

Total Worker Health® Case Study



WHO: The City of Bend (Oregon) Police Department with ~ 100 sworn law enforcement officers serving ~ 90,000 community members.

WHAT: Officers are exposed to many hazards and job stressors: of particular concern is night shift work, physical work, dangerous work, and traumatic events.

PROBLEM: These stressors lead to increased risk for mental illness and suicide, as well as heart disease and workplace injuries.

TWH SOLUTION: The Department developed a comprehensive, multi-pronged initiative that has produced positive outcomes.

NOTEWORTHY: The program ideas were “pitched” by Department sergeant as a 6 month pilot to City Management, after which adoption would be determined if success was measured.

Program or Initiative Components

Safety First

- Below 100 Program, aimed at reducing line-of-duty deaths, including training and compliance with ballistic vest use, first aid kit and tourniquets on body at all times.
- Skid car training.
- 40 hours Crisis Intervention Team Training and including three officers on a full-time Community Response Team.

Redesigning Work

- Redesigning shift work to minimize number of shifts worked after midnight; officers rotate shifts every two months so that there are no more than 4 months of night shift work per year.
- Provide 1 hour on-duty time for exercise, selected to include cardio, yoga and functional fitness. Night shift sergeant leads 2 x 1 hour functional fitness training per week.

Access to Mental Health Support

- Yoga classes help prevent injuries and help reduce stress.
- Guided mindfulness during last 10 minutes each shift to help officers decompress before returning to families and facilitate stress management within their career.
- 3 day mindfulness retreat offered twice per year.
- Half-time proactive psychologist for personal and group sessions, and Spouse and Family Support Program.

How to measure success? Key performance indicators

1. Workplace claims and costs, injury and illness reports
2. Program participation rates
3. Employee engagement survey, community reaction survey.
4. Staff retention and recruitment rates.
5. Statewide, industry and national awards.