



Strategies for Improving Well-being of Colorado's Legal Professionals

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Participants in research
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We are a non-profit Center, University of Colorado



Overview

Introduction

Colorado School of Public Health
Center for Health, Work & Environment
CDC's Total Worker Health Program
Our experience, research, and approach

Observations on your efforts and challenges

Frameworks used to understand and address threats to well-being

Solutions: Successful interventions

Principles for prioritizing and designing interventions
Defining progress (and outcome measures that matter)
Measuring effectiveness and impact



Center for Health, Work & Environment

colorado school of public health

Our Mission:

To advance worker health, safety, and well-being.



Our Vision:

We envision a world in which every worker has a safe, healthy workplace.

Centers of Excellence for *Total Worker Health*[®]



**Center for Health,
Work & Environment**
colorado school of public health

Oregon Healthy Workforce Center (OHWC)

Center for the Promotion of Health in
the New England Workplace (CPH-NEW)

University of Iowa Healthier Workforce
Center of the Midwest

The Harvard T.H. Chan School of Public
Health Center for Work, Health, & Well-being

Center for Health, Work, & Environment

UIC Center for Healthy Work

The Drive Toward TOTAL WORKER HEALTH[®]

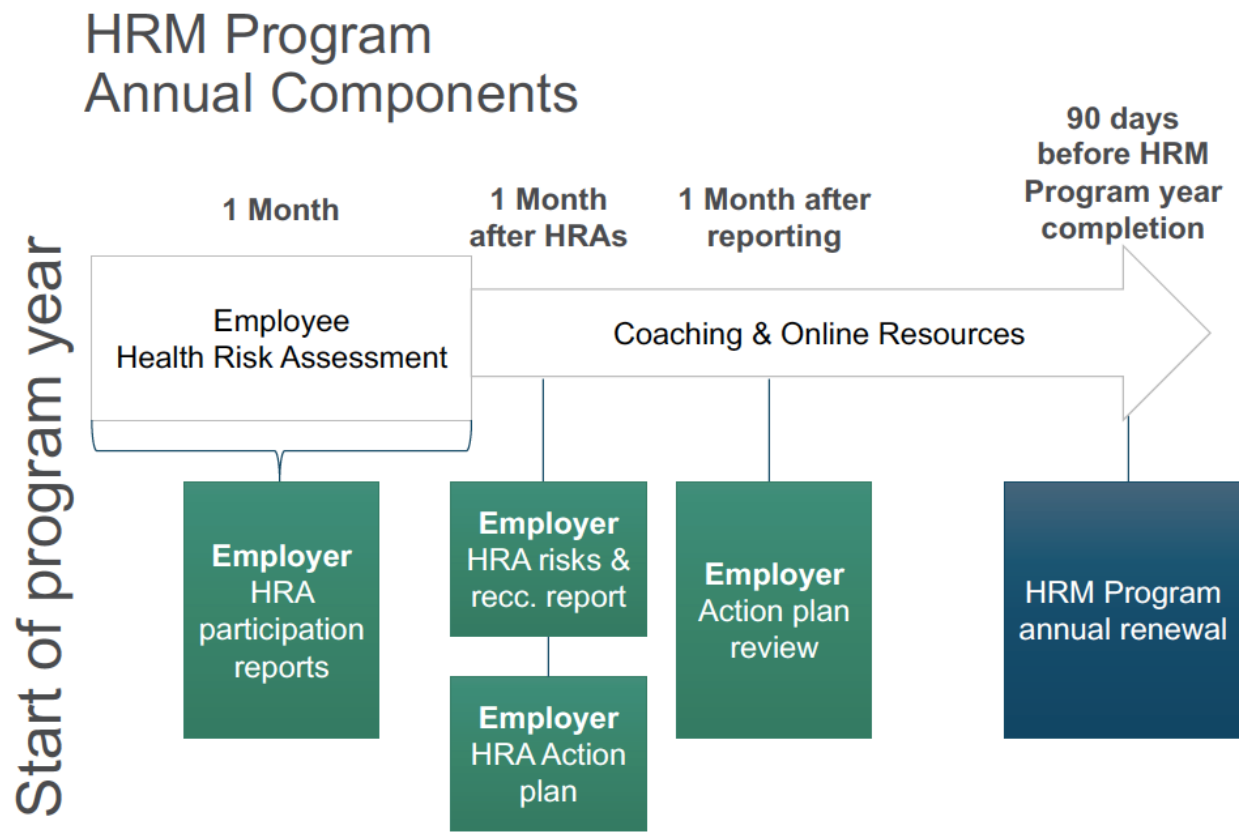


Health Promotion and Health Protection to advance worker
Well-Being

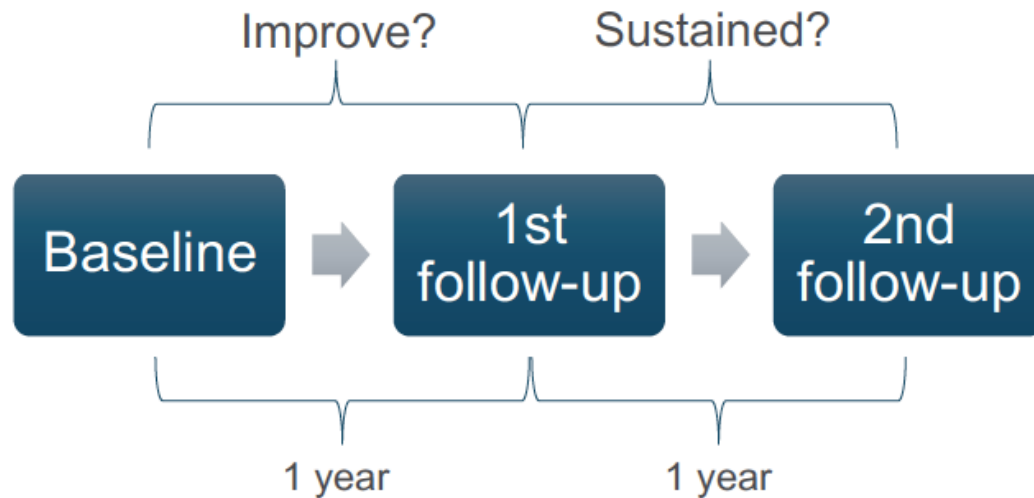
Research objective

Assess return on investment and value on investment of the Health Risk Management Program through collaborative, interdisciplinary research.

Do wellness programs improve health? Improve productivity? Prevent injury?



Observing changes in health



Participants – 314 Colorado businesses

Employee participation

16,926 Baseline

5,766 1st follow-up

2,261 2nd follow-up

Characteristic	Percent at baseline
Age	74% age 25-54
Gender	60% female
Race/ethnicity	84% white
Education	51% has at least a 4-year college degree
Employment type	91% fulltime 51% salaried
Industry	51% services 11% construction/mining 10% public administration 10% retail trade
Occupation	50% executive or professional 15% clerical support 11% laborer
Company size	35% <100 employees 41% 100-499 24% 500+

Observed changes in health by business size

SMALL (<50 EMPLOYEES)

Overall health
Job health culture
Stress at home/finances
Fruit/veg cons.
Exercise days/time
Depression

SMALL/MEDIUM (50-99 EMPLOYEES)

Smoking
Stress at home
Fruit/veg cons.
Exercise days/time

MEDIUM (100-499 EMPLOYEES)

Overall health
Job health culture
Stress at home/finances
Fruit/veg cons.
Exercise days/time
Depression

LARGE (500+ EMPLOYEES)

Stress finances
Veg cons.
Alcohol

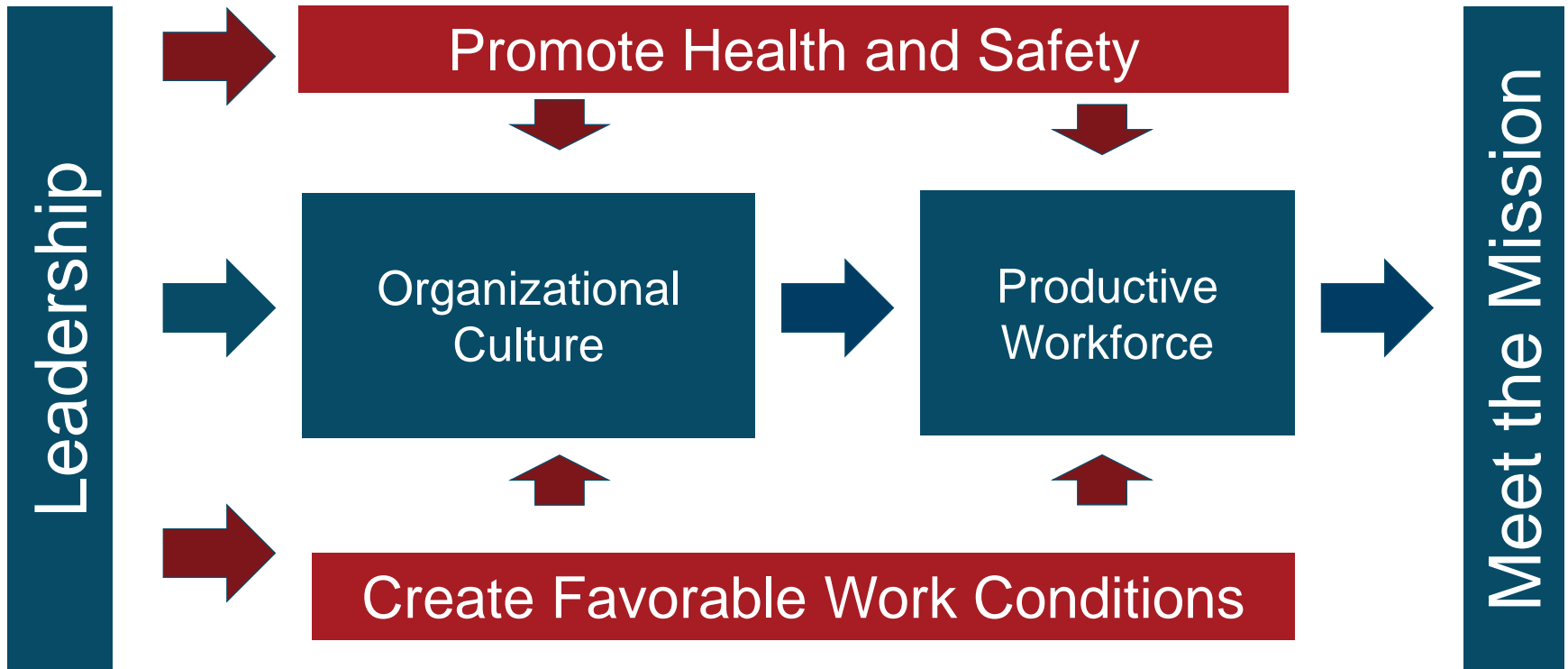
Chronic Conditions, Workplace Safety, And Job Demands Contribute To Absenteeism And Job Performance



Absenteeism and Presenteeism related to

- employee health
 - (avg 3.5 conditions)
- workplace safety
- physical and cognitive job demands

CDC: Most Recent Research Directions for our Center



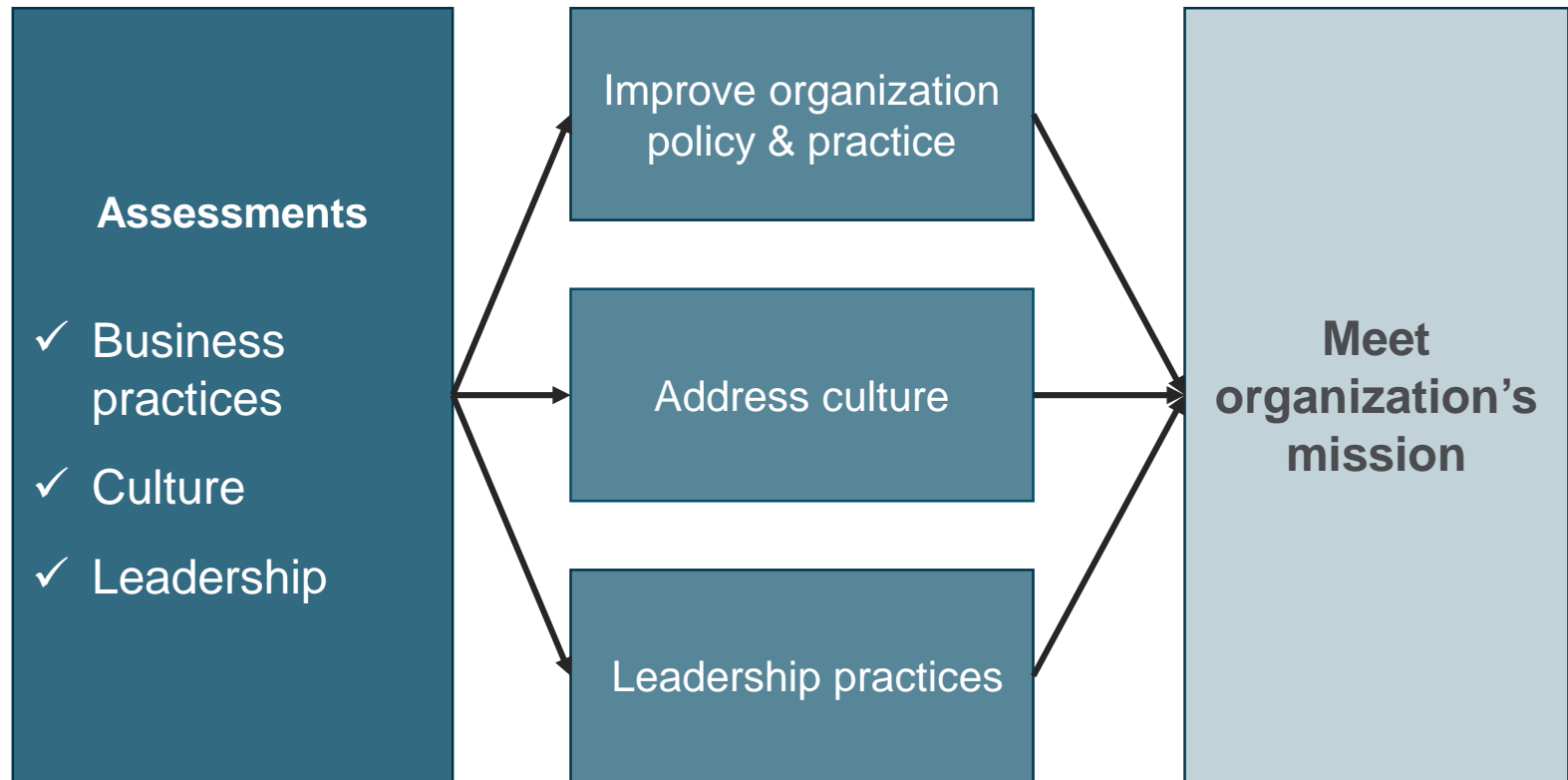
The Small+Safe+Well Study

Study designed to understand:

1. How small organizations in Colorado are supporting the health, safety, and well-being of their workforce
2. How employees perceive their workplace culture
3. How leaders play a role
4. How these impact workers' health outcomes



Applying Total Worker Health in Practice



Small Business Total Worker Health: a Conceptual and Methodological Approach to Facilitating Organizational Change

Natalie V. Schwatka¹ • Liliana Tenney¹ •
Miranda J. Dally¹ • Joshua Scott¹ •
Carol E. Brown¹ • David Weitzenkamp² •
Erin Shore¹ • Lee S. Newman^{1,3}

Schwatka et al. Occupational Health Science (2018)



National Program Started here in Colorado

We collaborate with employers, workers and community partners to build a culture of health and safety.



Health Links™ Approach



ASSESS



RECOGNIZE



ADVISE



CONNECT



Certified Health Links™ Business Leader

Certified Healthy Business Leaders have been recognized for their leadership in creating a culture of health and safety in their workplace and beyond. These businesses are identifying ways to bring in family members, other businesses and the surrounding community to support what they do.



Certified Health Links™ Business Partner

Certified Healthy Business Partners have been recognized for their comprehensive approach to health and safety. Not only have they established leadership commitment and engaged with their employees, but they are creating tailored programs to reach all of their employees and their families.



Certified Health Links™ Business

Certified Healthy Businesses have been recognized for their leadership commitment, employee engagement and creating goals that target their individual needs.

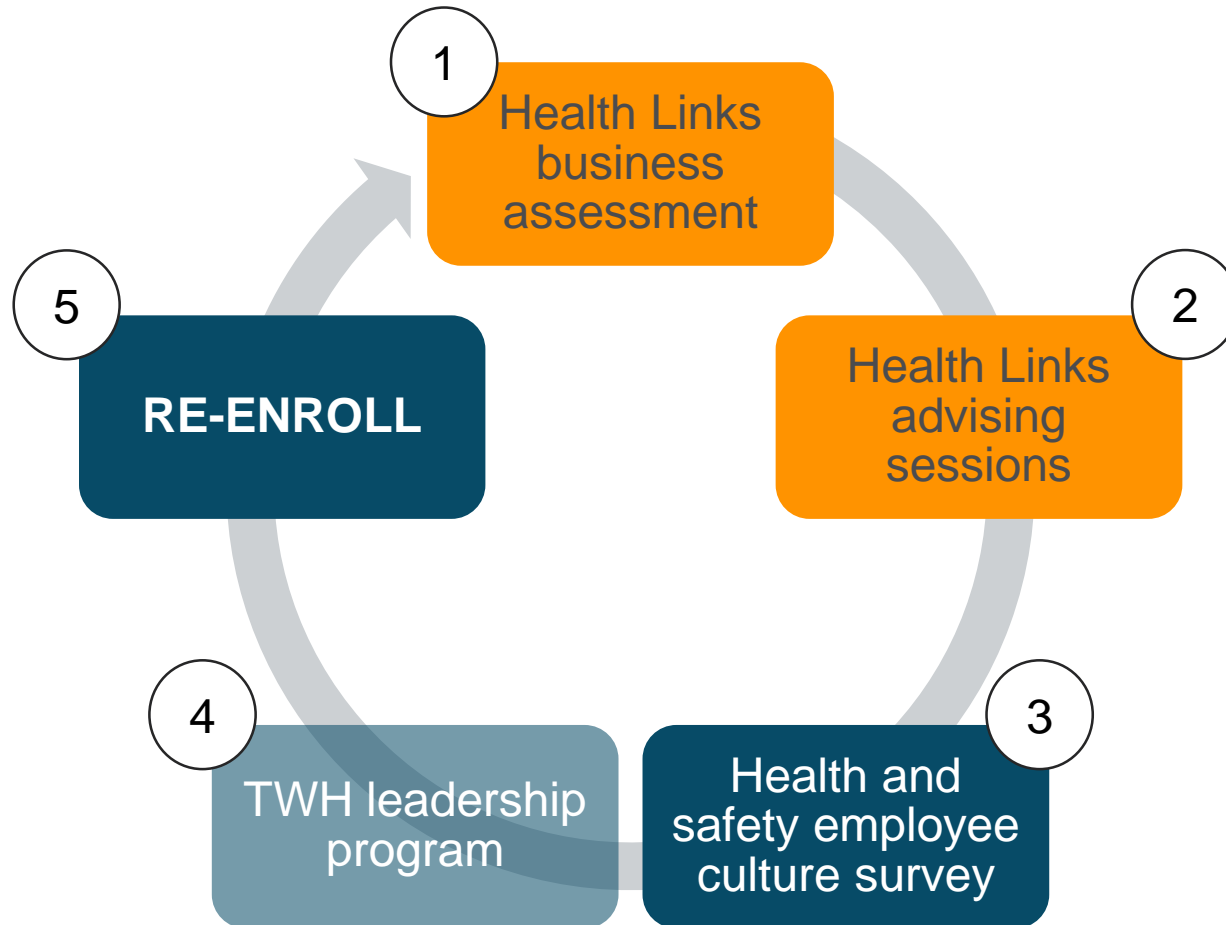


Kick-Start

Kick-Start businesses have been recognized for taking the first step to build a culture of health, safety and well-being in their workplace. These businesses work closely with our network of advisors and are on their way to achieving the benchmarks for certification.



How Health Links Works



Benchmarks



Organizational
Supports



Safety Policies
& Programs



Workplace
Assessments



Engagement

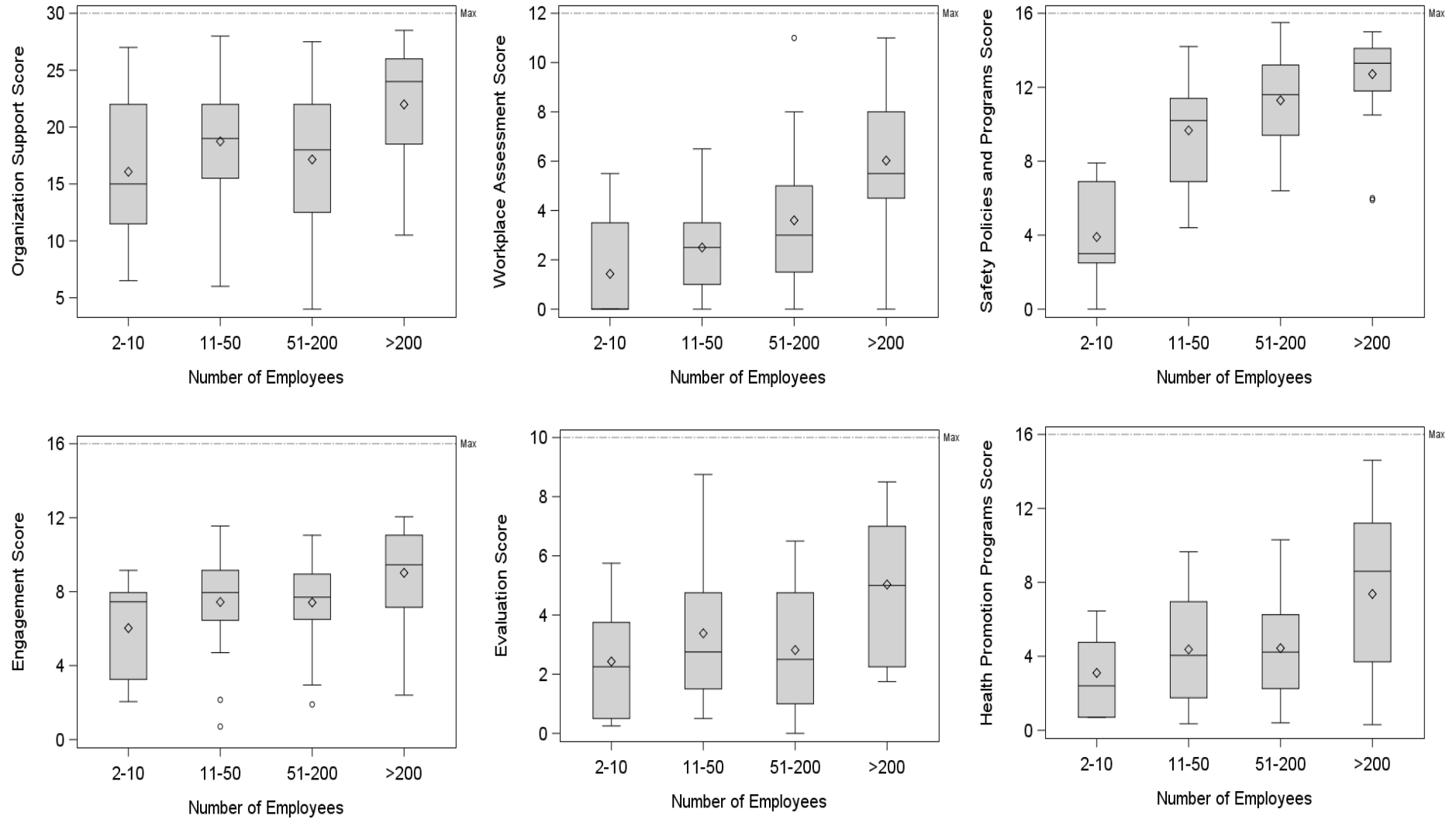


Health Policies
& Programs



Evaluation

Small Enterprises Vary in Adoption of Best Practice Benchmarks *(Tenney L, et al. Journal of Occupational Environmental Medicine 2019)*



Employee Health & Safety Culture Survey



- Takes employees 15-20 minutes to complete online
 - Anonymous and confidential responses
- Assesses employees' perceptions of their workplace's safety and health practices, and their motivation for (and engagement with) these programs & policies
- Report provided back to the business with results and explanations of findings

Creating Family-Friendly Workplaces

“ A family-friendly workplace is one that achieves a culture of wellbeing that supports individuals in **all stages of life** to thrive in their **work**, in their **homes**, and in their **communities**. ”



We created a FF+ Assessment and Toolkit that can be used by employers to examine workplace policies and practices and help inform strategies for supporting employees in all stages of life.

TWH Leadership Training



- Leaders learn about leadership in the context of safety and health culture
- Six hours of hands-on, tailored training
 - Small group (<25 attendees) in-person
 - Plus, three hours of virtual advising **follow-up** with an expert
- Peer networking

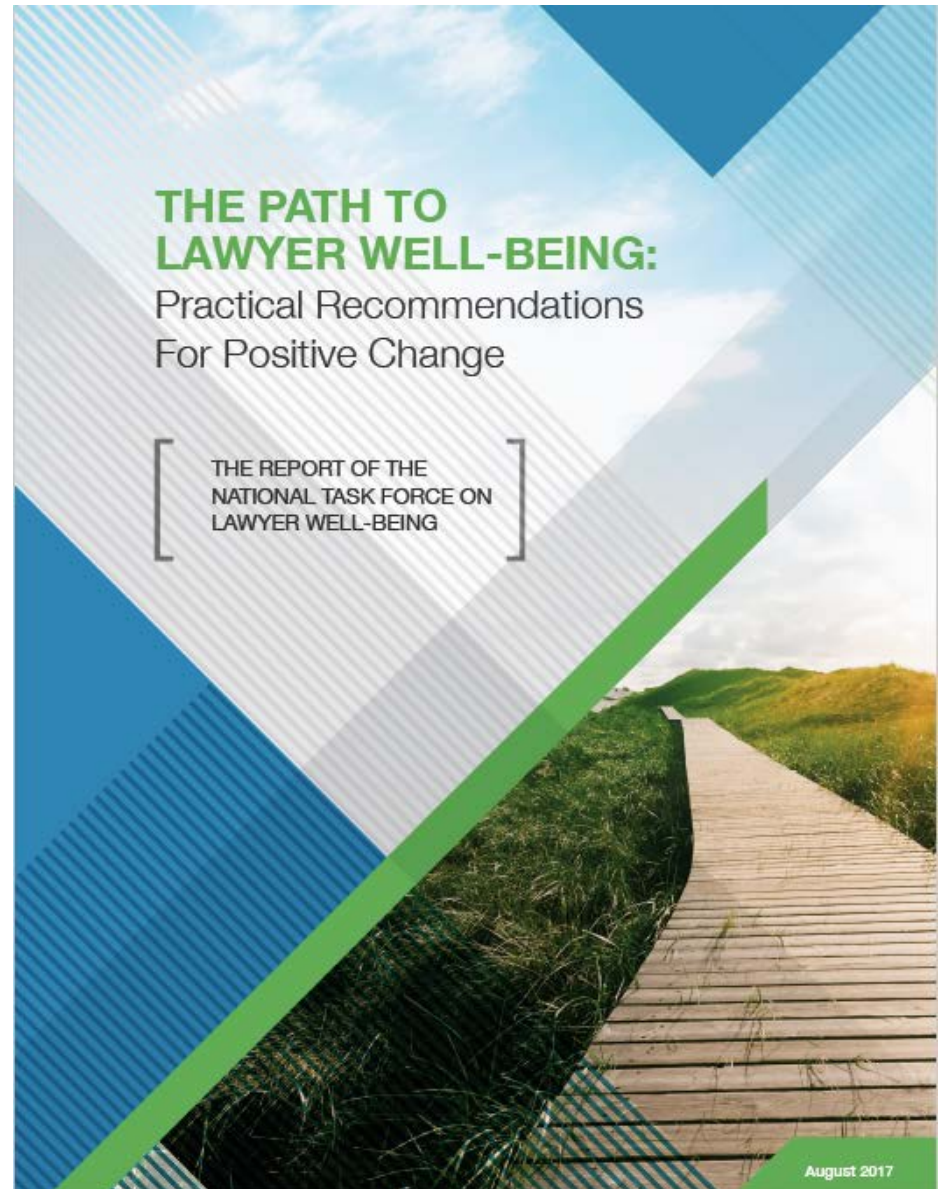


Total Worker Health® Leadership Program

Create a culture of health, safety, and productivity

The Total Worker Health Leadership Program is designed for business leaders who want to create a sustainable workforce and workplace culture that is safe, healthy, and productive. In this executive program, renowned faculty from the Colorado School of Public Health's Center for Health, Work & Environment will evaluate your organization's approach to health and safety. In a small group of fellow leaders, you will be given personalized, data-driven feedback and develop an action plan to optimize the health, safety, and productivity of your workplace. You will also have the opportunity to provide and receive mentoring, growing your network with other local business leaders.

Observations



Observations:

Primary Prevention Tops Secondary Prevention

Well-being efforts must extend beyond detection and treatment and address root causes of poor health.

Successful solutions must include individual, organizational, and institutional change

Observations

CALL TO ACTION: THE COLORADO SUPREME COURT'S TASK FORCE ON LAWYER WELL-BEING

MONICA M. MÁRQUEZ[†] & JONATHAN WHITE^{††}

ABSTRACT

The Colorado Supreme Court's Task Force on Lawyer Well-Being formed in 2018 to improve well-being among Colorado law students, lawyers, and judges. This Article discusses the recent well-being movement within the American legal profession that inspired the creation of the Colorado Task Force. The Article reviews national studies of lawyer and law student well-being that reveal the urgency of the issue, and the Article explains the National Task Force on Lawyer Well-Being's compelling arguments for why lawyer well-being matters for economic, professionalism, and humanitarian reasons. It adds to that discussion the argument that well-being is critical to foster a legal profession that better reflects the diversity of our nation and that will better serve the needs of legal consumers. The Article also discusses how existing Colorado Supreme Court programs have prioritized the issue of lawyer well-being. The Article concludes with discussion of the creation of the Colorado Supreme Court Task Force on Lawyer Well-Being, and details emerging priorities identified by this group at its initial launch meeting.

COLAP Wellness Corner

NEW REPORT OUTLINES SIMPLE WAYS TO IMPROVE LAWYER WELL-BEING



By JONATHAN WHITE AND SARAH MYERS

Raising Awareness

ORIGINAL RESEARCH

OPEN

The Prevalence of Substance Use and Other Mental Health Concerns Among American Attorneys

Patrick R. Krill, JD, LL.M., Ryan Johnson, MA, and Linda Albert, MSSW

6/1/2019

Constantly On Call, Lawyers Risk Exhaustion | National Law Journal

THE NATIONAL LAW JOURNAL

NOT FOR REPRINT

Click to print or Select 'Print' in your browser menu to print this document.

Page printed from: <https://www.law.com/nationallawjournal/2019/05/27/constantly-on-call-lawyers-risk-exhaustion/>

Constantly On Call, Lawyers Risk Exhaustion

"If they had just given me a couple days to sleep for 15 hours, I would have been a different person," said one attorney-turned psychotherapist.

By Lizzy Mc Lellan | May 27, 2019



(<https://www.law.com/special-reports/minds-over-matters-an-examination-of-mental-health-in-the-legal-profession/>) (Photo: Shutterstock.com).

<https://www.law.com/nationallawjournal/2019/05/27/constantly-on-call-lawyers-risk-exhaustion?lx=Constantly-On-Call,-Lawyers-Risk-Exhaustion&fbclid=IwA...> 1/8



EDITOR'S LETTER

Introducing Minds Over Matters: A Yearlong Examination of Mental Health in the Legal Profession

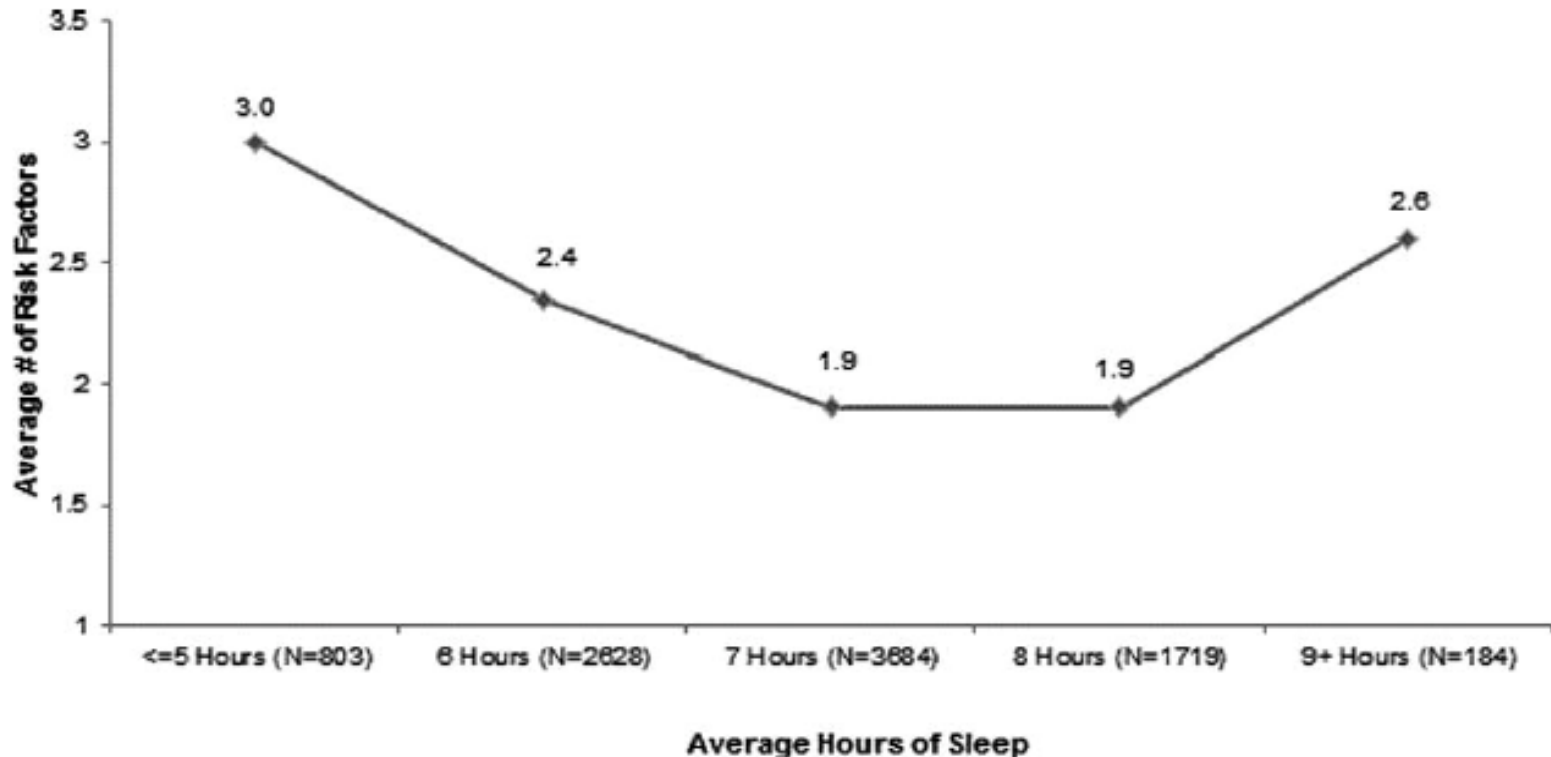


How many hours did you sleep last night?



Association Between Employee Sleep With Workplace Health and Economic Outcomes

Wayne N. Burton, MD, Chin-Yu Chen, PhD, Alyssa B. Schultz, PhD, and Xingquan Li, MS



U-Curve for Sleep x Disability, Missed Work & Presenteeism

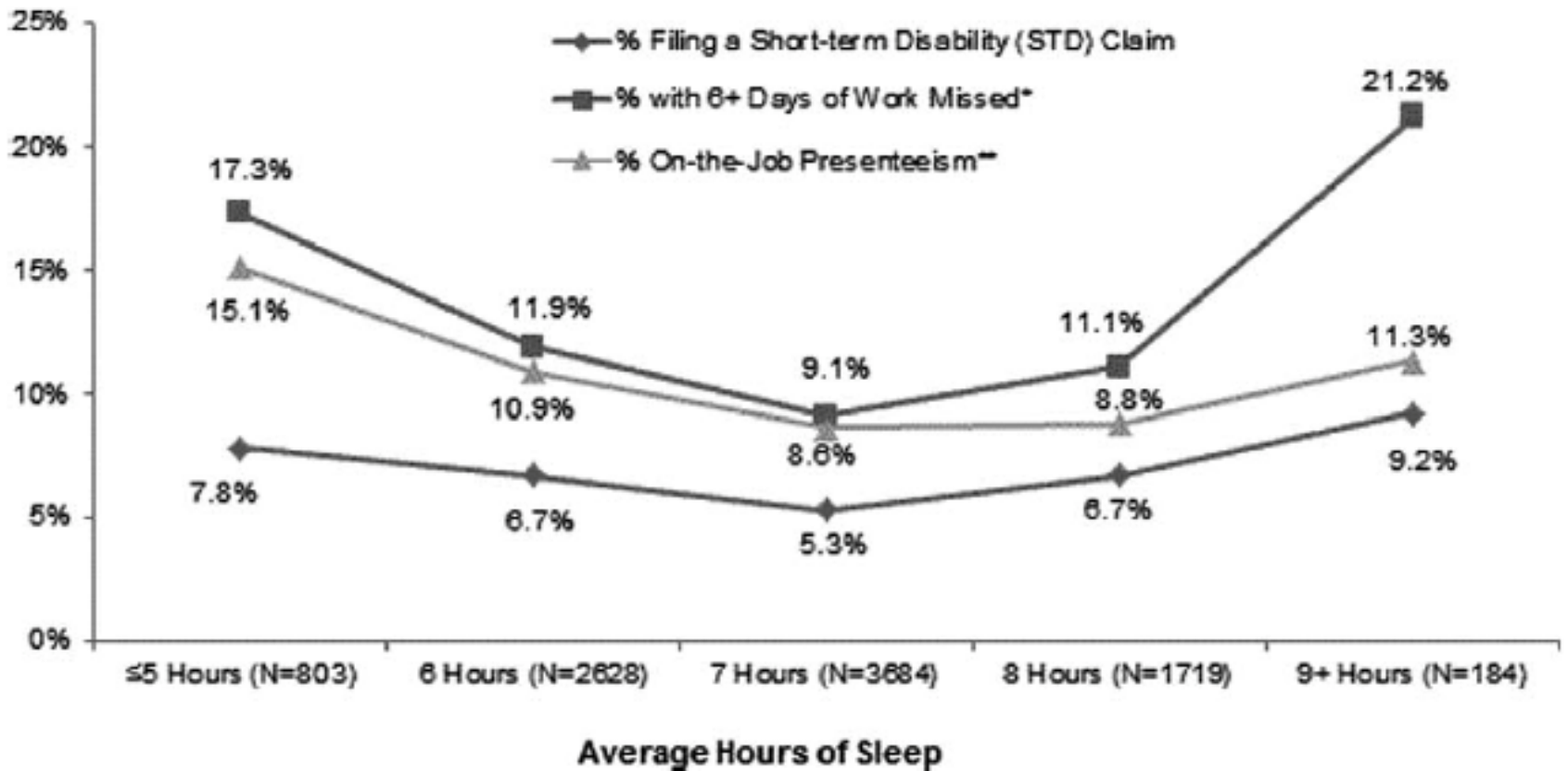
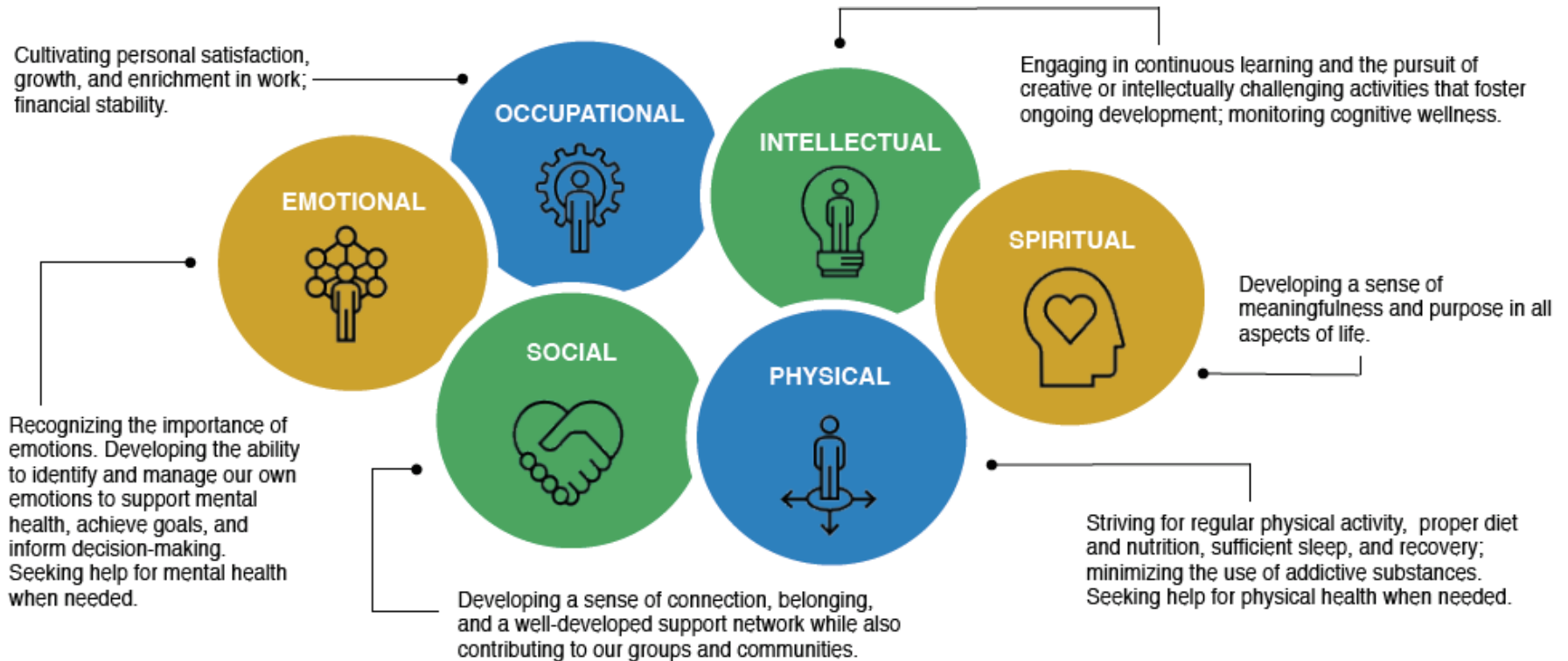


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Observation:

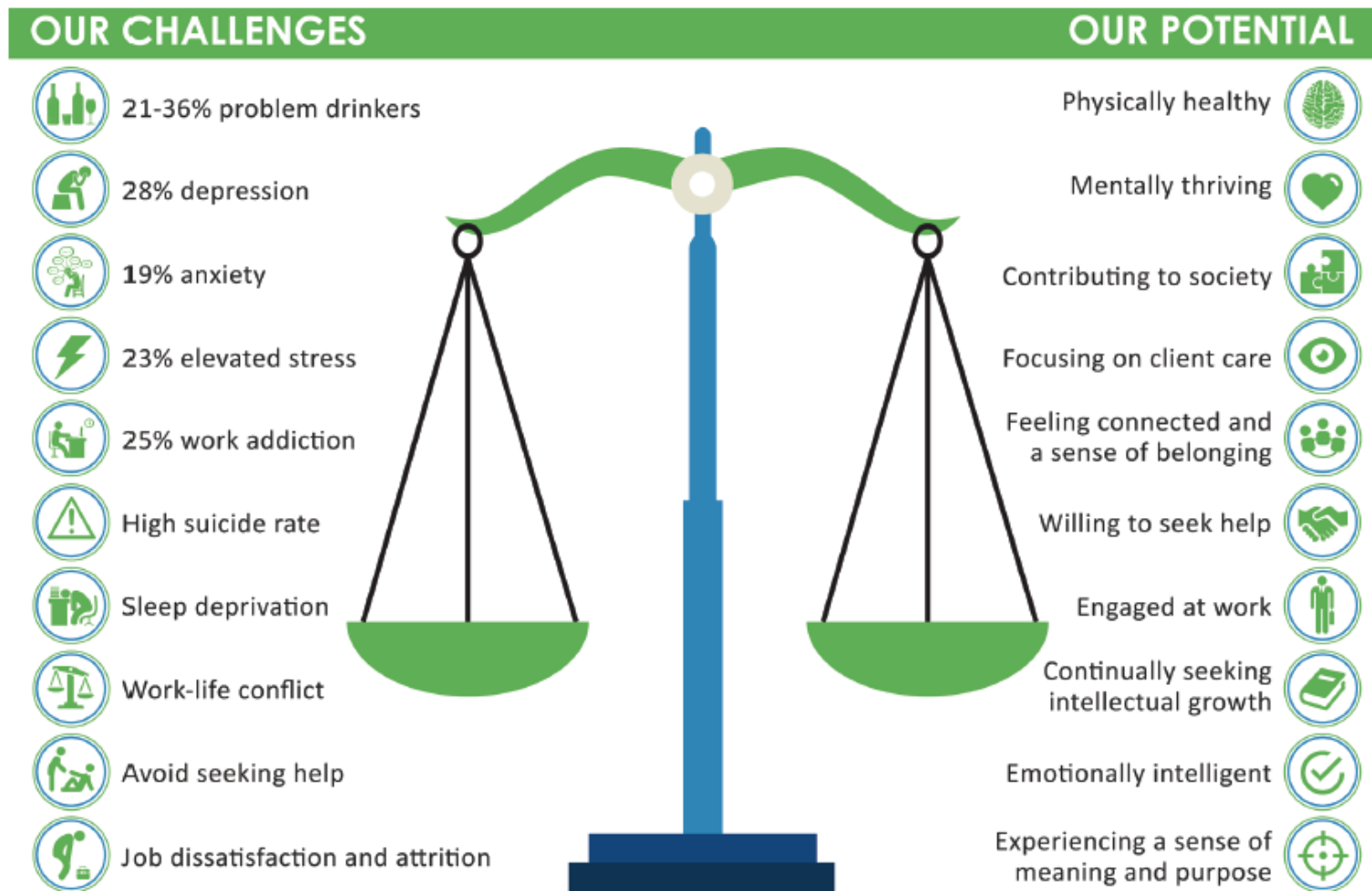
Defining Lawyer Well-Being

A continuous process in which lawyers strive for thriving in each dimension of their lives:



From: The Path to Lawyer Well-Being (2017)

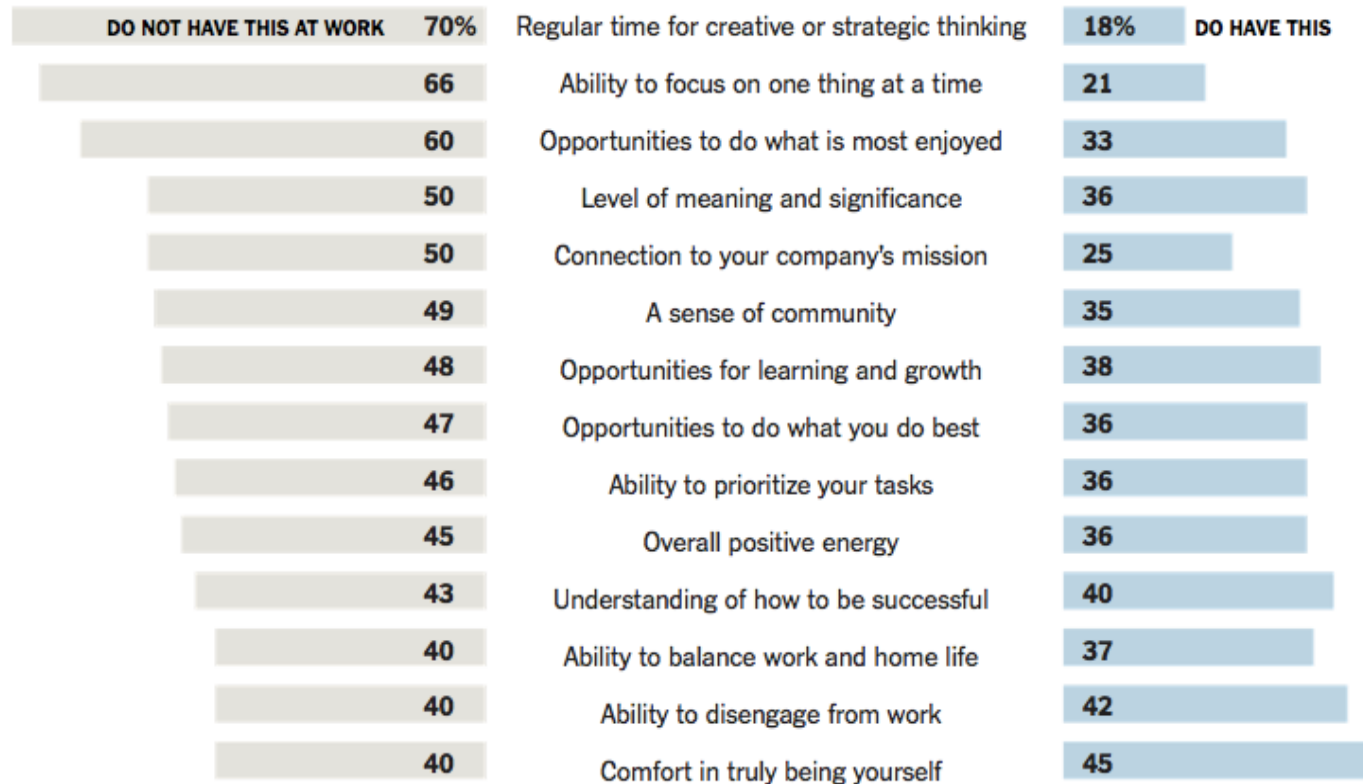
Observation:



From: The Path to Lawyer Well-Being (2017)

White-Collar Salt Mine

A 2013 survey of 12,115 workers worldwide found that many lacked a fulfilling workplace.



Source: The Energy Project

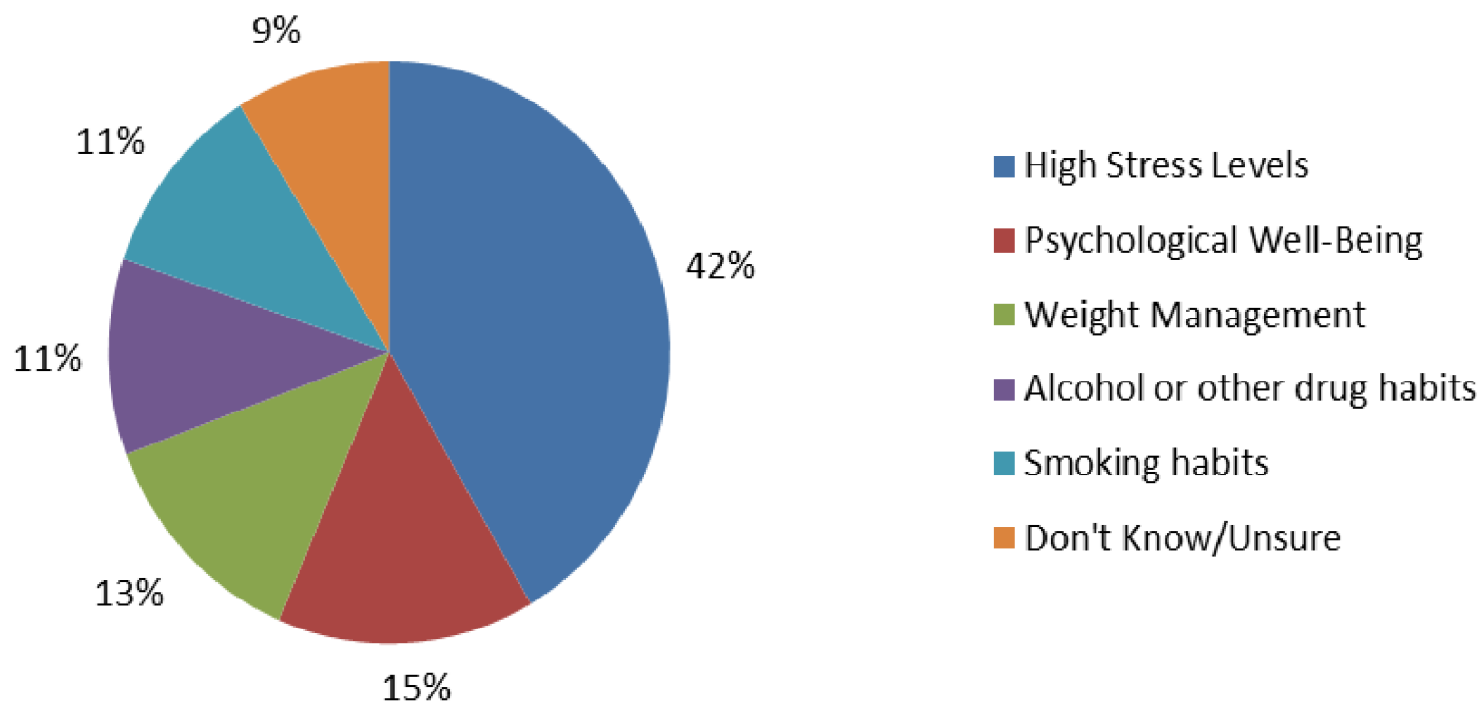
94 percent of those surveyed were in white-collar jobs; 6 percent were in blue-collar jobs.



Overall health of American workforce is a concern

National Small Business Association Survey

Top Concerns for Employee Well-Being



Observation: Stakeholders

National Task Force on Lawyer Well-Being State Action Plan & Checklist

Checklist for Gathering the Stakeholders

Item 1 of the Plan above recommends the gathering of stakeholders as a first step. The National Task Force suggests the Chief Justice of each state create a Commission on Lawyer Well-Being in that state and appoint representatives from each stakeholder group to the Commission. Below is a checklist of potential stakeholder representatives the Chief Justice may consider in making appointments.

JUDICIAL

- Supreme Court Chief Justice or designated representative
- Other judge representatives

LAWYER ASSISTANCE PROGRAM (LAP)

- LAP Director
- Clinical director
- Lawyer representative to the LAP

LAW SCHOOLS

- Dean representative
- Faculty representative
- Law student representative

REGULATORS

- Admissions (or Board of Law Examiners) representative
- Mandatory CLE program representative
- CLE provider representative
- Regulation/Bar/Disciplinary Counsel representative

BAR ASSOCIATIONS

- Bar president
- Bar president-elect
- Executive director
- Young lawyer division representative
- Specialty bar representative

LAW FIRMS

- Sole practitioner
- Small firm representative (2-5 lawyers)
- Medium firm representative (6-15 lawyers)
- Large firm representative (16+ lawyers)
- In-house counsel representative
- Non-traditional lawyer representative

ALLIES

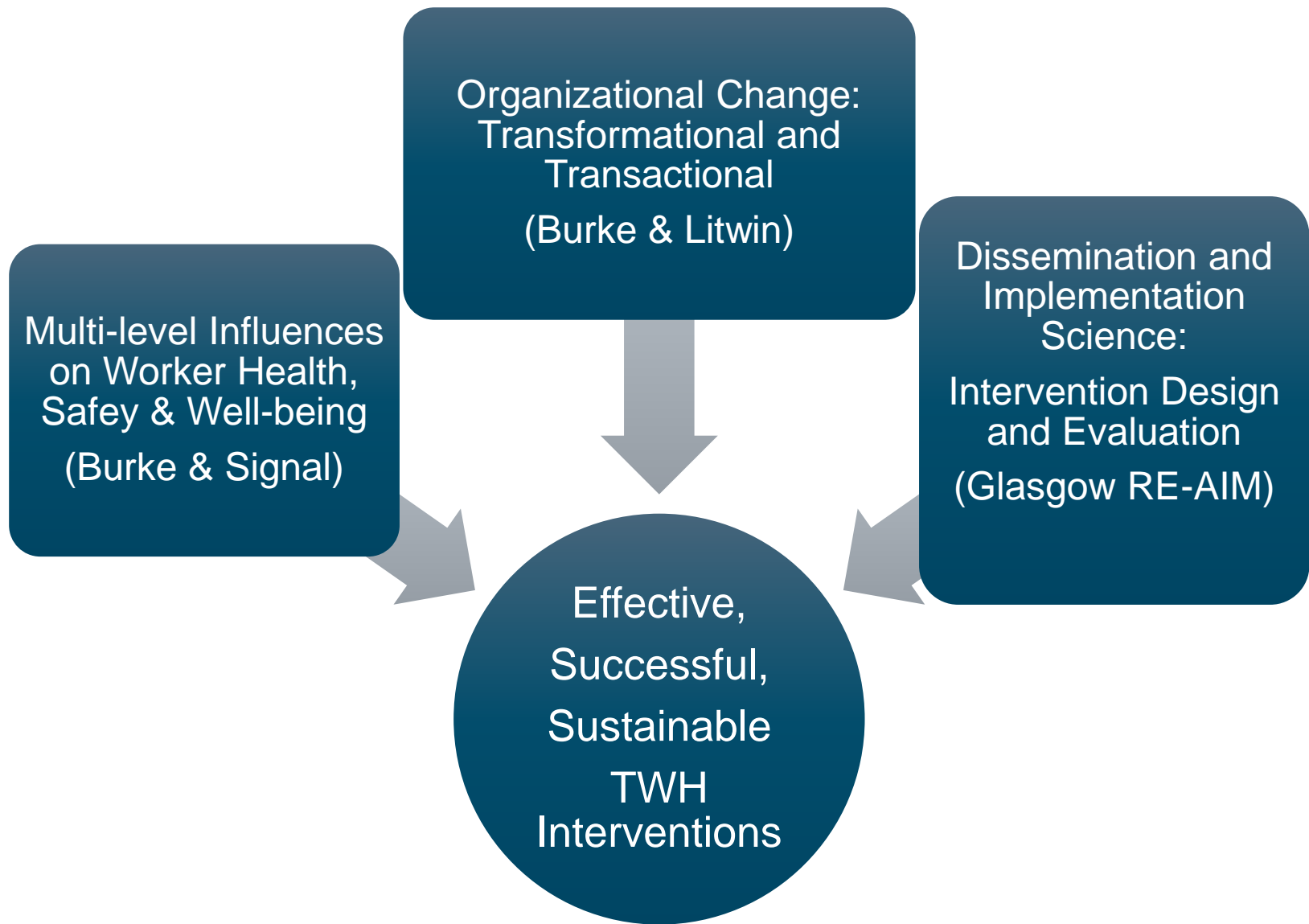
- ASAM representative (addiction psychiatrist)
- Organizational/behavioral psychologist
- Members of the public

**Not on the list:
Families
Legal Staff
Clients**



Frameworks

To help understand and address
threats to lawyer well-being



Organizational Change: Burke-Litwin Model



Burke & Litwin, "A Causal Model of Organisational performance and change" *J Management* (1992)

“In Organizational Change...

...mission, strategy, leadership, and culture have more “*weight*” than structure, management, practices, and systems.”



Journal of Management
1992, Vol. 18, No. 3, 523-545

A Causal Model of Organizational Performance and Change

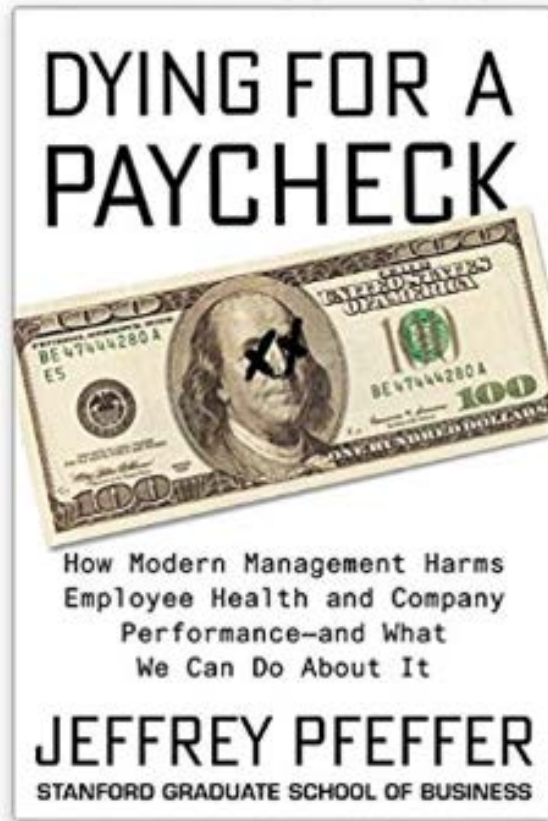
W. Warner Burke

Teachers College, Columbia University

George H. Litwin

The Graduate Center

Pfeffer: “The overlooked essentials of employee well-being” (based on the book)



- Shift in thinking from performance and productivity to fostering physical and mental well-being
- Job Control
- Social Support
- Human Sustainability
 - Understand the health risks
 - Understand and measure what toxic management costs organizations, society

Why Emphasize Transformational Change?

Consider what drives work stress and the best *primary prevention* strategies.

Job
Demands

Job
Control

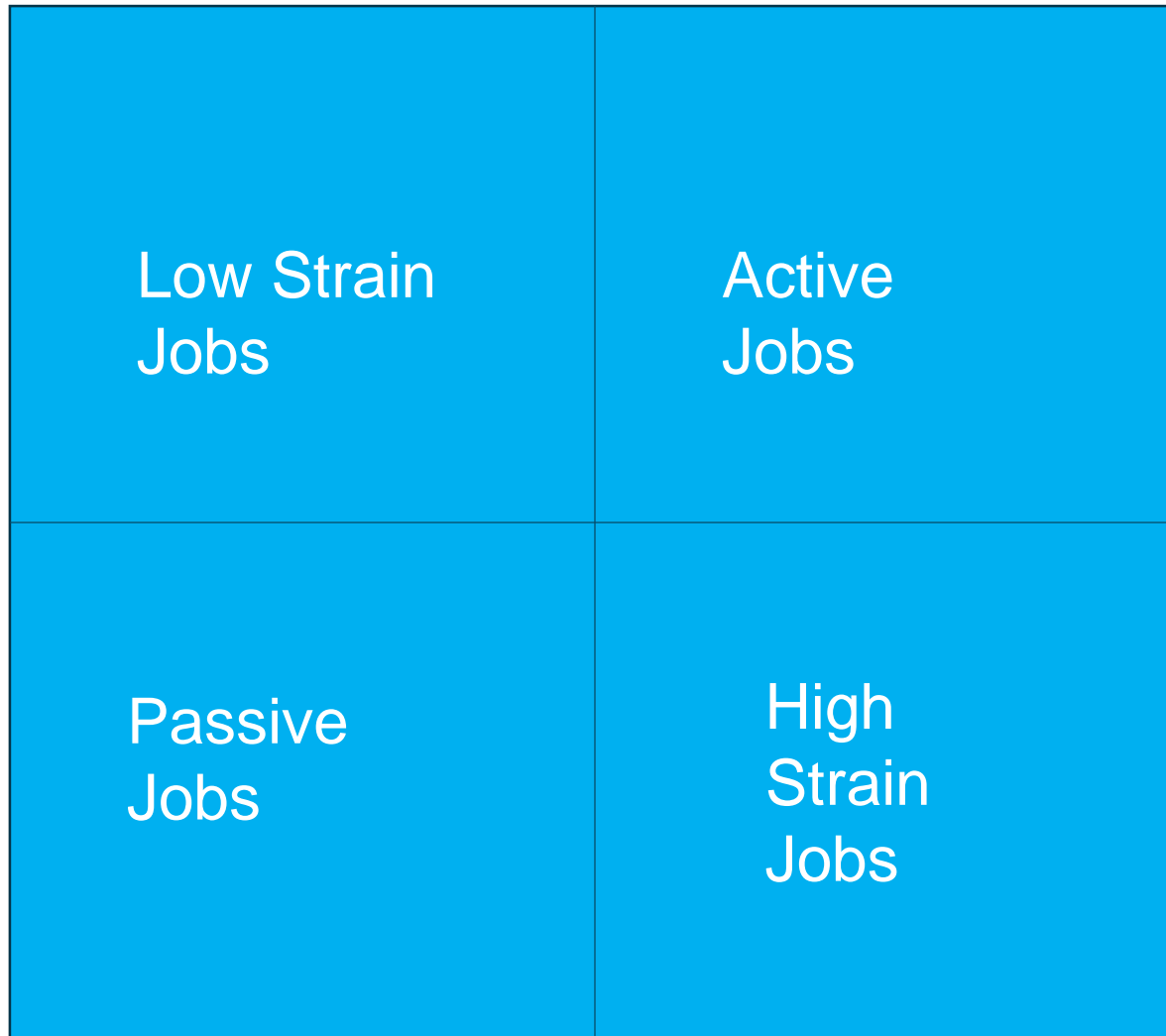
Understanding
Job
Expectations

Communication
of
Organizational
Changes

Social Support

Resources

Control (Decision Latitude)



Job Demands

Job Demand Control Model
R. Karasek

Examples of Transformational Change

3. LEADERS SHOULD DEMONSTRATE A PERSONAL COMMITMENT TO WELL-BEING.

6. FOSTER COLLEGIALITY AND RESPECTFUL ENGAGEMENT THROUGHOUT THE PROFESSION.

18. PROVIDE WELL-BEING PROGRAMMING FOR JUDGES AND STAFF.

24. ESTABLISH ORGANIZATIONAL INFRASTRUCTURE TO PROMOTE WELL-BEING.

Appendix to Recommendation 25:

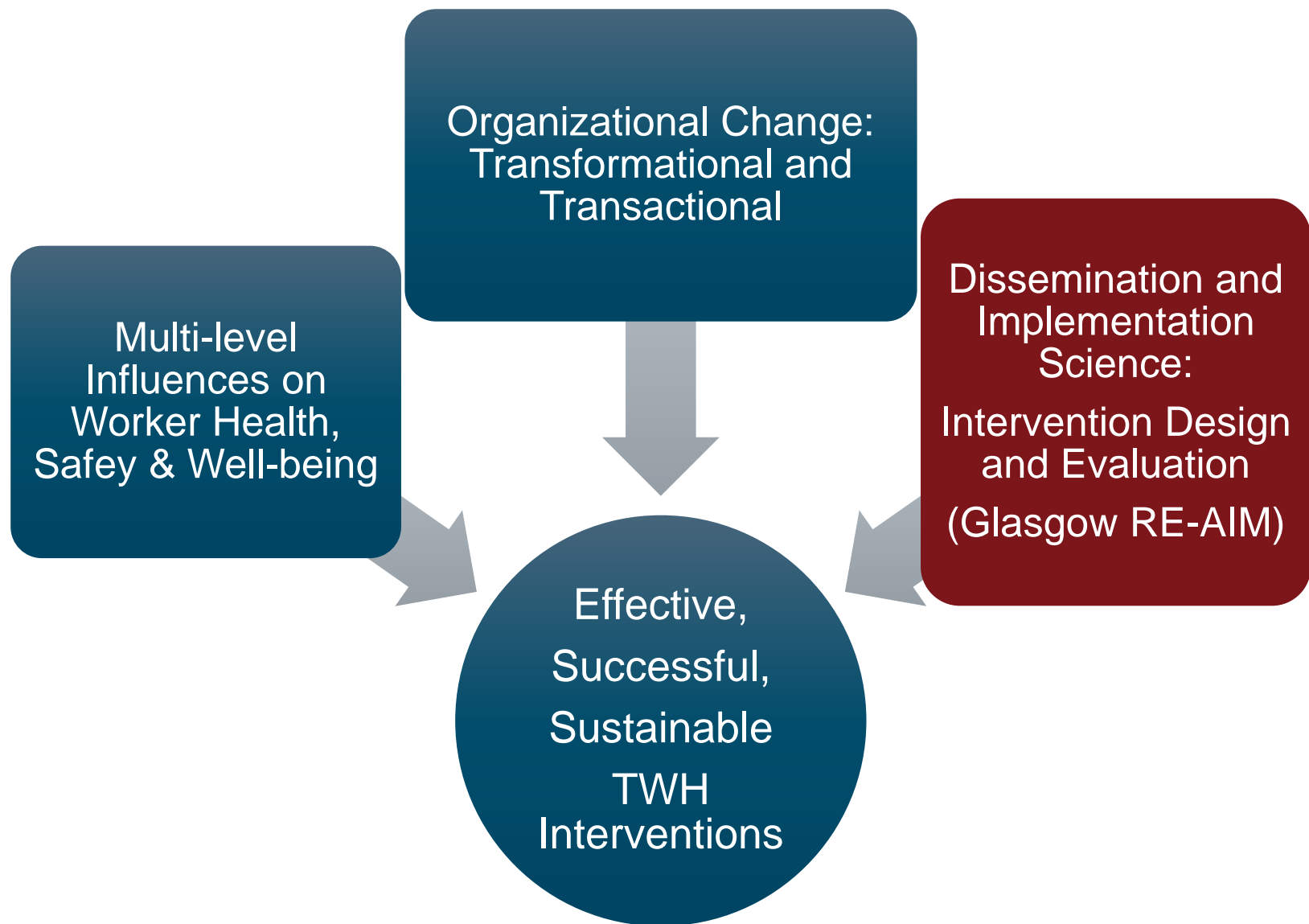
Topics for Legal Employers' Audit of Well-Being Related Policies and Practices

Mental health and Substance Use Disorders

- Policy? Updated?
- Explains ethical obligations?
- Realistic leave policy?
- Meaningful communications about well-being?
- Health plan coverage?

Law Practice Management Practices

- Assessment of well-being
- Orientation practices
- Work-life balance P & P
 - Flexibility? Org. climate?
- Diversity/Inclusion P & P
- 24/7 Availability expectations
- Billing P + P
- Compensation Practices
- Performance Appraisals
- Vacation P & P



Intervention Design and Evaluation Principles

Am J Pub Health (1999)
89:1322-1327

Evaluating the Public Health Impact of Health Promotion Interventions: The RE-AIM Framework

Russell E. Glasgow, PhD, Thomas M. Vogt, MD, MPH, and Shawn M. Boles, PhD

RE-AIM Framework

- **Reach**
- **Effectiveness**
- **Adoption**
- **Implementation**
- **Maintenance**

This **research** is really going to help move our field forward.



This **evaluation** is really going to help our program become more effective.



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