiency among peers. With a focus on effective collaboration a team can build trust and improve their professional development through shared goals. Agencies should create and support teambuilding activities that will focus on exercising team focused problem-solving, communication, adaptability, and accountability skills within a team.

## Family Programs

- **Employee Assistance Program (EAP).** Employee Assistance Programs are designed to help individuals manage their work-life challenges through the help of assessments, counseling, and referrals. EAPs are a useful resource that agencies can provide to support first responder needs.
- **Family support coordinator.** Family support coordinators assist individuals by identifying issues, advocating for individuals, and by developing and coordinating solutions to implement within a family unit that supports their needs. Agencies should provide first responders with a list of reputable family support coordinators.
- **Work-life balance for families.** Work-life balance allows individuals to effectively perform their job while maintaining overall physical and mental wellbeing. Education on implementing balance gives first responders the tools necessary to invest time in prioritizing their physical and social needs, reducing the risk of burnout and creating time for restorative activities. Family should be included in the education promoting work-life balance. Including family will help provide context on the first responder's role, allowing for a deeper understanding of the pressures and expectations faced in this role. Families may also learn how to provide effective support to their loved ones while holding them accountable in the implementation of the tools learned from programs provided by their agencies.

# Spiritual Foundations

Spiritual wellness provides a purpose and inner strength. Spiritual wellness covers counseling, grief and trauma support, workshops, and retreats.

## Counseling

- **Pastoral counseling.** Pastoral counseling uses psychological and spiritual insights to guide individuals seeking support through a spiritual lens. Through pastoral counseling, first responders can find support through a holistic approach. Agencies can provide a list of reputable pastoral counselors for first responders to refer to when seeking help.
- **External chaplain services.** External chaplain services provide individuals with spiritual support and moral guidance. Agencies can provide a list of reputable external chaplain services for first responders to refer to.

## Workshops

- **Skill building workshops.** Skill building workshops can cover various essential topics for self-care and assist with the maintenance of an individual's mental health. Agencies should provide supported workshops that will give first responders the necessary information and tools to effectively improve and maintain their own mental wellness.
- **Programming for post-traumatic growth (PTG).** Post-traumatic growth are positive changes that may occur from trauma an individual has endured. The experiences from trauma are transformed into strengths, allowing for the acknowledgment of changes that have occurred, using the knowledge to make intentional change, and forge connection using this added understanding of oneself. Agencies should provide access to workshops that help first responders navigate post-traumatic growth, allowing for positive change and giving agency to individuals searching for ways to manage the impacts of their experiences.

## Grief and Trauma Support

- **Grief counseling.** Grief counseling is a way to provide support to individuals who are recovering from loss. These sessions help create an understanding of the grief process while providing coping skills to better navigate the adjustment period of loss. Agencies should offer services from reputable grief counselors for first responders and their families.
- **Support groups.** Grief and trauma support groups provide a safe space for first responders to share their struggles among individuals who have shared experiences. Within a structured environment, facilitated by professionals or peers, they can process their experiences and receive new perspectives to help them in their healing journey. Agencies should offer first responders access to reputable support groups with online and offline services.

# Dimensions of Wellness Agency Tool

## Gold Programs

### Gold Programs

The **Gold Program** is an agency plan for agencies to solicit input and feedback from staff, manage and evaluate operations, negotiate services, and evaluate and track agency progress and success. For agencies looking to improve existing health and wellness programs or integrate them further into the culture and expectations, Gold Programs offer best practices in supporting first responders.

## Financial Gold

### Debt Management Education

- **Long-term financial goals and planning.** Long-term planning creates an awareness of the financial needs and capabilities of an individual. With information and guidance, first responders will be given the tools to effectively establish long-term goals and implement strategies that will cover their future needs. Agencies should provide first responders with access to financial planning services, regular workshops, and online resources.
- **Debt-free living.** Debt-free living creates less stress, allows individuals to cover the cost of daily necessities, and prioritize budgeting for the future through savings and investments. Agencies should provide first responders with access to debt counseling, financial assistance and financial wellness programs, and educational resources covering how to live debt-free.
- **Continued education on debt control and repayment, and income and expense tracking.** Continued education for the foundational topics of debt control and repayment, and income and expense tracking are essential to reinforcing the information and skills taught in these programs. Agencies should provide continued education through seminars, workshops, and reputable educational resources. Yearly check-ins with a financial planner should also be made available to assist first responders with their current debt management needs.

### Budgeting Education

- **Financial advisor services.** Financial advisors can assist individuals with many of the financial Foundational and Gold recommendations. These include the management and planning of risks, insurance, portfolios, debts, emergency funds, education, and retirement. Agencies should have reputable financial advisors and services available to first responders to assist with current, individualized financial needs.
- **Continued education on emergency funds and creating financial goals.** Continued education for the foundational topics of emergency funds and creating financial goals are essential to reinforcing the information and skills taught in these programs. Agencies should provide continued education through seminars, workshops, and reputable educational resources. Yearly check-ins with a financial planner should also be made available to assist first responders with their current budgeting needs.



## Long-term Planning

- **Collaboration with a financial planner.** Financial planners can help to optimize saving plans and strategies. Yearly check-ins with a financial planner should be made available to assist first responders with their current financial planning goals.
- **Retirement planning.** Agencies should provide pre-retirement and post-retirement support to first responders, covering information on pension plans, 401(k) accounts, IRA options, retirement income strategies, and creating and managing a will.
- **Continuing education workshops on investments (e.g. market trends, asset allocation, investment strategy).** Long-term planning creates an awareness of the financial needs and capabilities of an individual. With information and guidance, first responders will be given the tools to effectively establish long-term goals and implement strategies that will cover their future needs. Agencies should provide continued education through seminars, workshops, and reputable educational resources.

## Physical Gold

### Durability Education

- **Endurance and cardiovascular education & coaching.** This area will provide individuals with basic knowledge and training strategies to improve baseline cardiovascular fitness. In addition, agencies should provide resources for personnel to proceed through a continuum of fitness levels via phased cardiovascular conditioning and endurance training. Examples include providing a physical location (access to a gym) for general conditioning, providing tools to support endurance training, and possibly incentivizing endurance training efforts and progress.
- **Physical therapist services.** Physical therapists can assist first responders with pain management, improved mobility, recovery, injury prevention, and mobility enhancement. Depending on the physical demands of individual first responder roles, agencies should determine whether offering in-house services or physical therapy sessions from reputable providers covered by the agency would be best.
- **Annual follow-up.** To maintain the wellbeing of first responder durability, agencies should offer annual follow-ups with experts. Agencies should take time to review the physical demands placed on their first responders when determining the necessity of annual follow-ups.
- **Continued education on general flexibility and injury prevention.** Continued education on the foundational topics of general flexibility and injury prevention would be beneficial in reinforcing the information and skills taught in these programs. Agencies should provide continued education through seminars, workshops, and reputable educational resources.

### Strength Conditioning Education

- **A full-time strength coach.** A strength coach helps individuals set and achieve fitness goals, create fitness routines, and provide guidance in creating customized programs that meet the individual at their current level. Agencies should review the physical demands of individual first responder roles when deciding whether to offer in-house services or vouchers to reputable strength coaches.
- **Movement analysis and annual follow-up.** A movement analysis provides individuals with insight into their own physical needs and capabilities. This analysis will determine areas in need

of potential improvement, ways to aid in recovery, and reveal the best preventive measures for future injuries unique to the individual. Agencies should offer a movement analysis to their first responders and determine whether an annual follow-up would be beneficial depending on the physical demands of the agencies' first responder roles.

## Nutrition Education

- **Performance nutrition: Education & individual review (individual and organizational).** Guided reviews of nutrition and how it supports performance can offer accountability in self-care and support in best practices. Agencies should create group or one-on-one nutrition reviews for first responders interested in improving their eating habits.
- **Nutrition workshops.** Nutrition workshops equip individuals with the information necessary to create healthy eating habits that can be customized to support their lifestyle and activity levels. These workshops help establish goals to maintain balance and can offer recipe suggestions that suit individual preferences. Agencies should provide access to workshops with continued education options so that first responders may effectively learn and expand their general nutrition knowledge.

## Sleep Education

- **Sleep App - organizational subscription.** Sleep apps are an easy-to-use tool to help track an individual's sleep patterns. Understanding sleep patterns can help determine and establish beneficial sleep routines that will help improve sleep quality and duration. Agencies should offer subscriptions to reputable sleep apps that first responders may utilize.
- **Sleep study.** Experts use sleep studies to measure oxygen levels, heart rate, breathing, eye and body movement during sleep to help diagnose sleep disorders. Having an expert's advice on methods to treat or mitigate sleep disturbances based on an individual's results can greatly improve sleep quality. Agencies should provide first responders with the option to partake in a sleep study.
- **Cognitive Behavioral Therapy for Insomnia (CBT-I).** Cognitive Behavioral Therapy for Insomnia uses behavioral changes, adjusting an individual's routine and habits to better address and resolve long-term sleep disorders. Trained practitioners can provide first responders with necessary techniques to treat their insomnia, offering options to individuals who are seeking solutions outside of sleep medication. Agencies should provide first responders with access to reputable CBT-I practitioners and informative resources expanding their knowledge on CBT-I and other insomnia treatment options.
- **Wearable tech.** To improve access to tools that monitor and benefit sleep hygiene practices, agencies should provide first responders with wearable tech such as sleep trackers to effectively track their sleep habits.
- **Workshops on sleep support, consistency, and sleep environment.** Sleep focused workshops would cover various sleep practices. The information provided will create an understanding of sleep cycles, sleep disorders, and help individuals establish beneficial sleep environments using factors such as routine, temperature, and relaxation techniques. Agencies should provide first responders with workshops that expand their knowledge and offer continued education options.

## Preventive Medicine

- **Occupational health exam.** Occupational health exams are used to assess the health of individuals as it relates to their field of work and to ensure they can continue to meet the physical

and mental demands of their job duties. Agencies should require annual baseline assessments, physical fitness assessments, and mental health screenings.

- **Annual preventive health exam.** Annual preventive health exams monitor individuals for common occupational health risks found in their field of work while taking a proactive approach to prevention and early treatment of these conditions. Agencies should require annual preventive health exams for early detection of health issues, monitoring changes in health over time, and assessing physical and mental health.
- **Incentivized preventive health program.** Agencies should implement incentives such as recognition, awards, or gift cards to promote preventive health measures among first responders. These preventive health measures can include workshops; performance nutrition, physical fitness, and sleep practice programs; use of centrally procured health apps, and various health assessments.
- **Physical activity and individualized progress promotion.** Agencies should promote physical activity among first responders. These promotions can be done through challenges involving fitness programs, apps, and trackers.

## Psychological Gold

### Mental Health Supports

- **Departmental operational psychologist.** A departmental operational psychologist applies psychological science to improve department operations and overall well-being. Operational psychologists can help create strategies used to improve communication, effective teamwork, and crisis and stress management. Agencies should incorporate the expertise of a departmental operational psychologist, which will provide essential support and implement strategies designed to improve performance.
- **Family life consultants or licensed clinical social workers.** A family life consultant or licensed clinical social worker can provide support to families who are struggling with various concerns in their daily life. These topics can include mental health struggles, parenting, and relationship counseling. Agencies should provide first responders and their families with access to reputable family life consultants and licensed clinical social workers.
- **Cognitive Behavioral Therapy.** Cognitive behavioral therapy uses structured sessions with a qualified professional to discuss and challenge negative ways of thinking. These sessions are used to help treat various mental health struggles such as depression and post-traumatic injuries. Agencies should provide first responders with access to qualified and reputable mental health professionals that provide cognitive behavioral therapy.
- **Evidence-based therapies for trauma.** Agencies should provide a variety of evidence-based therapies to help their members access treatments that support their individual needs. First responders should have access to reputable resources to reference with options, including eye movement desensitization and reprocessing, cognitive processing therapy, prolonged exposure therapy, and cognitive behavioral therapy for trauma.

### Training

- **Mindfulness-Based Programs.** Mindfulness-based programs train individuals to use mindfulness practices to alter their relationship with their own thoughts, approaching feelings in a more

practical and accepting manner. This way individuals will gain the skills necessary to recognize their emotions, change their reactions, and self-regulate more effectively. Agencies should provide first responders with access to reputable in-person and online mindfulness-based programs.

- **Debriefing.** Given the extreme and unpredictable nature of a first responders career and experiences, agencies should facilitate mandatory debriefings sessions to discuss incidents. These debriefings would create space for peer support, allow time for difficult discussions, and acknowledge necessary follow-up support first responders may require after the incident.
- **Psychological first aid.** First responders should be informed on psychological first aid, how to recognize signs of distress, and what steps to take when providing support to individuals experiencing these symptoms. Agencies should provide first responders with access to workshops, resources, and continued training in psychological first aid.
- **Continued education on foundational psychological programs.** Agencies should provide first responders with continued education on the foundational psychological programs through seminars, workshops, and reputable educational resources. These topics include being trauma-informed, resilience, insurance coverage, cognitive brain health, suicide prevention, and family support.

## Peer Support

- **Mentoring Program.** A mentoring program creates a space where individuals can gain insight and build connections from people who have hands-on experience in their field. Agencies should create and support mentoring programs for first responders willing to share their experience to teach and support mentees. These programs can benefit new first responders and experienced first responders looking to expand their own knowledge.
- **Peer Recovery Support.** A peer recovery support setting creates an environment where recovering individuals can find community and support from others who have been in similar circumstances and overcome these challenges. In a one-on-one setting or group setting, in-person or online, individuals can address their struggles with substance abuse, challenges overcoming addiction, and the recovery process. Agencies should create, support, or provide access to peer recovery support programs for their first responders.
- **Peer-Led Workshops.** Peer-led workshops allow first responders to learn from peers who understand their experiences and have a personal understanding of how skills and resources will be used in their field. These workshops allow first responders to learn from one another with added beneficial insights into learning styles and familiar communication among peers. Agencies should support and implement peer-led workshops, creating opportunities for first responders to provide their expertise among peers.

# Social Gold

## Defined and Articulated Agency Purpose

- **Professional development opportunities.** Agencies should actively support the professional growth and development of their first responders. They can achieve this by offering financial support and creating development opportunities. These opportunities can cover various training and certificate programs, leadership and career development programs, and scholarships to support continued education.

## Reinforcing the Bond

- **Cultural awareness events.** To reinforce the bond among first responders, agencies should host cultural awareness events that create inclusion and understanding among individuals from various cultural backgrounds. These events may include diverse holidays, potlucks, and trips to festivals celebrating diverse cultures.
- **Employee roadmap groups.** An employee roadmap group would consist of a collaborative group of peers working together to outline individual and agency goals, and their proposed strategies to achieve these goals. Agencies should ensure that first responders are involved in the creation of these roadmaps, adding their unique perspectives and desired outcomes in their feedback.
- **Continued education on open communication and feedback.** Agencies should provide continued education on open communication and effective feedback through seminars, workshops, and reputable educational resources.
- **Involving the Support System** (spouses, partners, families). Agencies should ensure that the workshops and continuing education targeting social resiliency in the first responders also includes the people who comprise the support system around the Responders. Separate workshops or resources for those spouses, partners, and families should also be considered to optimize education and engagement: Just as Responders may not want to share their deepest concerns to darken the doorsteps of their loved ones, the loved ones may not want to discuss their concerns with the Responder present.

## Relationships/Support System/Cultivating Connections

- **Work-life balance workshops.** Agencies should offer continued education workshops on work-life balance to first responders, giving necessary skills which will allow individuals to effectively balance their work and personal life. Education on implementing balance gives first responders the tools necessary to invest time in prioritizing their physical and social needs, reducing the risk of burnout and creating time for restorative activities.
- **Involving the support system (spouses, partners, families).** Agencies should ensure that the workshops and continuing education targeting social resiliency in the first responders also includes the people who comprise the support system around the Responders. They should also consider separate workshops or resources for those spouses, partners, and families to optimize education and engagement: Just as responders may not want to share their deepest concerns to darken the doorsteps of their loved ones, the loved ones may not want to discuss their concerns with the responder present.
- **Continued education on broadening one's social circle.** Agencies should provide continued education through seminars, workshops, and reputable educational resources.



## Communication

- **Communication training.** Communication training provides first responders with the necessary skills needed to listen, understand, and effectively share perspectives. First responders need to be able to effectively communicate with their peers and community both in their personal and professional life. Agencies should provide regular training in communication to first responders while promoting continued education in these areas.
- **Communication channels.** Having access to communication channels can help build connections and be used to share information efficiently. Agencies should work to implement channels which can be used to connect peers on topics including advocacy, education, opportunities, wellness, support, and connection. These channels can include forums, apps, social media, or group chats.

## Team-building Activities

- **Team-building workshops.** Team-building workshops consist of team focused activities, guided instruction, and education covering skills necessary for effective teamwork and connection. Agencies should provide first responders with access to regular workshops that teach and improve skills in team building.
- **Events.** Agencies should host regular events focused on team building, providing activities that require teamwork and encourage connection. These events can inspire friendly competition through challenges that require collaboration, problem solving, and effective communication. Events can include fun outings such as sports days and escape rooms, or community focused days that concentrate on volunteering.

## Family Programs

- **Program access for family members.** Agencies should support first responders by including their families when finding and implementing wellness programs.
- **Marriage and relationship workshops.** Agencies should provide first responders with access to continued workshops providing support and guidance on marriage and relationships. These workshops should be flexible and be able to work with individuals or couples regarding their current relationship and family needs.

# Spiritual Gold

## Counseling

- **Relationship enrichment.** Agencies should provide relationship enrichment support through family vouchers for workshops and counseling. Agencies may also sponsor family friendly events such as picnics, skill-building events, and outdoor retreats.
- **Internal chaplain services.** Internal chaplain services provide individuals with spiritual support and moral guidance. Agencies should provide access to internal chaplain services for first responders. Having organically assigned chaplains who circulate amongst and know the Responders personally can make a significant difference in the willingness and ability of Responders to engage.

## Workshops

- **Continued education workshops on skill building and programming for personal and post-traumatic growth.** Agencies should provide continued education workshops that review and

expand on the foundational skill-building workshops and the programming for post-traumatic growth workshops.

## Retreats

- **Mindfulness.** Agencies should provide opportunities for first responders to participate in mindfulness retreats that create a space where individuals can participate in guided meditation and receive instruction on the skills necessary for self-contemplation and insight into their spiritual health.
- **Personal Growth.** Agencies should offer personal growth retreats that cover various topics which are beneficial for both personal and professional life. Some of these topics include self-care, leadership development, and developing systems to create and accomplish goals.
- **Relationship and regeneration.** Agencies should offer access to retreats to address the power of healthy relationships in spiritual and worldly settings. These retreats can also introduce and expand on the universal nature of human connection and the regenerative power of establishing or re-establishing relationships at work and at home.
- **Spiritual renewal.** Agencies should offer access to spiritual renewal retreats that provide first responders with time to build connections, community, and find healing through the guidance of spiritual advisors.
- **Creative expression.** Agencies can provide personal growth and introduce outlets for stress relief through creative expression retreats. These retreats can consist of workshops covering various creative hobbies and provide opportunities to find social groups to connect with outside of work.

## Grief and Trauma Support

- **Spiritual care services.** Agencies should work to provide support for first responders that cover an individual's spiritual needs. They should establish a list of inclusive and reputable spiritual care services that the agency covers, which first responders can access to meet their needs.

# HEALTH & WELLNESS

## AGENCY GOALS CHECKLIST

The Health & Wellness Agency Goals Checklist provides a structured framework for agencies to review programs and policies and outline implementation plans. The checklist may assist in setting and achieving agency goals, developing a strategic plan for sustainability, and creating effective health and wellness initiatives.

This checklist provides a structured framework for agencies to assess current health & wellness initiatives. The goals of this checklist are for agencies to:

- Evaluate existing programs and practices.
- Identify agency strengths and areas of improvement.
- Ensure that agency roadmaps are allocated effectively and analyzed annually.
- Set clear and measurable goals aligned with the agency's mission and values.
- Promote consistency in wellness efforts.
- Facilitate employee and leadership involvement in the development and implementation of the plan.
- Ensure that diverse perspectives are considered across staffing levels, backgrounds, and tenure.
- Prioritize wellness focus areas.
- Create a healthy organizational culture.
- Support employees in their well-being.
- Enhance employee health, morale, productivity, and overall agency effectiveness.

### **Survey agency to determine awareness and use of current services.**

- Assess staff awareness of agency's current services and programs.
- Assess utilization of agency's current services and programs.
- Assess effectiveness of agency's current services and programs.
- Identify unique agency needs or adaptations that will inform the plan.
- Share agency's feedback from the survey.

## AGENCY GOALS CHECKLIST

### Engage diverse leadership.

- Invite representation from diverse departments and levels within the agency.
- Engage staff with diverse perspectives in the review of your agency's wellness programs.
- Engage staff with diverse perspectives in the implementation of your agency's wellness programs.

### Determine program goals.

- Engage leadership, employees, and stakeholders in the goal-setting process.
- Review the five dimensions of wellness: Financial, Physical, Psychological, Social, and Spiritual.
- Define specific wellness goals aligned with the agency's mission and values.
- Identify agency priorities based on survey feedback.

### Connect with agencies that have similar programs.

- Identify agencies or organizations that have similar wellness programs or objectives.
- Reach out and introduce your agency and the specific wellness initiatives you are interested in discussing.
- Identify and discuss benefits of a potential collaboration.
- Brainstorm innovative ideas for enhancing wellness efforts through combined efforts.
- Outline goals, roles, responsibilities, and timelines for potential collaborative projects.

## AGENCY GOALS CHECKLIST

### Obtain buy-in.

- Secure active support from senior leadership.
- Highlight how health and wellness initiatives align with the agency leadership's vision.
- Involve staff in the planning and decision-making process for new health and wellness practices.
- Share the expected impact of the new health and wellness practices.
- Share evidence-based research that supports the effectiveness of similar practices in other organizations.
- Engage staff, family, and community members with lived experiences who may be passionate about certain dimensions of wellness to share their experience.
- Pilot a new practice on a smaller scale to demonstrate feasibility and effectiveness.

### Identify funding allocated to health and/or wellness services and training.

- Identify funding opportunities, including grants, community and private roadmaps/donations, and foundation funding opportunities.
- Apply to funding opportunities.
- Obtain adequate funding and roadmaps for wellness services and training.

### Create a culture of wellness.

- Communicate the importance of wellness to employees.
- Invite key leaders to model healthy behaviors and prioritize employee well-being.
- Update policies to prioritize and integrate wellness into organizational guidelines and expectations.
- Promote and reinforce the importance of wellness to sustain organizational culture over time.



## AGENCY GOALS CHECKLIST

### **Provide training for staff.**

- Develop a training plan across various aspects of wellness over the first responder career (e.g. pre-employment, training, early career, mid-career, late career, and retirement).
- Offer a series of training courses focused on the respective dimensions of wellness.

### **Create a process to measure & evaluate impact.**

- Develop a process for evaluating outcome measures of wellness services and programs.
- Identify key performance indicators (KPIs) that align with agency objectives and outcomes.

# Financial Resiliency

Dimensions of Financial Resiliency	Foundational Program	Gold Program
<b>Debt Management</b>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Debt control and repayment</li> <li>» Income and expense tracking</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Long-term financial goals and planning</li> <li>» Debt-free living</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Debt control and repayment</li> <li>» Income and expense tracking</li> </ul> </li> </ul>
<b>Budgeting</b>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Emergency funds</li> <li>» Financial goals</li> <li>» Budgeting apps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Financial advisor services</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Emergency funds</li> <li>» Financial goals</li> </ul> </li> </ul>
<b>Long-term Planning</b>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Investments</li> </ul> </li> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Online financial resources</li> <li>» Retirement planning</li> <li>» 529 savings account</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Collaboration with a financial planner</li> <li>» Retirement planning</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Investments</li> <li>» Workshops (e.g. market trends, asset allocation, investment strategy)</li> </ul> </li> </ul>

# Physical Resiliency

Dimensions of Physical Resiliency	Foundational Program	Gold Program
<b>Injury Prevention</b>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Injury prevention</li> <li>» Importance of safety, physical conditioning, balance, and flexibility in daily activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Physical therapist</li> <li>» Annual follow-up</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Injury prevention, balance, flexibility, and mobility</li> </ul> </li> </ul>
<b>Cardiovascular Conditioning and Endurance</b>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Endurance and cardiovascular education and conditioning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Endurance and cardiovascular education and conditioning</li> </ul> </li> </ul>
<b>Strength and Conditioning</b>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» General strength coaching, including movements such as core strengthening and resistance training.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» A full-time strength coach/ athletic trainer</li> <li>» Movement analysis and annual follow-up</li> <li>» Job-specific movement requirements and customized individual training programs to facilitate and track individual training programs to facilitate and track individual progress</li> </ul> </li> </ul>

## Physical Resiliency

<p><b>Performance Nutrition</b></p>	<ul style="list-style-type: none"> <li>• Information and education about:             <ul style="list-style-type: none"> <li>» The impact of nutrition on daily activity, energy levels, and overall health</li> <li>» Performance nutrition roadmaps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create and support:             <ul style="list-style-type: none"> <li>» Performance nutrition educational review</li> </ul> </li> <li>• Workshops focusing on:             <ul style="list-style-type: none"> <li>» Performance Nutrition</li> <li>» Eating for shift work, optimizing intake for night shifts</li> <li>» How to optimize performance with evidence-informed nutritional science</li> </ul> </li> </ul>
<p><b>Sleep Education</b></p>	<ul style="list-style-type: none"> <li>• Information and education about:             <ul style="list-style-type: none"> <li>» Sleep quality and quantity</li> <li>» Evidence-informed sleep science: factors we can control</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:             <ul style="list-style-type: none"> <li>» Sleep App - organizational subscription</li> <li>» Sleep assessments</li> <li>» Wearable tech</li> <li>» Cognitive Behavioral Therapy for Insomnia</li> </ul> </li> <li>• Workshops focusing on:             <ul style="list-style-type: none"> <li>» The power of sleep</li> <li>» Sleep science in the world of shift work</li> <li>» Modifiable factors to optimize sleep (environment, nutrition, exercise)</li> </ul> </li> </ul>
<p><b>Preventive Medicine</b></p>	<ul style="list-style-type: none"> <li>• Access to:             <ul style="list-style-type: none"> <li>» Occupational health exam</li> <li>» Annual preventive health exam</li> <li>» Health training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:             <ul style="list-style-type: none"> <li>» Occupational health exam</li> <li>» Annual preventive health exam</li> </ul> </li> <li>• Create and support:             <ul style="list-style-type: none"> <li>» Incentivized preventive health program</li> <li>» Physical activity promotion</li> </ul> </li> </ul>

# Psychological Resiliency

Dimensions of Psychological Resiliency	Foundational Program	Gold Program
<b>Mental Health Supports</b>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Traumatic and critical incident support</li> </ul> </li> <li>• Access to:               <ul style="list-style-type: none"> <li>» Mental health counseling</li> <li>» Mental health websites and apps</li> <li>» Mental health crisis resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Departmental operational psychologist</li> <li>» Family life consultants or licensed clinical social workers</li> <li>» Cognitive-Behavioral Therapy</li> <li>» Evidence-based therapies for trauma (e.g., EMDR, cognitive processing therapy, prolonged exposure therapy, CBT for trauma)</li> </ul> </li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Trauma-informed training</li> <li>» Resilience training that teaches skills in stress management, emotion regulation, problem-solving, communication skills, and psychological wellness</li> <li>» Insurance coverage for mental health and substance abuse treatment</li> <li>» Cognitive brain health assessments/skill training</li> <li>» Suicide prevention training</li> <li>» Family support training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Mindfulness-Based Programs</li> </ul> </li> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Debriefing</li> <li>» Psychological first aid</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Trauma-informed training</li> <li>» Resilience</li> <li>» Insurance coverage</li> <li>» Suicide prevention</li> <li>» Family support training</li> </ul> </li> </ul>
<b>Peer Support</b>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Individual peer support</li> <li>» Support groups</li> <li>» Peer coaching</li> <li>» Organizational resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Mentoring Program</li> <li>» Peer Recovery Support</li> <li>» Peer-Led Workshops</li> </ul> </li> </ul>

# Social Resiliency

Dimensions of Social Resiliency	Foundational Program	Gold Program
<b>Define and articulate agency Purpose</b>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Identifiable mission or vision statement</li> <li>» Achievement recognition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Professional development opportunities</li> </ul> </li> </ul>
<b>Reinforce the bond</b>	<ul style="list-style-type: none"> <li>• Information and education about:               <ul style="list-style-type: none"> <li>» Open communication and feedback</li> </ul> </li> <li>• Create or support:               <ul style="list-style-type: none"> <li>» Support and create mentorship opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Cultural awareness events</li> <li>» Employee roadmap groups</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Open communication and feedback</li> </ul> </li> </ul>
<b>Relationships/ Support System/ Cultivating Connections</b>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Environment that encourages feedback and new perspectives</li> <li>» How to broaden one's social circle</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Work-life balance</li> <li>» Involving the support system (spouses, partners, families)</li> </ul> </li> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Broadening one's social circle</li> </ul> </li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Regular check-ins</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Communication training</li> </ul> </li> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Communication channels</li> </ul> </li> </ul>

## Social Resiliency

<p><b>Team-building activities</b></p>	<ul style="list-style-type: none"> <li>• Create and support:             <ul style="list-style-type: none"> <li>» Collaboration and teamwork activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Workshops focusing on:             <ul style="list-style-type: none"> <li>» Team-building</li> </ul> </li> <li>• Create and support:             <ul style="list-style-type: none"> <li>» Events (networking, holiday, community)</li> </ul> </li> </ul>
<p><b>Family Programs</b></p>	<ul style="list-style-type: none"> <li>• Access to:             <ul style="list-style-type: none"> <li>» Employee Assistance Program</li> <li>» Family support coordinator</li> </ul> </li> <li>• Information and education about:             <ul style="list-style-type: none"> <li>» Work-life balance for families</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:             <ul style="list-style-type: none"> <li>» Program access for family members</li> </ul> </li> <li>• Workshops focusing on:             <ul style="list-style-type: none"> <li>» Marriage and relationships</li> </ul> </li> </ul>



# Spiritual Resiliency

Dimensions of Spiritual Resiliency	Foundational Program	Gold Program
<b>Counseling</b>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Pastoral counseling</li> <li>» External chaplain services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>○ Relationship enrichment</li> <li>○ Internal chaplain services</li> </ul> </li> </ul>
<b>Workshops</b>	<ul style="list-style-type: none"> <li>• Workshops focusing on:               <ul style="list-style-type: none"> <li>» Skill building in self-compassion, creative expression, meditation, and spiritual support</li> <li>» Programming for post-traumatic growth (PTG)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continued education:               <ul style="list-style-type: none"> <li>» Skill building in self-compassion, creative expression, meditation, and spiritual support</li> <li>» Programming for post-traumatic growth (PTG)</li> </ul> </li> </ul>
<b>Retreats</b>		<ul style="list-style-type: none"> <li>• Create and support:               <ul style="list-style-type: none"> <li>» Mindfulness</li> <li>» Personal growth</li> <li>» Relationship and regeneration</li> <li>» Spiritual renewal</li> <li>» Creative expression</li> </ul> </li> </ul>
<b>Grief and Trauma Support</b>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Grief counseling</li> <li>» Support groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Access to:               <ul style="list-style-type: none"> <li>» Spiritual care services</li> </ul> </li> </ul>

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# Resources

- American Correctional Association (ACA): [Corrections Employees Staff Wellness National Scan of Wellness Programs and Services](#)
- American Hospital Association (AHA): [Supporting the Team](#)
- American Nurses Foundation: [Supporting the Mental Health and Resilience of Nurses](#)
- Association of Public-Safety Communications Officials (APCO): [Health & Wellness Topics](#)
- Centers for Disease Control and Prevention: [CDC: Emergency Responders: Tips for taking care for yourself](#)
- Consortium for Health & Military Performance (CHAMP): [Total Force Fitness](#)
- Departments of the Army, Navy, and the Air Force: [Optimization](#)
- Firefighter Behavioral Health Alliance: [Website](#)
- Fire Rescue 1: [Strengthening mental wellness support for first responders: A collaborative initiative](#)
- Fraternal Order of Police (FOP): [Locate a Vetted & Approved Provider](#)
- First Responder Center of Excellence (FRCE): [Website](#)
- International Association of Chiefs of Police (IACP):
  - [Officer Safety & Wellness](#)
  - [Officer Health and Wellness Agency Assessment Tool and Action Planning Roadmap](#)
- International Association of Emergency Managers (IAEM): [IAEM USA Mental Health and Wellness Caucus](#)
- International Association of Fire Chiefs (IAFC): [IAFC Safety & Health](#)
- International Association of Fire Fighters (IAFF):
  - [Fit to Thrive](#)
  - [Fire Fighter Nutrition](#)
  - [Resiliency Training](#)
  - [The Wellness-Fitness Initiative](#)
- Journal of Emergency Management (JEM):
  - [Surveying mental health stressors of emergency management professionals](#)
- National Association of Emergency Medical Technicians (NAEMT): [Mental Health Resilience Officer](#)
- National Association of State EMS Officials (NASEMSO): [Fatigue in EMS](#)
- National Action Alliance for Suicide Prevention: [Recommended Standard of Care for People with Suicide Risk](#)

- National Emergency Number Association (NENA):
- [NENA Standard to Protect the Wellbeing of 9-1-1 Professionals](#)
- [NENA Wellness Continuum](#)
- National Institute of Corrections (NIC): [Wellness for Corrections and Supervision Professionals](#)
- Toyota: [Toyota's Healthy 8 Program](#)
- U.S. Department of Health and Human Services: [Our Epidemic of Loneliness and Isolation 2023](#)
- U.S. Department of Veterans Affairs: [VA/DoD Clinical Practice Guidelines](#)
- Zero Suicide: [Zero Suicide Toolkit: Best Practices in Suicide Care](#)

## About the FirstNet Health and Wellness Coalition

AT&T recognizes the impact public safety has on the health and wellness of our local communities. However, the service public safety provides to our communities does not come without personal sacrifice and burdens. That's why AT&T, as public safety's partner, has gone beyond its commitment to build and operate FirstNet and put resources behind supporting responder health and wellness. In 2020, FirstNet established the FirstNet Health and Wellness Coalition (FNHWC) to coordinate how we support holistic health and wellness of first responders.

The mission of the FNHWC is to integrate responder, community, industry and academic capabilities to support the health, wellness and readiness of America's first responders. We're focused on collaborating with our members to support healthy, well and resilient first responders that are ready to support public safety at a moment's notice. The Coalition is made up of **more than 2 dozen members** representing more than **5.1 million first responders** including organizations like the International Association of Fire Chiefs, National Association of Women Law Enforcement Executives, National Emergency Management Association and [International Association of Chiefs of Police](#) among others.

FirstNet is dedicated to supporting first responders and [prioritizes their wellbeing](#) through our initiatives to bring health and wellness trainings to first responders around the nation.

## About the Education Development Center

[Education Development Center \(EDC\)](#) is a global nonprofit organization that advances lasting solutions to improve education, promote health, and expand economic opportunity. For decades, EDC has worked alongside partners worldwide to champion human development, prosperity, and opportunity. The core pillars of our work—education, economic development, and health—form the foundation that enables individuals and communities to thrive. Since 1958, EDC has been a leader in designing, implementing, and evaluating powerful and innovative programs in more than 80 countries around the world.

With expertise in areas such as mental health, trauma recovery, suicide prevention, early childhood development and learning, and youth workforce development, EDC collaborates with public and private partners to create, deliver, and evaluate programs, services, and products. This work includes:

- **Creating** resources such as curricula, toolkits, and online courses that offer engaging learning experiences
- **Conducting** formative and summative evaluations of initiatives
- **Applying** expertise in capacity building, professional development, and training and technical assistance
- **Providing** policy advisement, information documents, and research and analysis
- **Conducting** qualitative and quantitative studies to inform our programs and assess their impact

When providing evidence-based support and resources, EDC offers extensive knowledge across the interrelated fields of violence, trauma, substance use, mental health, and suicide prevention.