



# EPS Reintegration Program Evaluation

## Final Report

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## EXECUTIVE SUMMARY

Employee & Family Assistance Section requested the assistance of the Office of Strategy Management (OSM) with assessing their short- and long-term reintegration programs. This evaluation provided a systematic assessment of the programs to evaluate their effectiveness in reintegrating members back into operational duty and determining the most effective method of program administration.

### Program Description

The reintegration program is currently separated into two streams:

1. A short-term stream for members involved in an officer-involved shooting incident and are experiencing minimal or no psychological trauma
2. A long-term stream for members involved in an officer-involved shooting that have been diagnosed with a trauma-related mental illness (i.e., PTSD, GAD, or MDD) or have sub-clinical presentation of a trauma-related mental illness.

Both streams of the program share the same outcome in ensuring members are able to safely and effectively return to operational duty; however, where the short-term program focusses returning members to work after an incident involving a firearm or conducted energy weapon (CEW), the long-term reintegration program can focus on a range of incidents, including officer-involved shootings, service vehicle collisions or violent scenes. Since 2009, approximately 97 EPS members have successfully gone through the short-term reintegration program and with an additional 45 having gone through the long-term program starting in 2015.

### Evaluation Purpose

The purpose of the EPS Reintegration Program evaluation was to assess...

1. ...how effectively program was **implemented**;
2. ...the **achievement of outcomes**; and
3. ...**lessons learned** and **best practices** developed.

### Program Implementation

The following evaluation question regarding the implementation of the program was identified:

1. What opportunities or challenges were encountered with regards to implementation?

Evaluation participants identified the following **opportunities** with respect to the reintegration program:

#### *Short-term Program*

- Effective in returning members to work

#### *Long-term Program*

- Minimizes time an employee is away from work and is an effective treatment for PTSD
- The peer-support nature of the program allows members to feel supported
- Increased understanding of traumatic psychological injuries amongst the EPS membership

Conversely, the following **challenges** were noted:

#### *Short-term Program*

- Resource and member availability

Objective  
Met:



- Challenges with organizational buy-in

#### *Long-term Program*

- Similar challenges with resource availability
- Not as well-defined as the short-term program

### **Achievement of Outcomes**

Two questions were asked assessing the achievement of program outcomes.

1. To what extent is the reintegration program successful in reintegrating members back into active duty?

It was anticipated that the reintegration programs would be effective in returning members to work:

- According to program coordinators, the short-term program is 100% effective in returning members to work
- According to OHS data, the number of days lost due to a PTSD claim has dropped considerably post-2015, when the long-term program was stood up.
- Further, those who were enrolled in the long-term program had fewer days lost than those who were not.

Objective  
Met:



2. To what extent are member clients satisfied with the reintegration program?

It was anticipated that there would be high levels of reported satisfaction from members who have gone through the programs.

Almost all members who completed the reintegration survey indicated they were satisfied with their respective programs.

- Short-term Program Satisfaction: 89% reporting they were satisfied or very satisfied.
- Long-term Program Satisfaction: 100% reporting they were satisfied or very satisfied.

Objective  
Met:



### **Lessons Learned**

Two questions assessed what best practices and lessons were learned as a result of the program.

The following question was asked regarding lessons learned regarding the program

1. What areas of strength/ areas for improvement exist in this program?

The following **areas of strength** were identified:

#### *Short-term Program:*

- The program is leading edge and based solidly in research.
- There has been a shift towards the de-stigmatization of traumatic psychological injury
- Members going through reintegration indicated they were supported during and after their time in the program which was beneficial to their recovery.

Objective  
Met:



*Long-term Program:*

- The program is person-driven; it is tailored to their needs and designed to be supportive in aiding their return to work.

The following **areas for improvement** were also identified:

*Short-term Program:*

- Better access to resources, including facilities, or members to help with reintegrations.
- Related, members who have gone through the program expressed occasional concern over challenges in scheduling time with the reintegration team.
- Members going through reintegration indicated they were supported during and after their time in the program which was beneficial to their recovery.

*Long-term Program:*

- The need for a full-time reintegration coordinator.

The evaluation of the Short- and Long-term Reintegration Programs reveals the following:

- The program is effective in returning members to work and minimizing days lost;
- The program is an exemplar, used by other first responder agencies; and
- There is a need for continued and continual program support to allow the program to continue to grow and thrive.

## 1.0 BACKGROUND

Employee Assistance Section requested the assistance of the Office of Strategy Management (OSM) with assessing their short- and long-term reintegration programs. This document outlines an evaluation plan to meet this goal.

The evaluation will provide a systematic assessment of the reintegration programs to evaluate their effectiveness in reintegrating members back into operational duty and determine the most effective method of program administration.

## PROGRAM DESCRIPTION

In 2009 it was identified that there needed to be a formalized program to assist EPS officers that had been involved in a lethal force encounter. To assist officers return to the normalcy of work and to help prevent the potential for long-term psychological injuries, the Re-integration Program was implemented. The basic framework for the program came from police agencies in Ireland. This same framework is used to this day here in the EPS.

Exposure therapy had been used on an ad hoc basis by EPS in the past as a means to effectively and safely enable members to return to work following an officer involved shooting incident. Because the technique was so successful, EPS tasked Sergeant Klose and Detective Ranger to develop a formal reintegration program for the service. The initial intent was in assisting members in *“getting comfortable with their gun”* following a lethal force encounter using a specific ‘step-process’.

The program is still based on Exposure Therapy with exposure to arousing stimuli in a controlled environment as a means to desensitize the individual and assess his/her reactions to highly provocative events in a controlled and safe environment, prior to returning them to their positions in operational policing. This allows for the assessment of the member’s internal emotional and physiological reactivity and to make a more accurate prediction as to how a member may respond when placed in a similar situation “on the street”. It also helps the member gain confidence and/or look at areas requiring further work to ensure their ongoing competencies as a police officer.

The reintegration program is currently separated into two streams:

1. A short-term stream for members involved in an officer-involved shooting incident and are experiencing minimal or no psychological trauma
2. A long-term stream for members involved in an officer-involved shooting that have been diagnosed with a trauma-related mental illness (i.e., PTSD, GAD, or MDD) or have sub-clinical presentation of a trauma-related mental illness.

Both streams of the program share the same outcome in ensuring members are able to safely and effectively return to operational duty; however, where the short-term program focusses returning members to work after an incident involving a firearm or conducted energy weapon (CEW), the long-term reintegration program can focus on a range of incidents, including officer-involved shootings, service vehicle collisions or violent scenes. Since 2009, approximately 97 EPS members have successfully gone through the short-term reintegration program with an additional 45 having gone through the long-term program starting in 2015.

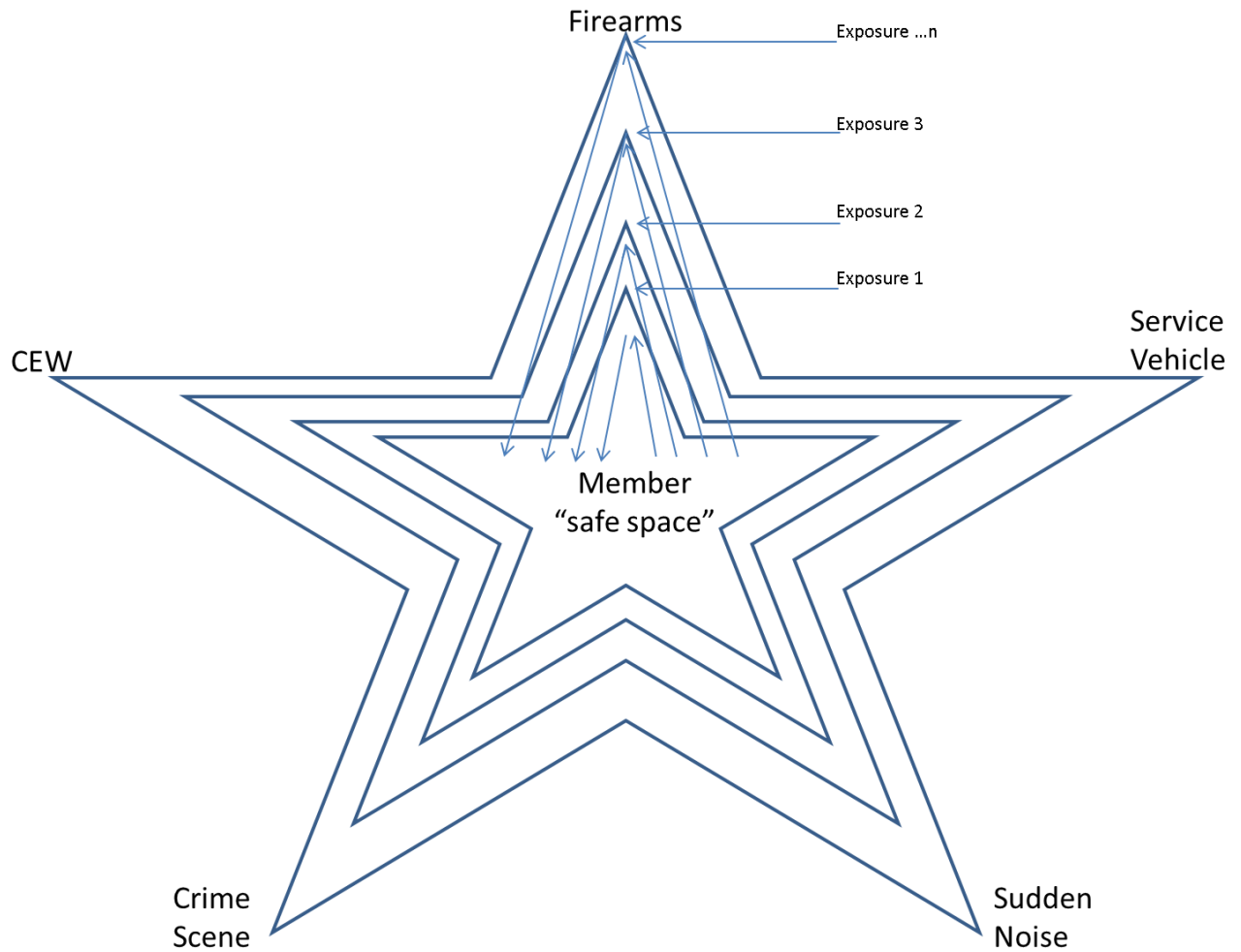
The EPS Reintegration Program is currently run out of the Employee & Family Assistance Section (EFAS) through the use of an “ad-hoc” team deployment model. The following is the current criteria used in determining when a member will participate in the short-term reintegration program prior to being deemed “fit for duty”:

1. The following incidents are considered ‘primary’:
  - a. Officer involved shootings: The actual “shooter(s)”
  - b. Use of other weapons systems that resulted in death of the subject (i.e., Conducted Energy Weapons)
  - c. Motor Vehicle Fatality (no injuries or minor injuries sustained by the member(s) and reintegration can be offered without delay)
  - d. Excited Delirium Incidents resulting in death of the subject
2. Any member who was in a position to discharge his/her firearm in the line of duty but did not do so (these members may experience a significant sense of self-doubt, guilt and / or shame).
3. Any ‘periphery’ witness officers: Whether a member in this category undergoes reintegration will be determined through communication with the member of EFAS, the EPS psychologist, and potentially investigators and the member’s supervisor. The information required is in order to gain a basic understanding of a member’s involvement / role to determine if reintegration is necessary.

Members who were not ‘directly’ involved in one of the aforementioned scenarios and who dealt with the incident after the fact will not immediately be considered for reintegration. Any ‘trauma’ experienced by those members will initially be dealt with through the CISM team and/or a referral to one the EPS preferred providers.

It should be noted that the success of the short-term Re-integration program is based on the fact that the members who come through the program are provided a considerable amount of control on how the process is administered. This is a key element as many aspects of an officer’s life have been taken out of his or her life following an officer involved shooting or other critical incident. With this in mind, it should also be noted that since the individual officers control the process, it may take one session or it may take several to get them ‘comfortable’ behind their gun again.

The following figure depicts a member’s pathway through the exposure therapy portion of the program. The member is pushed to their comfort level then allowed to return back to their safe space in the center of the star. In subsequent iterations, they push themselves further, until they are fully comfortable in a given situation. For example, if a member is in an officer-involved shooting, their first exposure may simply be going to the range, while their second may be standing in a firing lane, and their third holding a firearm. On the final exposure, the member will fire the weapon.



### Clinical Oversight

In every case of reintegration, clinical oversight is mandatory in order to make a proper assessment on a member's "fit for duty" status. Members that are scheduled for reintegration must:

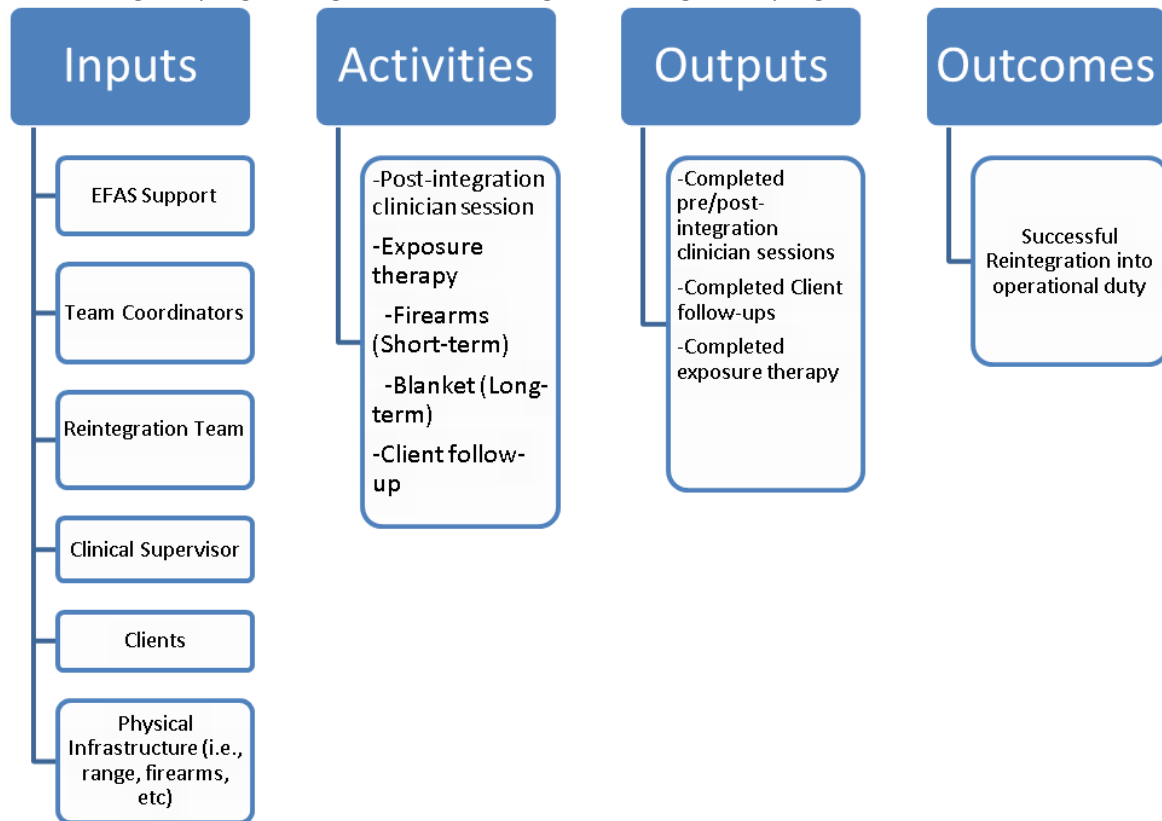
1. Participate in a pre-reintegration assessment with the EPS in-house psychologist in order to determine if the member is mentally fit to undergo reintegration.
2. Following reintegration, members will participate in a post-reintegration session with the EPS in-house psychologist in order to determine "fit for duty" status. (Note: Additional reintegration sessions may be recommended by the in-house psychologist even though a member is deemed fit for duty).

Further, under certain circumstances, the EPS psychologist will attend one or all reintegration sessions for the purpose of ensuring that the subject officer is responding to reintegration appropriately (this will be decided 'case-by-case').

The Sergeant in charge of Re-integration will keep open communication with the member's Divisional leadership throughout the reintegration process and will advise / recommend that the member be on "Administrative Leave" throughout the reintegration process, until the member is deemed "fit for duty".

All recommendations made by the EPS psychologist with respect to the reintegration process and around final "fit for duty" status will be communicated to Re-integration Sergeant.

The following is a program logic model detailing the reintegration program:



## EVALUATION ISSUES AND QUESTIONS

The central issue in this evaluation is to what extent is level of effectiveness of the Reintegration Program and is focussed on implementation of the program, achievement of outcomes, and lessons learned. To investigate this issue in greater detail, the following evaluation questions were designed:

### Implementation

1. What opportunities or challenges were encountered with Short-term and long-term program delivery?

### Achievement of Outcomes

2. To what extent is the reintegration program successful in reintegrating members back into active duty?
3. To what extent are member clients satisfied with the reintegration program

**Lessons Learned**

4. What areas of strength/ areas for improvement exist in this program?

**ALIGNMENT WITH EPS GOALS AND SCOPE**

The outcomes of the program, as referred to above in questions 2 and 3 are aligned with EPS strategic goals. Specifically, to EPS' Commitment to Professionalism in ensuring members have the supports required to be successful in their roles. Additionally, the program endeavours to increase organizational efficiency and effectiveness through providing members a useful mechanism to return to work.

**Evaluation Methodology**

Multiple instruments and data sources were used to complete the evaluation of the EPS Reintegration Program. The evaluation matrix in appendix A details which of the following data sources align with each of the evaluation questions described in the previous section.

**Key Informant Interviews**

In the winter of 2018, nine interviews were conducted with various stakeholders of the program, both internal and external to the EPS. The purpose of the interviews was to solicit feedback regarding implementation, outcomes and lessons learned from the program. A copy of the interview questions is available in Appendix B.

*Participant Profile*

Five of the nine interview panelists were internal to the EPS, and included program staff and supervisors. The remaining four participants were external to the EPS, with two providing feedback from the Workers' Compensation Board and two providing feedback from other first responder agencies in the city.

Responses from the focus group were analyzed and categorized based on the indicators identified in the evaluation plan.

**Program Participant Questionnaire**

Members who participated in the short- and long-term reintegration program were asked to complete a web-based survey in November and December, 2017 regarding their experiences with the programs. Of the 52 members who accessed, 39 provided feedback for a response rate of 75%.

Survey participants were asked questions regarding their satisfaction with the various reintegration services offered in both the short-and long-term programs. A copy of the survey is available in Appendix C.

*Respondent Profile*

Gender:

- Male: 87%
- Female: 13%

Program:

- Short-term: 90%
- Long-term: 10%

**Type of Incident:**

- Officer-Involved Shooting: 74%
- CEW Use: 10%
- Motor Vehicle Collision: 3%
- Other: 18%

**Method of Entering the Program:**

- Subject Officer – Mandated: 46%
- Witness Officer – Mandated: 28%
- Referral from other Employee: 10%
- Self-initiated: 3%
- Referral from WBC/Millard: 3%
- Other: 10%

Quantitative responses were summarized using frequency analysis. Qualitative feedback was analyzed and categorized based on the indicators identified in the evaluation plan.

**EPS Occupational Health and Safety Data**

EPS' OH&S section provided data regarding days lost due to psychological injury from 2012-2017 to help illustrate the following:

- Differences in days lost between those who were in the short- and long-term reintegration programs and those who were not
- Differences in days lost pre- and post-2015 when the long-term reintegration program was officially stood up

## 2.0 IMPLEMENTATION

Question 1	Indicators
What opportunities or challenges were encountered with regards to Short- and long-term program delivery?	<ul style="list-style-type: none"> <li>Reported opportunities and challenges</li> </ul>

Expectation: A description of opportunities and challenges

### Program Opportunities

### Stakeholder Interviews

Internal stakeholders identified the following opportunities with the short-term reintegration program delivery:

- The program is **very well-defined and** is **effective** in returning members to work:
  - Each internal member that was interviewed spoke to the importance of the program in developing member resiliency and safely returning them to work
  - One stakeholder referred to the short-term program as “magic”, referencing its effectiveness in safely and efficiently returning members to work.
  - Another referred to an ‘Aha!’ moment during the reintegration process, where even the most skeptical of members are appreciative of the process, whether it’s just providing them “some time on the range” or if there is a change in the way they process the incident

The external stakeholders interviewed were not directly involved with the EPS short-term reintegration program; however, those who were providing feedback on behalf of other first responder agencies provided a similar account of opportunities and challenges to those experienced by EPS. They went on further to remark that the EPS program and coordinator were instrumental in setting up similar programs in their respective agencies

**Three key opportunities** were identified by internal stakeholders when discussing the long-term reintegration program:

- Increased understanding of mental health injuries** amongst police populations that was not there before
- Stakeholders have identified the program as an effective mechanism to help **treat Post Traumatic Stress Disorder**
- The peer-support nature of the program** allows participating members to work through the program at their own pace and with someone who can well-relate to the challenges of policing.

Stakeholders external to the EPS supported internal participants’ feedback regarding the long-term program. In general, they identified the following benefits of the long-term program:

- Providing Member Support:**
  - Members going through the program feel supported by their treatment team and the organization through all aspects of their recovery

- All external stakeholders commented that the long-term program allows participating members to work with their EPS peers who can better relate to the unique experiences of working as a police officer
- **Access to resources:**
  - Partnering with the EPS has provided access to resource that WCB would not typically have such as patrol vehicle or range access
- **Returning to work:**
  - From a WBC perspective, members who are participating in the long-term reintegration program generally have shorter claim duration than those who aren't participating. This can be attributed to working collaboratively with the service to ensure members have the support and tools required to effectively return to work, be it in a full or modified capacity.
  - Working with the long-term program allows for tailored return to work options to be developed (i.e., exposing members to certain triggers and providing opportunities for skill and confidence building) as well as the opportunity to monitor member progress

### Program Challenges

When asked to discuss challenges associated with the short-term program, internal stakeholders identified **two key themes**:

- **Resource availability:**
  - Specifically, stakeholders referred to concerns with range and member availability.
- **Organizational buy-in**
  - Need to ensure program can be sustained indefinitely and that the proper scope and resources are identified and available.
  - While the stigma regarding psychological injury has been steadily decreasing and the EPS culture has changed in that regard, members interviewed identified that there is still work to be done.

**Four key themes** were identified by internal stakeholders when asked to speak to challenges of the long-term program:

- **The long-term program is not as well-defined when compared to the short-term program.** This is in large part because the short-term program has been in operation for a considerably longer period of time as well as because there were not dedicated resources to the program until recently.
- Again, members **spoke to resources**. They spoke to the need to have to continually ask the organization for support, which, on occasion has waned. Additionally, one member indicated that (s)he has experienced burnout as a result of balancing the demands of the program with his/her primary workload.
- Stakeholders identified the **need to clarify roles among** work areas (i.e., what is in reintegration's scope, and what belongs to training section)
- Similar to the short-term program, members identified that while much work has been done, **there is still a Stigma that exists regarding traumatic psychological injuries**

The main challenge discussed by external stakeholders that access to the long-term program coordinator was a concern at times, though that has largely been mitigated now that the position is full-time.

Additionally, one interview participant expressed concern regarding minimal collaboration between treating psychologists and the head psychologist, remarking that on occasion, the head psychologist would “gate keep people’s participation in reintegration”. The participant went on to explain that members are being dis-served if the head psychologist “doesn’t agree to participation in reintegration exposure therapy.” To mitigate this concern, it was suggested that there should be a more collaborative approach between the psychologists to ensure that members’ needs are most effectively being met.

### 3.0 ACHIEVEMENT OF OUTCOMES

Question 2	Indicators
To what extent is the reintegration program successful in returning members back into active duty?	<ul style="list-style-type: none"> <li>• # of days lost</li> <li>• # of psychological benefit claims</li> <li>• Success rate of short-term program</li> <li>• Success rate of long-term program</li> </ul>

Expectation: Clients in the short- and long-term programs are successfully reintegrated back into active duty

#### Stakeholder Interviews

Each internal stakeholder remarked that **program was very successful**, though some indicated that success can be defined differently:

- In some cases, maybe a member doesn’t return fully to work, or works part time hours. “Success is 100%, it just looks different person to person”
- One stakeholder remarked that “even if a member decides to leave the service, the decision is made on a stable platform” and is still considered a success of the program :
- From an organizational standpoint, one interviewee remarked that members are returning to work quicker, minimizing sick time

Those interviewed also provided insight regarding **three** unintended outcomes of the program:

- Members who have participated in the reintegration program “trip over themselves trying to give back to people who have been through the same thing, or give back to the program.”
- Members who have gone through the program are its greatest advocates and speak highly of it to other members in the service.
- There has been a gradual shift in the EPS culture towards acceptance of mental health injuries and a decrease in stigmatization in that regard. Stakeholders remarked that this is due in part to the work of the Reintegration Program as well as other supports that have been made more readily available.

When speaking to the long-term program, interview participants spoke of **member impacts**:

- Change in their outlook: have seen members who were not eating or sleeping, had poor hygiene, etc. PTSD was defining who they were as a person. Members who go through

the long-term program who are excited to be back at work and contributing to the service

### Days Lost Claims

According to data provided by EPS' Occupational Health and Safety, from 2009-2017, 27 members have submitted a time loss claim for a traumatic psychological injury (i.e., PTSD or Anxiety). Of those, four participated in the short-term reintegration program, eight in the long-term program, and three in both. Twelve members did not participate in either program. The following table summarizes the average number of days lost pre- and post-2015, when the long-term reintegration program was officially stood up.

As illustrated, the average number of days lost due to PTSD claims has dropped considerably, post 2015; however, the greatest decreases are realized in members who have participated in the long-term or both the long- and short- term programs.

Conversely, the average number of days lost due to anxiety or neurotic disorder claims has increased post 2015 for those who were in the short-term or long-term programs. These increases are likely due to changes in tracking methods implemented by the Workers' Compensation Board.

	Program Type	Average Days Lost (Pre-2015)	Average Days Lost (Post-2015)
<b>Post-Traumatic Stress Disorder</b>	No Program	238	189
	Long-term Program*	477.25	141
	Both Programs	379	124
<b>Anxiety/Neurotic Disorder</b>	No Program	584.5	42
	Short-term Program	0	14.3
	Long-term Program	0	178
<b>Mental Disorder/Syndrome</b>	Both Programs	0	51

\*Members who filed time loss claims prior to 2015 participated in the long-term program when it became available.

### Participant Survey

Members who completed the survey sent out to short- and long-term reintegration program participants spoke favourably of the program, with 90% agreeing or strongly agreeing that they felt prepared to return to work after completing the program, and 82% reporting that they felt supported after their time in the reintegration program.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<b>I felt prepared to return to work after completing the program.</b>	0%	0%	10%	26%	64%
<b>I felt supported after the program.</b>	0%	3%	15%	33%	49%

**Question 3**

To what extent are member clients satisfied with the reintegration program

**Indicators**

- High levels of Client-reported levels of satisfaction

Expectation: Clients report high levels of satisfaction

**Participant Survey**

Almost all members who were in the short-term reintegration program indicated that they participated in firearms reintegration. Further, all members indicated that they were satisfied with the services received. When asked to rate the short-term reintegration program overall, 89% of survey respondents indicated that they were either satisfied or very satisfied.

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither dissatisfied or satisfied</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Firearms Re-integration (n = 31)</b>	0%	0%	0%	26%	74%
<b>CEW Re-integration (n = 3)</b>	0%	0%	0%	100%	0%
<b>Overall, how satisfied are you with the short-term reintegration program (n = 35)</b>	6%	0%	6%	46%	43%

Similar to the short-term program, all members who participated in the long-term program indicated they were satisfied with the services they received and with the program overall.

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither dissatisfied or satisfied</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Firearms Re-integration (n = 3)</b>	0%	0%	0%	0%	100%
<b>Driving Re-integration (n = 1)</b>	0%	0%	0%	0%	100%
<b>Location Visit (n = 3)</b>	0%	0%	0%	0%	100%
<b>Whiteboard / up-down exercises (n = 1)</b>	0%	0%	0%	0%	100%
<b>Exposure to equipment (n = 2)</b>	0%	0%	0%	0%	100%
<b>Overall, how satisfied are you with the long-term reintegration program (n = 4)</b>	0%	0%	0%	25%	75%

In general, members going through both the short- and long-term program indicated that they felt supported during and after the program and that the member they worked with was knowledgeable about the program.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I felt supported in progressing through the program at my own pace (n = 39)	0%	0%	8%	26%	67%
I felt supported during the program (n = 39)	0%	0%	0%	31%	69%
The member that worked with me was supportive (n = 39)	0%	0%	0%	15%	85%
The member that worked with me was knowledgeable about the reintegration program (n = 39)	0%	0%	3%	10%	87%

#### 4.0 LESSONS LEARNED

##### Question 4

What areas of strength/ areas for improvement exist in this program?

##### Indicators

- Areas of program strength/weakness identified

Expectation: EPS has identified lessons learned from the program

##### Program Strengths

Feedback was collected from interview participants and survey respondents regarding areas of strength in the short- and long-term reintegration programs. The following section summarizes their responses.

##### Stakeholder Interviews

Interview participants offered **three key strengths** of the short term program:

- The program is **leading edge and based solidly in research** regarding exposure therapy and reintegration. In fact, participants from within and external to the EPS remarked that the service's short-term program is the standard to which many other first responder agencies in Edmonton and beyond base their reintegration program.
- The program is **effective, well-established, and is built into the organizational culture**.
- Related, there has been a shift towards the **de-stigmatization** of traumatic psychological injury and mental illness as a result of the program.

When providing feedback regarding the strengths of the **long-term program**, interviewees identified **two key themes**:

- First, they reported that the program is **largely person-driven**, in that the program is tailored to the needs of participants get people back to work sooner. Additionally, the program does a good job of "encircling of the worker" making member feel supported and not alone.
- From a WCB perspective, **access to EPS resources and equipment** to allow exposure therapy to be conducted in a safe way and with the appropriate tools.

In general, all stakeholders interviewed spoke very highly of the reintegration program, suggesting that it has been a very rewarding experience to be part of something that has had such a positive effect on members. Those external to the service spoke very highly of the EPS' reintegration program and expressed gratitude for work done by the service to help develop the program in other agencies

### Survey Results

Thirty-two members provided additional feedback when asked what they felt was most effective about the reintegration program. Many of the survey respondents indicated that **feeling supported** was a major strength of the program. The following response is indicative of what many members felt regarding the program:

*"The one on one check-ins were extremely beneficial to me. It allowed me to talk about how I was doing, what I was feeling, and the struggles I was dealing with. I didn't feel judged or criticized - I felt listened to and allowed to express myself. The impact of what I went through was more than I imagined and these check-ins were paramount in my recovery."*

Further, many expressed appreciation towards the **exposure therapy**, itself, suggesting that the *"Most effective thing is just getting back used to your firearms after deployments."* Additionally, respondents expressed gratitude that they could move through the program at their own pace.

A majority of the members indicated the program was **beneficial to their recovery**, commenting on their appreciation of the reintegration teams and suggesting that it is a program that all members would benefit from. One member expressed skepticism regarding the program; however, realized its value after completing it:

*"I was irritated walking through the door, but walked out feeling better. It really was a positive experience."*

### Areas for Program Improvement

Feedback was collected from interview participants and survey respondents regarding areas for improvement in the short- and long-term reintegration programs. The following section summarizes their responses.

### Interview Results

When speaking to the short-term program, the most pervasive suggestion for improvement focussed on **resource availability**, referring to equipment or facility access (i.e., range), reintegration team member availability, or training for reintegration members.

When discussing the long-term program, interviewees from within and external to the EPS spoke to the importance of having a member working in a full-time role to better develop the program and ensure its consistency. Some went on to suggest that having a full-time member would help to better promote the program and to minimize the need to continually ask for support from the organization.

### Survey Results

Thirteen respondents provided additional feedback when asked what was least effective about the program. The primary concern of members centred on **timing and scheduling** of the program. Some expressed concern that it was difficult to schedule time at the range, while others were concerned that they “*needed to get back sooner.*” One member provided the following feedback regarding getting information and scheduling:

*“I found it very frustrating and difficult to arrange my re-integration. I was placed on administrative leave and felt that I had no information on what the next steps were. Although I emailed and phoned several times, I often did not receive a response timely, or people did not know who or what was happening. It took me several attempts and eventually I was able to get somebody to schedule the re-integration. The re-integration itself was great - but the arranging and scheduling of one was difficult.”*

Further, members expressed concern regarding a **lack of consistency**, indicating they did not have consistent members on their reintegration team.

When asked to provide suggestions for improvement, twenty-two members responded. The largest proportion of respondents indicated that the program **requires more resources** to continue to be successful (i.e., a full-time member working on the program or access to the indoor range). Additionally, some members indicated that there should be **additional or continued follow-up** once they’ve gone through the program. Many respondents indicated that the program is well-structured the way it is and no improvements are necessary.

## 5.0 CONCLUSION

The purpose of the EPS Reintegration Program evaluation was threefold. To assess...

1. ...how effectively program was implemented;
2. ...the achievement of outcomes; and
3. ...lessons learned and best practices developed.

### Program Implementation

The following evaluation question regarding the implementation of the program was identified:

1. What opportunities or challenges were encountered with regards to implementation?

A number of opportunities and challenges regarding program implementation were identified by interview participants

The following key **opportunities** were identified:

#### *Short-term Program:*

- The program is very **well-defined and is effective in returning members to work**

#### *Long-term Program*

- **Minimizes the amount of time an employee is away** from work and helps to successfully reintegrate members back into the service
- Stakeholders have identified the program as an effective mechanism to help **treat Post Traumatic Stress Disorder**
- **Increased understanding of traumatic psychological injuries** amongst police populations that wasn't there before
- **The peer-support nature of the program** allows participating members to feel supported and work through the program at their own pace and with someone who can well-relate to the challenges of policing

Conversely, the following **challenges** were noted:

#### *Short-term Program:*

- Ensuring **enough resources are available**, specifically access to the range and member availability.
- Ensuring **organizational buy-in**

#### *Long-term Program*

- The long-term program is **not as well-defined** as its short-term counterpart.
- There is still work to be done regarding the **de-stigmatization** of traumatic psychological injuries.
- **Resource availability**, specifically concerns regarding access to the program coordinator.

### Achievement of Outcomes

Two questions were asked assessing the achievement of program outcomes.

1. To what extent is the reintegration program successful in reintegrating members back into active duty?

Successful reintegration was identified in a number of different ways:

- Members going through the program are **returning to work quicker** than their counterparts.
- **“Success is 100%, it just looks different person to person”**: Some members may not return fully to work, work part-time hours, or leave the service entirely. These are still defined as successes to each individual member as they are empowered to make a sound decision regarding their path.
- Members who have gone through the program **rate it highly** and are **keen to give back** and help other members who have been in similar situations.

2. To what extent are member clients satisfied with the reintegration program?

Almost all members who completed the reintegration survey indicated they were satisfied with their respective programs.

- Short-term Program Satisfaction: **89%** reporting they were satisfied or very satisfied.
- Long-term Program Satisfaction: **100%** reporting they were satisfied or very satisfied.

### Lessons Learned

The following question was asked regarding lessons learned regarding the program

1. What areas of strength/ areas for improvement exist in this program?

The following **areas of strength** were identified:

*Short-term Program:*

- The program is **leading edge and based solidly in research**.
- There has been a shift towards the **de-stigmatization** of traumatic psychological injury and mental illness as a result of the program.
- Members going through reintegration indicated they were **supported** during and after their time in the program which was **beneficial to their recovery**.

*Long-term Program:*

- The program is **person-driven**; it is **tailored** to their needs and designed to be **supportive** in aiding their **return to work**.

The following **areas for improvement** were also identified:

*Short-term Program:*

- Better access to **resources**, including facilities, or team members to help with reintegrations.
- Related, members who have gone through the program expressed occasional concern over challenges in scheduling time with the reintegration team.
- Members going through reintegration indicated they were **supported** during and after their time in the program which was **beneficial to their recovery**.

*Long-term Program:*

- The need for a **full-time reintegration coordinator**.

**Appendix A - Evaluation Matrix**

<b>Issue</b>	<b>Question</b>	<b>What should be observed</b>	<b>Indicator(s)</b>	<b>Data source(s)</b>
<b>Implementation</b>	3. What opportunities or challenges were encountered with Short-term and long-term program delivery	A description of opportunities and challenges	Reported opportunities and challenges	Stakeholder Interviews (i.e., Clinician, member I/C)
<b>Achievement of outcomes</b>	4. To what extent is the reintegration program successful in reintegrating members back into active duty	Clients in the short- and long-term programs are successfully reintegrated back into active duty	# of sick hours  # of psychological benefit claims  Success rate of short-term program  Success rate of long-term program	HR Data  WCB Data  Program Documentation  Stakeholder Interviews (i.e., Clinician, member I/C)  Client Follow-ups
	5. To what extent are member clients satisfied with the reintegration program	Clients report high levels of satisfaction	High levels of Client-reported levels of satisfaction	Client Satisfaction Survey  Client Follow-ups
<b>Lessons Learned</b>	6. What areas of strength/ areas for improvement exist in this program?	EPS has identified lessons learned from the program	Areas of program strength/weakness identified	Stakeholder Interviews (i.e., Clinician, member I/C)  Client Satisfaction Survey

## **Appendix B – Interview Questions**

### **Stakeholder Interview**

1. What is your role with the Reintegration program?
2. What opportunities/challenges are/were encountered with...
  - a. ...Short-term program delivery
  - b. ...Long-term program delivery
3. To what extent is the reintegration program successful in reintegrating members back into active duty
  - a. How is this accomplished?
  - b. What impact do you see the program having on clients?
4. What areas of strength/ areas for improvement exist in this program?
5. If you could change anything about the program, what would it be and why?
6. Do you have any other thoughts you'd like to provide regarding the reintegration program

## Appendix C – Member Survey

Intro	<p>The Employee Assistance Section is currently reviewing its Short- and Long-term Reintegration Programs to identify how effective these programs are for members.</p> <p>To aid in this review, we are requesting your assistance. We ask that you take a moment to complete this brief questionnaire regarding your experiences with the program.</p> <p>Please note, this survey is voluntary; however, we value your feedback regarding your experiences. Your responses to the survey will remain confidential. The survey results will be released only in summary format in which no individuals can be identified.</p> <p>The survey results will be reported in aggregate to the Sgt I/C Reintegration Project and will be used to ensure services offered are meeting member need.</p>																																									
Q1	<p>What is your gender? Please select one response only.</p> <p><input type="radio"/> Male</p> <p><input type="radio"/> Female</p> <p><input type="radio"/> Other: <input type="text"/></p>																																									
Q2	<p>Where you involved in the short- or long-term program? Please select one response only.</p> <p><input type="radio"/> Short-term program</p> <p><input type="radio"/> Long-term program</p> <p><input type="radio"/> Both</p>																																									
Q3	<p>What type of incident(s) were you involved in? Please select all that apply.</p> <p><input type="checkbox"/> Officer-involved shooting</p> <p><input type="checkbox"/> Motor Vehicle Collision</p> <p><input type="checkbox"/> CEW use</p> <p><input type="checkbox"/> Other(s): <input type="text"/></p>																																									
Q4	<p>How did you enter the program? Please select one response only.</p> <p><input type="radio"/> Subject Officer - Mandated</p> <p><input type="radio"/> Witness Officer - Offered</p> <p><input type="radio"/> Self-initiated</p> <p><input type="radio"/> Referral from other employee</p> <p><input type="radio"/> Referral from Clinician</p> <p><input type="radio"/> Referral from WCB / Millard</p> <p><input type="radio"/> Other (describe): <input type="text"/></p>																																									
<p>Short_Term Include: Q2 IS Short-term program Q8 Q2 IS Both</p>	<p>Q5s Which services did you receive in the <b>Short-term</b> Program? Please select all that apply.</p> <p><input type="checkbox"/> Firearms Re-integration</p> <p><input type="checkbox"/> CEW Re-integration</p> <p><input type="checkbox"/> Driving Re-integration</p> <p><input type="checkbox"/> Control Tactics</p> <p><input type="checkbox"/> Location Visit</p> <p><input type="checkbox"/> Other: <input type="text"/></p>																																									
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Q6ai	<p>Overall, how satisfied are you with the <b>long-term</b> reintegration program? Please select one response only.</p> <p> <input type="radio"/> Very dissatisfied  <input type="radio"/> Dissatisfied  <input type="radio"/> Neither dissatisfied nor satisfied  <input type="radio"/> Satisfied  <input type="radio"/> Very satisfied         </p>																																																						
Q7	<p>Please rate your level of agreement with the following statements: Please select one response for each item.</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly disagree</th> <th>Disagree</th> <th>Neither agree nor disagree</th> <th>Agree</th> <th>Strongly agree</th> </tr> </thead> <tbody> <tr> <td>I felt supported in progressing through the program at my own pace</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>I felt prepared to return to work after completing the program</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>I felt supported during the program</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>I felt supported after the program</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	I felt supported in progressing through the program at my own pace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I felt prepared to return to work after completing the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I felt supported during the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I felt supported after the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>																								
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Openend	<p>Q9 What if anything, was <b>most effective</b> about the program? Please be as specific as possible.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Q10 What if anything, was <b>least effective</b> about the program? Please be as specific as possible.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Q11 If you have any suggestions for improvement, please provide them here: Please be as specific as possible.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div> <p>Q12 Please use this space to provide any additional feedback you may have regarding the reintegration program: Please be as specific as possible.</p> <div style="border: 1px solid black; height: 40px; margin-top: 5px;"></div>																																																						
ThankYou	<p><b>TERMINATE:</b> Thank you for your time and your opinion. We value both!</p>																																																						