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Ontario Provincial Police Report to the Ombudsman of Ontario July 2013

Introduction

On October 24th, 2012 the Ontario Ombudsman released his report *“In the Line of Duty’: Investigation into how the Ontario Provincial Police and the Ministry of Community Safety and Correctional Services have addressed operational stress injuries affecting police officers”*.

A total of 34 recommendations were made, 28 of which were directed toward the Ontario Provincial Police (OPP). The remaining six were directed toward the Ministry.

The OPP established an Operational Stress Injury (OSI) Working Group led by a Senior Officer, to conduct an in-depth review of all recommendations in order to identify and research opportunities to enhance or develop response services, programs, awareness and educational initiatives within the OPP. The OPP concurs with the Ontario Ombudsman’s definition of an OSI as: “any persistent psychological difficulty that police personnel experience as a result of operational duties including but not limited to: depression, anxiety, addictions, and post-traumatic stress disorder (PTSD).”

Below are the 28 recommendations proposed by the Ontario Ombudsman to the OPP and the corresponding responses. Beside each recommendation is a note on the status of the recommendation.

A description of the term used to describe the status of the recommendation follows:

- “Under Review” means the recommendation, its implications and requirements are currently being researched. The accountability for these recommendations may rest elsewhere and/or require significant resource investment, changes to contractual agreements, legislative changes, etc.
- “In Progress” means the recommendation has been researched. The OPP is conducting additional consultations, analysis and planning in order to implement an identified solution, or implementation is underway.
- “Complete” means a recommendation or potential/alternate solution has been identified and/or implemented.

For the purposes of this report, the following summarizes the Employee Assistance Programs (EAP) available internally and externally within the OPP to active and retired members and families.

The internal EAP programs consist of the following:

- Peer representatives who are trained in Critical Incident Stress Management and can respond immediately to critical incidents or individual members in crisis. The Manager, Psychological Services works jointly with the Provincial EAP Coordinator to identify and assess the needs of the organization on an ongoing basis and provides consultation and support, as required. The CISR Team and Trauma Teams are summarized as follows:
 - Critical Incident Stress Response (CISR) Team: Leads and teams are established in every region and are available to assist members dealing with a critical incident or individual members in crisis. A listing of the internal Regional Team Leads/members - EAP is maintained on the Career Development Bureau website. They are responsible for engaging the Manager, Psychological Services and Trauma Support Teams as well as the clinicians provided by the external EAP provider.
 - Trauma Support (TS) Team: A provincial team that provides support to members when the incident involves: a member who has been threatened with a weapon; has suffered an assault that has endangered their life or; has had to use lethal force in the line of duty.
- The OPP also has a Peer Assistance and Resource Team (PART), which is a program, designed by peers for peers and offers an informal and confidential opportunity for members of Provincial Communications Centres to speak to someone about a personal crisis, a "bad" call, or involvement in a critical incident.

The external EAP program consists of the following:

- A free, confidential, employer-sponsored service designed to provide a member and their family with access to a variety of supports at no cost to members on a 24/7 basis. Within the OPP, the EAP has an external service provider that offers a menu of services including short term counselling with trained professionals. The EAP offers confidential counselling on many issues including: stress reactions, anxiety and stress, substance misuse, depression, marital and family problems, financial issues, legal issues, childcare and eldercare.

The OPP is providing an ongoing summary of responses in this report.

Note: July 2013 updates are in italics, in bold.

Recommendation	Status	OPP Response July 2013
<p>Recommendation 1:</p> <p>The Ontario Provincial Police should take additional steps to reduce the stigma associated with operational stress injuries existing within its organization, including:</p>	<p>In progress</p>	<p>The OPP recognizes that stigma associated with operational stress injuries (OSI) needs to be addressed within the organization.</p> <p>The OPP continues to use internal communication forums including social media and organizational publications (e.g. <i>OPP Review</i>) to reduce stigma and encourage open communication on the topic of OSI. The OSI Working Group has launched a webpage for members, which includes contact information for Working Group members, progress reports, useful links and additional resources on OSI. OPP Commissioner Lewis has been very engaged on the topic of OSI and supporting a healthy workplace, and has made frequent internal and external communications to members, media, senior officers, supervisors, the OPPA, and the OPPVA committing to support active and retired members and families.</p> <p>On October 3, 2011 Commissioner Lewis launched a blog to engage all OPP employees in conversations on a variety of topics. On November 1, 2012, Commissioner Lewis added the “Supporting a Healthy Workforce” topic to engage employees in a discussion about the Ombudsman’s report. The Commissioner’s blog has encouraged dialogue on the topic of OSI. Members who participated in this forum had the opportunity to remain anonymous in their submissions. The blog had a tremendous number of comments and views.</p> <p>The OPP continues to connect with external resources as well. For example, the OPP and Ontario Provincial Police Association (OPPA) partnered with the Tema Conter Memorial Trust to issue an information package on trauma, stress and suicide prevention to all active and retired members which included a quick-reference booklet in a portable format. OPP Commissioner Lewis will represent the OPP at the Trust's 12th Annual Gala on February 23, 2013 and continues to build relationships and promote awareness of OSI with members, stakeholders and the public.</p> <p>On February 4, 2013, OPP Commissioner Lewis released a memo to all members regarding his priorities for</p>

Recommendation	Status	OPP Response July 2013
		<p>2013. The Commissioner’s first priority is Employee and Organizational Health and Wellness. This commitment to overall health and well-being is aimed at reducing stigma and encourages members to find a healthy work-life balance.</p> <p>On February 23, 2013, Commissioner Lewis provided opening remarks at the Tema Conter Annual Awards Dinner. Once again, the Commissioner publicly reaffirmed his commitment to addressing OSI issues within the OPP. The Commissioner makes every effort both internally and externally, to reduce stigma by addressing the issue at every opportunity whether it be as part of a speech he delivers, a presentation to recruits or supervisors or any media interview.</p> <p>The OPP and the OPPA have promoted and supported a series of presentations by Dr. Kevin M. Gilmartin on “Emotional Survival for Law Enforcement: A Guide for Officers and Their Families.” These sessions, designed to educate members on physical and mental wellness, will be taking place across the province from April 22 to April 26, 2013. The sessions are supported by Senior Management.</p> <p><i>In the Spring 2013 issue of the OPP Review, Commissioner Lewis introduced the magazine on the opening page with a Communique entitled “Developing Resilience in the OPP” which directly addressed the issue of stigma and OSI. In the same issue of the Review, the OSI Working Group presented a two page article on “Addressing Operational Stress Injuries”. The article outlined the group’s mandate. In addition, the OPP’s Eric Silk Library actively promotes wellness and highlighted some of the materials available for borrowing on Health & Wellness.</i></p> <p><i>The OPPA continues to publish “Your Health and Wellness” magazine, which most recently profiled information on “Getting Back to the 3 R’s”: resilience, resistance and recovery. The magazine is mailed to the residences of all active and retired members.</i></p> <p><i>In each and every speech the Commissioner delivers, internally, externally – to OPPVA groups, media, etc., Operational Stress Injuries and the OPP’s approach and supports available to members is always spoken to.</i></p>

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<p>a) conducting a comprehensive review of its education, training, peer support, employee assistance and other programming related to these injuries</p>	<p>a) in progress</p>	<p>Steps currently being reviewed in order to address the stigma associated with OSI include:</p> <p>a) The OPP Academy has conducted a review of their courses and information sessions that reference mental health and wellness. This inventory process is continuing with a request for information from the Canadian Police College (CPC), Ontario Police College (OPC), and other units within the OPP. The objective is to increase awareness and enhance training of OSI related issues.</p> <p>In relation to peer support and employee assistance, the OPP, as a pilot project, has resourced seven full-time Regional Team Lead – EAP positions for the Regional CISR/Trauma Teams. There is additional representation from retired members on the teams in the pilot project.</p> <p>The review of courses and information sessions, both internally and externally, is continuing and has been assigned to the Education/Training subcommittee of the OSI Working Group. As consultation occurs with other police agencies and stakeholders, the OPP will continue to gather best practices on education and training.</p> <p>Additionally, the Education/Training subcommittee has commenced an internal review of training initiatives including detachment/region health and wellness days and other training programs.</p> <p>Presentations delivered by the internal EAP teams have been reviewed and updated. Two separate presentations have been developed, one for members and the other for supervisors. This will ensure consistent messaging. Internal EAP pamphlets have been revised to reflect current practices and to highlight the availability of services for retired members and families.</p> <p>The OSI Working Group, in partnership with HR Services has developed and piloted a “Managing for a Healthy Workplace” workshop for managers at the rank of Staff Sergeant and above across the province. These pilot workshops are focused on Injury, Illness and Employment Accommodation</p>

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		<p>(IIEA), Return to Work, Workplace Safety Insurance (WSI), Employee Assistance Programs (EAP), and Workplace Discrimination and Harassment Prevention (including Respect in the Workplace and Conflict Management). This training encourages managers to learn and discuss practical strategies for managing a healthy workplace, to reduce the stigma associated with employment accommodation, and provide strategies for developing employment accommodation/return to work plans that are safe, appropriate and respectful. To date, two sessions have been held in East Region with 33 managers, at the rank of Staff Sergeant and above. Feedback from the first two sessions was positive. Additional sessions as part of the pilot have been scheduled for the Organized Crime Enforcement Bureau and North East Region for May.</p> <p>Internal EAP pamphlets have been revised to reflect current practices and to highlight the availability of services for retired members and families.</p> <p><i>A total of five “Managing for a Healthy Workplace” workshops have been piloted across the province. Feedback from the sessions was positive and additional sessions will be scheduled/delivered over the course of the summer and fall.</i></p> <p><i>On May 21, 2013, a memo along with a copy of the internal EAP pamphlet was sent by mail to the residences of all members on a longer-term leave from the workplace encouraging them to review the Ombudsman’s Report and the OPP’s quarterly report backs. Members were also reminded of the supports available to them while they are on leave through the internal and external EAP services. A memo was also posted internally for all active members reminding them of these services.</i></p> <p><i>EAP presentations delivered by the internal EAP teams have been revised to include additional information about OSI (including acute stress, cumulative stress, post-traumatic stress disorder, depression and burnout) and resiliency. Previously, there were two separate presentations for members and supervisors, however based on a review by the EAP team; a consistent and comprehensive presentation has been developed in consultation with the Manager, Psychological</i></p>

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		<p><i>Services.</i></p> <p><i>The internal EAP team structure has been re-aligned to amalgamate the CISR and Trauma team members under the supervision of a regional Team Lead to provide consistency and better serve the members of the OPP.</i></p> <p><i>Initial discussions have taken place with the Provincial Police Academy to include a training component on mental health and wellness in the annual 2014 Block Training for uniform members.</i></p> <p><i>The OPP publicly endorsed the “Not Myself Day at Work” national campaign developed by Partners for Mental Health (PMH) to address issues of mental health in the workplace in a non-threatening manner. By joining with PMH, the OPP is furthering awareness of mental health issues and reducing the stigma surrounding mental health. The approximately one hundred employers who joined the national campaign were highlighted in a one-page announcement in the front section of “The Globe and Mail” on June 6, 2013.</i></p> <p><i>On May 27, 2013, members of the OSI Working Group attended Durham Regional Police Service’s Emotional Survival Symposium to establish contacts and collect information about the topic of emotional survival.</i></p> <p><i>On May 28-29, OSI Working Group Project Lead attended the Conference Board of Canada’s Council on Workplace Health and Wellness two-day workshop on “Influence, Power and Culture: The Wellness Leader As A Catalyst”.</i></p> <p><i>On June 18-19, 2013, members of the OSI Working Group attended the Conference Board of Canada’s two-day Workplace Wellness and Mental Health Conference to learn about results measurement, research and innovative corporate wellness programs.</i></p>

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<p>b) consulting with experts, police stakeholders, the Canadian Forces, Veterans Affairs Canada, and other police organizations</p>	<p>b) in progress</p>	<p><i>On June 19-21, 2013, the OPP's Director, Human Resources and the OPP's Health and Safety Program Advisor attended the Law Enforcement Occupational Safety and Health (LEOSH) three day workshop hosted by Peel Regional Police which focused on the new CSA Standard on Mental Health in the Workplace and resiliency and included speakers from the Canadian Critical Incident Stress Foundation.</i></p> <p>b) A preliminary list of 37 outside agencies has been identified for consultation. To date, consultations have been held with the: Department of National Defense; Centre for Addiction and Mental Health; Office of the Chief Coroner for Ontario; Tema Conter Memorial Trust; Waypoint Centre for Mental Health Care; Ontario Association Of Chiefs Of Police (OACP) Post-Traumatic Stress Disorder Committee; Ministry of Labour Round Table on job related traumatic mental stress. The information gained from these consultations has assisted the OPP in identifying an inventory of best practices.</p> <p>Additional consultations have included Toronto Police Service, Badge of Life USA, Department of National Defense, Veteran's Affairs Canada, London Health Sciences Centre/Psychiatry Department, Ontario Provincial Police Veteran's Association (OPPVA). Additionally, consultation with the Ontario Association of Law Enforcement Planners and the International Association of Law Enforcement Planners has also commenced. Further consultations with other police agencies and stakeholders are continuing.</p> <p><i>On May 15, 2013, the Manager, Psychological Services and the OSI Working Group Project Lead met with members of the Service de police de la Ville de Montréal's (SPVM) Psychological Services Section to discuss their suicide prevention program.</i></p> <p><i>On June 11, 2013, the OSI Working Group Project Lead met with the Operational Stress Injury Social Support (OSISS) National Program Manager (Department of National Defence) and with the Manager of Veterans Affairs Canada/Department of National Defence Mental Health</i></p>

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<p>c) researching best practices relating to addressing operational stress injuries in policing; and</p>	<p>c) in progress</p>	<p><i>Partnerships (OSISS), to discuss their program.</i></p> <p><i>OSI Working Group members have also consulted with Toronto Police Service, Peel Regional Police, Halton Regional Police Service, Durham Regional Police Service, London Police Service, RCMP, York Regional Police Service, SPVM and Sûreté du Québec to discuss the recommendations and themes from the Ombudsman's report. Further consultations are scheduled to be completed by the end of July with Vancouver Police Service, Halifax Regional Police, Regina Police Service, Winnipeg Police Service and Edmonton Police Service.</i></p> <p><i>Consultations are ongoing.</i></p> <p>c) The OPP Operational Stress Injury (OSI) Working Group has commenced research into best practices regarding OSI in policing. The OPP will be surveying other Canadian police agencies in relation to best practices in the winter of 2013.</p> <p>Additional consultations are being scheduled for the coming months.</p> <p><i>On June 12, 2013, OPP Commissioner Chris Lewis and OPPA President Jim Christie jointly issued a memo to announce the launch of the OSI Working Group mailbox (OPP.OSI.Working.Group@Ontario.ca). Members (current and former) and their families are encouraged to confidentially contact the working group to share their thoughts and experiences, both positive and negative, on how the OPP handles issues associated with OSI in the workplace. Aggregate themes and issues will be identified in order to move forward. If personal interaction is requested by the author, a trained peer support member will follow up.</i></p> <p><i>Also in that memo, members were encouraged to visit the OPP.ca website to find resources and links for assistance in promoting mental health and to participate in a brief survey to provide suggestions for improving the quality and usefulness of the site.</i></p>

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<p>d) developing and implementing a comprehensive and co-ordinated program relating to operational stress injuries.</p>	<p>d) in progress Link to R2, Link to R6</p>	<p><i>The OSI Working Group Project Lead along with the EAP Coordinator have also met personally with several members, both active and retired, in order to hear first-hand of their experiences related to OSI.</i></p> <p>d) In June of 2012, the job description for the Manager, Psychological Services was updated to reflect its mandate to develop and implement an organizational mental health strategy that is aimed at identifying a comprehensive and coordinated program related to OSI. The strategy will be designed to be proactive - one that emphasizes prevention of OSI through education and training, along with early intervention - and one that supports members who are suffering from mental health issues and OSI. The Manager, Psychological Services position has recently been filled and the successful candidate is currently in the process of reviewing existing practices.</p> <p><i>This review is ongoing.</i></p>
<p>Recommendation 2:</p> <p>The Ontario Provincial Police should develop and implement a comprehensive, consistent, and co-ordinated education and training program for its members with regard to operational stress injuries, including keeping track of all presentations, courses and other educational and training initiatives.</p>	<p>In progress</p> <p><i>Link to R1a,</i> Link to R21</p>	<p>The OPP is reviewing existing training which reference mental health and wellness provided by the OPP Academy, our internal Employee Assistance Program (EAP), OPC, CPC and other external partners (e.g., Ontario Public Service Centre for Leadership and Learning, Canadian Police Knowledge Network, Ontario Police Video Training Alliance, etc.). This is to develop an inventory of courses in order to implement a comprehensive, consistent and coordinated education and training program with regard to OSI.</p> <p>The OSI Working Group is currently reviewing training available through external providers of training solutions for police and law enforcement personnel that offer training on OSI and critical incident stress management, such as the Canadian Police Knowledge Network. Additional courses and training packages will be reviewed in order to determine if there is suitable content for active and retired members and families to complement existing training relating to OSI issues.</p> <p>The OPP is examining options for enhancing tracking the participation of active and retired members and families in educational programs, training and presentations.</p>

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		<p>Since August 2012, the Manager, Psychological Services has delivered 12 presentations/courses to 957 attendees on the topic of OSI including OPP and external audiences (e.g. Tema Conter Common Threads Conference on February 22, 2013, which several members of the OSI Working Group also attended). Since January 1, 2013, the internal EAP teams have delivered 38 presentations to 530 members and 20 information sessions to 168 members; topics included: EAP services, programs and critical incident stress management.</p> <p>The OSI Working Group Project Lead has delivered 5 presentations to 114 attendees on various topics related to OSI since October 2012.</p> <p>As noted in Recommendation 1a, HR Services in partnership with the OSI Working Group is piloting workshops for managers across the province.</p> <p>The OPP's "Our Mental Health" DVD and accompanying workshop, created as an educational tool for all members, has been delivered to the OSI Working Group as a pilot. The workshop features the 45 minute DVD and depicts three personal stories regarding OPP members who have experienced mental illness. The goal is to raise awareness, reduce stigma, promote greater acceptance at work and enhance willingness to seek help.</p> <p><i>Since April 24, 2013, the Manager, Psychological Services and members of the OSI Working Group have delivered an additional 10 presentations/courses on the topic of OSI to approximately 350 attendees.</i></p> <p><i>On May 28, 2013, the Commander of the Career Development Bureau conducted a presentation on OSI and the Ombudsman Report at the Provincial Detachment Commander Conference. Eighty detachment commanders attended.</i></p> <p><i>Since the last report back, the internal EAP teams have delivered an additional 46 presentations to 705 members, 62 retirees, and 10 information sessions to 165 members.</i></p>

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		<p><i>As noted in recommendation 1a, the workshop for managers will continue to be scheduled/delivered in the summer/fall months. This training is being tracked in the OPP's internal Workforce Planning Information System.</i></p> <p><i>The OPP is currently evaluating capacity to continue the roll-out of "Our Mental Health" DVD and accompanying workshop.</i></p>
<p>Recommendation 3:</p> <p>The Ontario Provincial Police should develop and implement education, training and outreach programs relating to operational stress injuries, designed for family members of officers.</p>	<p>In progress</p> <p>Link to R2, Link to R19</p>	<p>To encourage open and informed communication, the OPP has launched a webpage under the Resources tab of their public website, opp.ca. The page includes the revised EAP pamphlets (referenced in Recommendation 1a), contact information for internal and external EAP services, and relevant links. There is also a brief survey regarding content to assist in ongoing evaluation and updating of the page. As a public site, opp.ca is accessible to employees' family members, Auxiliary staff, retired and former members and employees absent from the workplace or who prefer to access from home. The webpage is bilingual.</p> <p>Members of the OSI Working Group recently attended the "Military Families Matter" conference organized by Military Family Service and the Vanier Institute of the Family. The conference included representation from a variety of stakeholders, including civilian community organizations and government agencies who deliver, design, evaluate and/or fund programs that benefit Canadian Forces members and their families. The OSI Working Group established contacts with family support organizations and has commenced its consultation process to review best practices as they relate to programs and services for families.</p> <p>On March 27, 2013, the Tema Conter Memorial Trust held an "Informational Event on Post Traumatic Stress Disorder" which the OPP internally promoted and supported. Several members of the OSI Working Group and members of the internal EAP Teams attended the event.</p> <p>On April 4, 2013, members of the OSI Working Group met with the Executive Director of Sky Works Charitable Foundation to discuss their current research project regarding the impact of post-traumatic</p>

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		<p>stress disorder on the families of military members.</p> <p>The OSI Working group continues to consult with other police agencies and stakeholders to research best practices regarding support for family members.</p> <p><i>Since the “Health and Wellness” page of the opp.ca public site was launched on April 22, 2013, there have been 604 visits and 14 people have responded to the survey. To date, there have been 2,056 visits to the OSI Working Group intranet (internal) page.</i></p> <p><i>On June 1, 2013, representatives of the internal EAP team and OSI Working Group participated in the annual Family Day event held at general headquarters (GHQ) in order to raise awareness of peer support and EAP resources (both internal and external) available to family members. OSI Working Group and EAP team members were also available to discuss the Ombudsman’s recommendations.</i></p> <p><i>Also on June 1, 2013, representatives of the internal EAP team, OSI Working Group and OPPA participated in the first annual “i Run and Rock” event which encourages community partners, first responders and their families to come together to reduce stigma, increase understanding of PTSD while raising money for PTSD research at Southlake Regional Health Centre in Newmarket.</i></p> <p><i>OPP Commissioner Chris Lewis declared June 6, 2013 OPP Veteran’s Day. Between June 5 and June 7, numerous events were held across the Province involving and honouring OPP veterans and retirees. The OSI Working Group and internal EAP team members participated in the day’s events at GHQ to raise awareness of peer support and EAP resources (both internal and external) available to retirees. OSI Working Group and EAP team members were available to discuss the Ombudsman’s recommendations.</i></p>
<p>Recommendation 4:</p> <p>The Ontario Provincial Police should expand the use of peer presenters in its education</p>	<p>In progress</p> <p>Link to R1, Link to R2,</p>	<p>As noted in the response section for Recommendation 1, seven positions for Regional Team Lead - EAP have been filled as a pilot project. One of the key responsibilities for these positions is to coordinate the delivery and implementation of specialized training in partnership with the OPP Academy (i.e., suicide</p>

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<p>and training efforts related to operational stress injuries.</p>	<p>Link to R18</p>	<p>prevention and mental health awareness) and to promote continuing education and awareness on these components and services available in the OPP.</p> <p>As noted in Recommendation 2, the internal EAP teams are regularly delivering presentations and information sessions to members. Also, members of the internal EAP team delivered the OPP’s “Our Mental Health” DVD and accompanying workshop to the OSI Working Group.</p> <p>Additionally, peers are used in the delivery of OPP recruit training on the topic of emotional survival as part of post-OPC training. These peer presenters discuss their personal journeys associated with OSI. This training is scheduled for a half day.</p>
<p>Recommendation 5:</p> <p>The Ontario Provincial Police should work with its external Employee Assistance Program provider, in consultation with police stakeholders, to establish a confidential means of statistically tracking OPP client contacts relating to operational stress injuries.</p>	<p>Complete</p> <p>Link to R16</p>	<p>The external EAP provider’s statistics, while indicating extensive use of the program, are not necessarily indicative of incidences of OSI. Their clinicians/intake workers do not diagnose OSI; however, may observe symptoms of stress, anxiety, substance misuse, stress reactions or depression, and encourage or facilitate a referral to a suitable professional.</p> <p>OSI-specific statistics are not available through this source. However, the OPP has been successful in obtaining general usage rate statistics through the external EAP provider. As received, this information will be reviewed by the Manager, Psychological Services and the Provincial EAP Coordinator.</p>
<p>Recommendation 6:</p> <p>The Ontario Provincial Police should consult with police stakeholders as well as organizations that provide specialized supports for those suffering from operational stress injuries, with a view to creating a system allowing for immediate referrals for officers and their families to professionals</p>	<p>In progress</p> <p>Link to R1(b), Link to R8</p>	<p>As noted in recommendation 1b, the OPP will consult with police stakeholders and organizations that provide specialized supports for members suffering from OSI, and for their families.</p> <p>In July 2012, the OPP worked with the external EAP provider to enhance the delivery of CISR/Trauma services. Fifteen clinicians from across the province work in conjunction with the OPP’s CISR/Trauma teams to support members and expedite response time following a critical incident. These clinicians will receive specialized OPP training with regard to the internal EAP programs and police culture awareness. This will increase the internal EAP’s effectiveness and foster consistency of services available to support our</p>

Recommendation	Status	OPP Response July 2013
<p>with expertise in treating operational stress injuries.</p>		<p>members.</p> <p>A community referral list is already in use and is being further developed; see recommendation 8.</p> <p>The community referral list, which originally consisted of 40 names has expanded to approximately 125 names and is being used on a regular basis. The list is being expanded weekly and will also include counsellors accredited through the Ontario Association for Marriage and Family Therapy and other certified organizations. In addition to counsellors specialized in treating OSI, this will allow the OPP to include specialty referrals such as addictions, eating disorders, marriage counselling, etc.</p> <p>The OPP will continue to consult with police stakeholders and organizations that provide specialized supports for members experiencing OSI, and for their families.</p> <p>The OPP continues to utilize the clinicians from our external EAP provider for debriefings, as required. Consultation is ongoing with our external EAP provider regarding specialized OPP training.</p> <p><i>In June 2013, members of the OSI Working Group, Psychological Services, internal EAP and the OPPA visited health centres with expertise in post-traumatic stress recovery, addictions and other mental health matters. Through these visits, a better understanding was gained of available programs, options for access by OPP members and their families.</i></p> <p><i>The community referral list continues to be used and additional names are being added regularly.</i></p>
<p>Recommendation 7:</p> <p>The Ontario Provincial Police should, in consultation with police stakeholders, develop a plan to allow officers access to longer-term specialized support for</p>	<p>In progress</p> <p>Link to 1b, Link to R6, Link to R8, Link to R9,</p>	<p>Workplace injuries and illnesses are, and will continue to be, within the scope of the Workplace Safety and Insurance Board (WSIB). While changes to WSIB processes are not within the OPP's scope of influence/control, the OPP will work collaboratively with the WSIB in terms of the management of cases to ensure that information required by WSIB is provided in an expedient manner. Members experiencing an OSI will be advised to submit a claim to the WSIB. Claims approved under the Board's Traumatic Mental</p>

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<p>operational stress injuries, absent the restrictions of the existing Employee Assistance Program.</p>	<p>Link to R17</p>	<p>Stress Policy (15-03-02) may include entitlement to health care benefits, paid for by WSIB. Health care includes, but is not limited to: longer term professional services provided by a health care practitioner and/or services provided by hospitals and other health care facilities.</p> <p>A representative of the WSIB is scheduled to present to the OSI Working Group on February 5, 2013 regarding the WSIB's Traumatic Mental Stress Policy, including provisions for long-term specialized supports and practices related to filing claims.</p> <p>Where longer-term specialized supports are required, which are not within the scope of the WSIB, members have access to benefits through their benefits provider, including access to drug, medicine and out-of-hospital licensed psychological treatment in accordance with plan coverage. Active and retired members, their dependents and surviving family members have coverage for 90% of prescription drugs. Out-of-hospital licensed psychological treatment will cover visits, including family and group therapy, up to \$50.00 per half hour for individual psychotherapy and/or testing and \$50.00 per hour for all other visits (secondary patients) and sitting in for consultation. Coverage has an annual maximum of \$1500 for psychological treatment. Coverage also includes services rendered by a Social Worker with a Master's Degree in Social Work or a qualified Psychiatrist, where such services are equivalent to the services that would otherwise be provided by a Psychologist. Members can obtain information on benefits by contacting their benefits provider.</p> <p>A representative from WSIB's Serious Injury Services, presented to the OSI Working Group on February 5, 2013 regarding the WSIB's Traumatic Mental Stress Policy. The WSIB has many specialty programs available to injured workers to assist them with specific recovery difficulties. The WSIB refers members to the London Health Sciences Centre or the Centre for Addiction and Mental Health (CAMH) for services in their Psychological Trauma Programs. The Substance Management Program at CAMH is also used by the WSIB.</p> <p>Where longer-term specialized supports are required, which are not within the scope of the WSIB, members have access to their benefits and may be referred for specialized support through their family</p>

Recommendation	Status	OPP Response July 2013
		<p>doctor. Members may also become aware of specialized supports by the OPP's internal EAP teams.</p> <p>The OSI Working group continues to consult with other police agencies and stakeholders to research best practices regarding long term specialized support related to operational stress injuries.</p> <p><i>See recommendation 1b for consultations to date.</i></p>
<p>Recommendation 8:</p> <p>The Ontario Provincial Police should consult with the Employee Assistance Provider, mental health professionals as well as other police organizations and create a community referral list of mental health resources.</p>	<p>Complete</p> <p>Link to R6</p>	<p>Complete.</p> <p>As noted in recommendation 6, a community referral list has been developed and maintained by the Manager of Psychological Services. The list is organized by region, community and by available service and is accessible to the Manager, Psychological Services, Provincial EAP Coordinator, and the CISR/Trauma teams.</p> <p>There are currently approximately 40 names on the list, covering all regions. In addition to names of Psychiatrists, Psychologists, Social Workers and other qualified counsellors with experience and expertise within the field, the list is comprised of services/agencies, including inpatient and outpatient programs.</p> <p>The intention is to expand this list to include several referral options across the province. The OPP continues to consult with the external EAP provider, other police services and mental health professionals. This list will be continually augmented and revised as new resources become available or are identified.</p>
<p>Recommendation 9:</p> <p>The Ontario Provincial Police should, in consultation with police stakeholders, develop a plan to provide retired officers with ongoing access to specialized supports for operational stress injuries.</p>	<p>In progress</p> <p><i>Link to 1b,</i> Link to R7, Link to R20</p>	<p>The OPP is committed to supporting its entire workforce, including retired members and families. The OPP will continue to improve communication to ensure that retired members and families are aware of available supports that are currently in place.</p> <p>All OPP retired members have access to the CISR/Trauma teams, which include retired uniform members as a pilot project. These services consist of responding to retired members in crisis and assisting them to</p>

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		<p>build resource supports which may include making referrals to health care professionals.</p> <p>Currently, the contract with the external EAP provider allows for access to 5 counselling sessions for a member and/or dependent within three months of retirement, resignation or termination. The contract allows for an additional five sessions within 12 months of retirement, resignation or termination upon approval of the OPP.</p> <p>When a retired member is experiencing an OSI and contacts the OPP, they are advised to contact the WSIB to submit a claim. Claims approved under the board's Traumatic Mental Stress Policy (15-03-02) may include entitlement to health care benefits, paid for by WSIB; see recommendation 7. The OPP has a commitment from the OPPA that access to both internal and external EAP programs will continue to be communicated as part of the Retirement Seminars available to members pre-retirement.</p> <p>OPP Commissioner Lewis has met personally with retired Detective Inspector Bruce Kruger, one of the 28 retired members the Ombudsman interviewed. Commissioner Lewis committed to addressing his concerns and involves the OPPVA in the implementation of solutions to improve preventative/pro-active supports and assistance for those who suffer from OSI in retirement. The OSI Working Group met with the OPPVA on January 7, 2013 and will continue consultations regarding issues affecting retired members.</p> <p>On March 8, 2013, the OSI Working Group Project Lead met with retired Detective Inspector Bruce Kruger and his wife, Lynn. The discussion pertained to the background and context of Mr. Kruger's personal experience relative to the Ombudsman's Report.</p> <p>On March 18, 2013, OPP Commissioner Lewis issued a memo to all members, regarding OPP Veteran's Day which occurs annually in June. Regions are encouraged to consider events for veterans and their spouses/guests in concert with the OPPVA. These events are an opportunity to celebrate and thank OPP veterans for their contributions to making the OPP the great organization it is today.</p> <p>Approval has been received to provide access and <u>automatic</u> authorization for the additional five EAP</p>

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		<p>sessions for OPP employees and their dependents upon resignation, retirement or termination. The contract with the external EAP provider always allowed for the additional sessions, however was previously contingent upon approval of the OPP. This will now be provided to all former employees, to be used within twelve months of resignation, retirement or termination.</p> <p>On April 12, 2013, the OSI Working Group Project Lead met with the President of the OPPVA to discuss issues pertaining to OPP retirees, including notification of the automatic authorization of additional sessions for retired members. Consultation with this group will be ongoing.</p> <p>As noted in recommendation 3, retired members can access information and resources via opp.ca.</p> <p>The OPP will continue to consult with police stakeholders and organizations regarding supports for retired members.</p> <p><i>The President of the OPPVA and the OSI Working Group Project Lead continue to communicate regularly on issues affecting retired members and their families.</i></p> <p><i>As noted in Recommendation 3, OPP Commissioner Chris Lewis declared June 6, 2013 OPP Veteran’s Day. Between June 5 and June 7, numerous events were held across the province involving and honouring OPP veterans and civilian retirees.</i></p> <p><i>On May 24, 2013, a memo was issued advising managers to use template retirement/resignation acknowledgement letters to encourage members to participate in exit interviews and access internal and external EAP resources following an exit from the OPP.</i></p> <p><i>Regular contact continues to occur between the OSI Working Group Project Lead and the OPPA. The OSI Working Group was invited to submit an article on their work to the OPPA’s “Your Health and Wellness” magazine. The article will appear in the Fall 2013 issue.</i></p>

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<p>Recommendation 10:</p> <p>The Ontario Provincial Police should review the activities of the Staff Psychologist to identify gaps in the position description and revise it to reflect the actual scope of this position.</p>	<p>Complete</p> <p>Link to R1(d)</p>	<p>In June of 2012, the job description was revised to reflect the scope of practice for the “Staff Psychologist”. The position title was updated to “Manager, Psychological Services”, which more accurately reflects the current scope of the position.</p> <p>The purpose of the position is to:</p> <ul style="list-style-type: none"> • provide leadership and program management for the planning, development, coordination and implementation of a psychological services program involving assessment of results/recommendations of psychological testing for new recruits and specialized team members; • attend severe critical and traumatic incidents and assist with debriefs and provide ongoing evaluation of the effectiveness of internal and external counselling services for critical incident debriefs; • research and develop strategies to support organizational needs within the establishment of an overarching organizational mental health strategy; and • provide consultation and training to management and executive staff. <p>The Manager, Psychological Services does not diagnose or provide treatment to members but will continue the maintenance of the community referral list, which will be used to assist members seeking diagnosis/treatment from practitioners. Upon request, the Manager, Psychological Services provides a list of mental health service providers in their communities from which a member can choose.</p>
<p>Recommendation 11:</p> <p>The Ontario Provincial Police should adequately resource the Psychological Services Section through addition of mental health professionals, or find an appropriate alternative to the present system</p>	<p>In progress</p> <p>Link to R6, Link to R12</p>	<p>The role of the Manager, Psychological Services, is not to diagnose or provide treatment to members, but to consult with experts who provide treatment to ensure that appropriate referrals are made. The OPP is identifying additional resource options across the province to ensure that members can be referred to appropriate providers within their communities.</p> <p>As noted in recommendation 6, the OPP worked with the external EAP provider to enhance the delivery of CISR/Trauma services. Fifteen clinicians from across the province work in conjunction with the OPP’s</p>

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		<p>CISR/Trauma teams to support members and expedite response time following a critical incident. These clinicians will receive specialized OPP training with regard to the internal EAP programs and police culture awareness. This will increase the internal EAP's effectiveness and foster consistency of services available to our members.</p> <p>The OPP will also evaluate staffing requirements within Psychological Services.</p> <p>The staffing requirements within OPP Psychological Services are currently under review, as is the Psychometrist's job description. In order to provide immediate support to Manager of Psychological Services, a temporary position has been created. The successful candidate is currently working with the Manager on issues related to OSI, the development of a comprehensive Mental Health Strategy and the personnel selection process.</p> <p>As noted in Recommendation 6, the OPP continues to utilize the clinicians from our external EAP provider for debriefings. Also noted in Recommendation 6, the expanded community referral list is being used on a regular basis.</p> <p>The OPP will continue to consult with police stakeholders and organizations regarding psychological services.</p>
<p>Recommendation 12:</p> <p>The OPP should, in consultation with police stakeholders, the Canadian Forces, Veterans Affairs Canada and other police organizations, provide direct access for its members to psychological services, through retaining outside consultants, pursuing partnerships with other organizations or creating a</p>	<p>In progress</p> <p><i>Link to 1b,</i> Link to R6, Link to R11, Link to R13</p>	<p>As noted in recommendation 11, the OPP is exploring additional resource options across the province to ensure that members can be referred to appropriate professionals, through consultation with various police stakeholders and mental health organizations.</p> <p>As noted in Recommendations 6 and 11, the expanded community referral list is being used on a regular basis and clinicians from our external EAP provider are continuing to be utilized for debriefings.</p> <p>The OPP will continue to consult with police stakeholders and organizations regarding psychological</p>

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physically separate, enhanced Psychological Services Section.		<p>services.</p> <p><i>As noted in recommendation 1b, additional consultations have been held with police organizations and consultations with other agencies are ongoing.</i></p>
<p>Recommendation 13:</p> <p>The Ontario Provincial Police should create a unified and co-coordinated Safeguard Program, entrenched in police orders.</p>	<p>In progress</p> <p>Link to R11, Link to R15, Link to R25</p>	<p>The OSI Working Group established a subcommittee to evaluate “safeguarding” options, including the identification of other high-risk units who may be candidates to be included in the Safeguard Program as it exists for Child Sexual Exploitation Services (CSES) today.</p> <p>The subcommittee is working towards a proposal for a multi-tiered Safeguard Program.</p> <p>Additional consultation is required with other police agencies in order to ensure that any changes or enhancements to the OPP’s existing program is consistent with emerging trends/best practices in the field.</p> <p><i>Consultations are ongoing.</i></p>
<p>Recommendation 14:</p> <p>The Ontario Provincial Police should conduct a service-wide functional assessment to identify units whose work regularly exposes them to traumatic events and, in consultation with police stakeholders, expand the Safeguard Program to include these units.</p>	<p>In progress</p> <p>Link to R13, Link to R15</p>	<p>As noted in Recommendation 13, the OSI Working Group established a subcommittee to evaluate “safeguarding” options within the OPP.</p> <p>The OSI Working Group’s Safeguard subcommittee includes representation from the following areas: CSES, Forensic Identification Services, Highway Safety Division, Provincial Operations Intelligence Bureau, Provincial Communications Centre, Region, Field Support Bureau, EAP Critical Incident Stress Response/Trauma, Psychological Services and Human Resources Services.</p> <p>The subcommittee is currently evaluating options related to the expansion of the program to other units ensuring that broad consultation occurs within the OPP.</p> <p><i>Consultations are ongoing.</i></p>

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<p>Recommendation 15:</p> <p>The Ontario Provincial Police should, in consultation with police stakeholders, research and implement a comprehensive, proactive and preventive “Safeguard” or enhanced education and mental wellness checkup program, available to all its members.</p>	<p>In progress</p> <p>Link to R1b, Link to R13</p>	<p>As noted in Recommendation 13, the OSI Working Group established a subcommittee to evaluate “safeguarding” options within the OPP.</p> <p>As noted in Recommendation 1b, the OPP consulted with the Badge of Life USA who recommends a voluntary wellness check on an annual basis.</p> <p>As part of broader ‘safeguarding’, the OPP continues to evaluate its training, education and resources available to encourage members to have mental health check-ups annually. The OSI Working Group will be consulting broadly on the topic of mental wellness checkups.</p> <p><i>Consultations are ongoing.</i></p>
<p>Recommendation 16:</p> <p>The Ontario Provincial Police should conduct a confidential survey of all its officers on operational stress injuries, which it should develop in consultation with medical experts, the Canadian Forces and other police organizations</p>	<p>In progress</p> <p><i>Link to R1,</i> Link to R5</p>	<p>The OPP is exploring options related to an independent survey of all OPP members. Options under consideration include an internal survey or a survey in partnership with a university level researcher with expertise in OSI. Preliminary meetings have been held with an academic researcher concerning the potential for collaborating on this type of survey.</p> <p>On April 11, 2013, the OSI Working Group Project Lead, Manager of Psychological Services, the OPP Forensic Psychiatrist, as well as the Ministry of Community Safety and Correctional Services (MCSCS) Ombudsman Report Lead, met with a representative from the Health Services Centre with the Department of National Defense. Discussions focused on an epidemiological study regarding operational stress injuries. Further consultation is required.</p> <p><i>Further consultation specific to the epidemiological study is ongoing.</i></p> <p><i>As noted in recommendation 1, the OPP and OPPA are encouraging active and retired members and their families to provide their feedback by email to the OSI Working Group.</i></p>

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<p>Recommendation 17:</p> <p>The Ontario Provincial Police should keep a comprehensive record of critical and traumatic incidents and the officers involved, and follow a consistent and proactive practice, in consultation with the Workplace Safety and Insurance Board, relating to filing claims for such incidents, even where injuries are not immediately apparent.</p>	<p>In progress</p> <p><i>Link to R1b,</i> Link to R7</p>	<p>The OSI Working Group will be consulting with the WSIB and other police services in defining critical/traumatic incidents for the purpose of developing and implementing a standardized reporting protocol across the organization.</p> <p>As noted in Recommendation 7, a representative of the WSIB is scheduled to present to the OSI Working Group on February 5, 2013 regarding the WSIB's Traumatic Mental Stress Policy, including provisions for long-term specialized supports and practices related to filing claims.</p> <p>Currently, WSIB policy requires employers to report injuries/illnesses to WSIB that have resulted in health care, lost time from work, or modified duties for greater than 7 calendar days (WSIB Policy 15-01-02).</p> <p>On February 5, 2013, a representative from the WSIB Serious Injury Services department presented to the OSI Steering Committee regarding the WSIB Traumatic Mental Stress Policy. On March 25, 2013, members of the OSI Working Group met with the Director and Assistant Director of Serious Injury Services at the WSIB. The discussion focused on filing claims for such incidents, even where injuries are not immediately apparent. Further discussion is anticipated on this issue.</p> <p>Internally, a province-wide survey was conducted with all regions and bureaus to gather information regarding the tracking of critical and traumatic incidents, where injuries are not immediately apparent. Analysis of the information is underway.</p> <p><i>As noted in recommendation 1b, consultations are ongoing. Consultations with other police services include questions regarding the protocol for recording critical and traumatic incidents with the WSIB.</i></p>
<p>Recommendation 18:</p> <p>The Ontario Provincial Police should take steps to ensure that its internal peer teams</p>	<p>In progress</p> <p><i>Link to R1a,</i> Link to R4,</p>	<p>Seven positions for Regional Team Lead - EAP have been filled as a pilot project. Additionally, there is representation from retired members on these teams. One of the responsibilities of these positions is to ensure that Regional CISR/Trauma team members provide consistent follow-up with members and their</p>

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<p>provide more consistent follow-up with officers after critical and traumatic incidents, and that peers are encouraged to maintain contact with officers who are on leave from work due to operational stress injuries.</p>	<p>Link to R20</p>	<p>families following critical/traumatic incidents and for one-on-one support.</p> <p>At present, CISR/Trauma Team members determine the frequency of contact in collaboration with the person they are helping. A Standard Operating Procedure (SOP) is under development for CISR/Trauma Teams to encourage consistency and continuity of services.</p> <p>The OPP uses an internal EAP database for the purpose of tracking incidents and allowing the Regional Team Leads a mechanism to identify opportunities for follow-up with members following critical or traumatic incidents. As of January 2013, the database was modernized to more accurately capture and reflect all team activity.</p> <p>The OPP is currently building capacity and including retired members in the CISR/Trauma teams through the piloted positions. The selection process for additional CISR/Trauma, PART and Commissioned Officer team members is underway. Additional members will enhance the OPP's ability to provide more frequent and consistent follow up.</p> <p>Internal EAP team members are consistently following up with members, family members and retirees, in a timely manner after initial contact.</p> <p>All team members attend an Individual/Group Crisis Intervention Training when they are selected to be part of the teams; this mandatory training program ensures consistency and encourages team members to follow up regularly. Additionally, the Regional Team Leads – EAP are receiving training on April 23-25, 2013 on various topics, including injury, illness and employment accommodation, WSIB and Workplace Discrimination and Harassment Prevention. This training will help to ensure consistency when supporting members across the province and provide an opportunity to discuss best practices.</p> <p>As noted in Recommendation 1a, the OSI Working Group, in partnership with HR Services is piloting workshops across the province for managers, at the rank of Staff Sergeant and above.</p>

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		<p><i>Also, as noted in recommendation 1a, a total of five “Managing for a Healthy Workplace” workshops have been piloted.</i></p> <p><i>As well, on May 21, 2013, a memo and an internal EAP pamphlet was sent to all members on a longer term leave from the workplace reminding them of the supports available while they are on leave through the internal and external EAP. A memo was also posted internally reminding active members of internal and external EAP services.</i></p>
<p>Recommendation 19:</p> <p>The Ontario Provincial Police should develop the proposed family peer support program, including recruitment of family peers, as soon as possible.</p>	<p>In progress</p> <p><i>Link to R1b,</i> Link to R3, <i>Link to R6</i></p>	<p>On January 20, 2013, a Human Resources Program Advisor, with expertise in injury, illness and employment accommodation (IIEA), was assigned to the OSI Working Group to assist with the evaluation of options as they relate to IIEA and supports for family members in the OPP. The Advisor has been identified as a contact on IIEA matters for the EAP Coordinator and Regional Team Leads as they support members. Members will be referred to their managers and/or OPPA representatives where appropriate for support as they navigate IIEA processes.</p> <p>As noted in Recommendation 3, members of the OSI Working Group recently attended a conference on Military Family Supports.</p> <p>The OSI Working group continues to consult with other police agencies and stakeholders to investigate best practices regarding family support.</p> <p><i>As noted in recommendation 6, in June 2013 members of the OSI Working Group, Psychological Services, internal EAP and the OPPA visited health centres to meet with professionals experienced in providing expertise in post-traumatic stress recovery, addictions and other mental health treatment programs. These visits included discussion about available family services.</i></p> <p><i>As noted in recommendation 1b, on June 11, 2013, the OSI Working Group Project Lead met with the Operational Stress Injury Social Support (OSISS) National Program Manager (Department of National</i></p>

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		<p><i>Defence) and with the Manager of Veterans Affairs Canada/Department of National Defence Mental Health Partnerships (OSISS).</i></p> <p><i>Consultations are ongoing to investigate best practices regarding support for family members.</i></p>
<p>Recommendation 20:</p> <p>The Ontario Provincial Police should establish a peer support program for retired officers, and recruit volunteer retired members for use in its peer support programs for active and retired officers.</p>	<p>In progress</p> <p>Link to R9, Link to R18, Link to R19</p>	<p>CISR/Trauma teams provide immediate and confidential assistance, as well as follow up support to active and retired members following a critical incident or in crisis. As noted in Recommendation #9, all OPP retired members have access to the CISR/Trauma teams, which include retired uniform members as a pilot project. These services consist of responding to retired members in crisis and assisting them to identify resource supports which may include making referrals to health care professionals. As noted in Recommendation #9, OPP Commissioner Lewis has met personally with retired Detective Inspector Bruce Kruger, one of the 28 retired members the Ombudsman interviewed. Commissioner Lewis committed to addressing his concerns and involves the OPPVA in the implementation of solutions to improve preventative/pro-active supports and assistance for those who suffer from OSI in retirement. The OSI Working Group met with the OPPVA on January 7, 2013 and will continue consultations regarding issues affecting retired members.</p> <p>Retired members continue to be utilized as part of the pilot project to provide immediate and confidential assistance, as well as follow up support to active and retired members following a critical incident or in crisis.</p> <p>As noted in Recommendation 9, the OSI Working Group Project Lead met with retired Detective Inspector Bruce Kruger and his wife, Lynn on March 8, 2013.</p> <p>Also, as noted in Recommendation 9, a meeting was held with the President of the OPPVA related to issues for OPP retirees and consultation with this group will be ongoing.</p> <p>The OPP will continue to consult with other police stakeholders regarding peer support programs for</p>

Recommendation	Status	OPP Response July 2013
		<p>retirees.</p> <p><i>Retired members continue to be utilized as part of the pilot project to provide immediate and confidential assistance, as well as follow up support to active and retired members following a critical incident or in crisis.</i></p>
<p>Recommendation 21:</p> <p>The Ontario Provincial Police should consult experts on operational stress injuries, and review and amend its critical and traumatic incident intervention strategies to better reflect current best practices.</p>	<p>In progress</p> <p>Link to R22, Link to R23</p>	<p>Internally, with the creation of the full time Regional Team Leads – EAP and the hiring of the Manager, Psychological Services, the critical and traumatic incident strategies and response processes have been reviewed and streamlined to better reflect current best practices. The psychological assessment process has also been revised for the selection of the CISR/Trauma candidates.</p> <p>The Manager, Psychological Services has consulted with several psychological service providers within police agencies. Consultation will continue.</p> <p><i>CISR team structure has been re-aligned to provide consistency and better serve the members of the OPP (trauma members have been amalgamated with CISR members and fall under the direct supervision of the CISR Regional Team Leads).</i></p>
<p>Recommendation 22:</p> <p>The Ontario Provincial Police should consider developing permanent peer positions for its internal peer support teams.</p>	<p>In progress</p> <p>Link to R2, Link to R21</p>	<p>Seven positions for Regional Team Lead - EAP have been filled as a pilot project. Additionally, there is representation from retired members on these teams. The purpose of these positions is to coordinate the delivery of EAP services to the assigned Region/Bureau of the Province.</p> <p>A Standard Operating Procedure (SOP) is under development for CISR/Trauma Teams.</p> <p>The assignment of permanent peer positions for the internal EAP teams will require dedicated funding and permanent staffing.</p>

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		<p>Effective April 14, 2013, an additional twenty CISR members completed the selection and training process. This will build capacity in the teams across the province. Currently, there are nine additional members engaged in the CISR candidate selection process. Interviews have also been completed for a CISR Commissioned Officer component.</p> <p>The OPP is currently building capacity within the PART teams and have recently commenced an extensive candidate selection process.</p> <p><i>Since the April 2013 report back, an additional seven CISR members have completed the selection process and are awaiting certification training.</i></p>
<p>Recommendation 23:</p> <p>The Ontario Provincial Police should research and implement innovative approaches to address the full range of member needs relating to operational stress injuries, including interactive online resources, help-lines, and comprehensive wellness programs.</p>	<p>In progress</p> <p>Link to R3, Link to R15</p>	<p>The OPP agrees that a variety of approaches are necessary to address the full range of member needs relating to OSI.</p> <p>The OPP's Eric Silk Library supports all research throughout the OPP, including that of the OSI Working Group. The library contains many resources related to health and wellness, stress and suicide. Library staff first created 'Police, Stress & Posttraumatic Stress Disorder: An Annotated Bibliography' in 2001. It has been updated many times since, most recently in September 2012. The Library has also created and updated bibliographies on 'Police and Family Relationships' and 'Police Officer Health & Wellness'. The bibliographies include resources owned by the library such as books, CDs, articles and audiovisual materials as well as links to Internet sites that the library staff has reviewed for quality and reliability. Links to reputable websites are also available on the "Internet Resources" page of the library's intranet site.</p> <p>The Eric Silk Library has been instrumental in providing resources to the OSI working Group members as they pursue research into employee and family needs, available resources and best practices in providing workplace support and programming. As new material becomes available, library staff has been notifying the Provincial EAP Coordinator, Manager, Psychological Services and other members of the OSI Working</p>

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		<p>Group as appropriate.</p> <p>Research conducted to date by the OSI Working Group and the Manager, Psychological Services, has looked at various interactive online resources that would allow members to gauge their current level of stress and then to review coping strategies that may be helpful in alleviating or decreasing stress levels.</p> <p>As noted in Recommendation 3, the OPP has launched a webpage under the Resources tab of their public website, opp.ca to encourage open and informed communication.</p> <p>The OPP will continue to consult with other police stakeholders regarding innovative approaches to address the full range of member needs.</p> <p><i>Members of the OSI Working Group have also consulted with six external, non-police employers to obtain information and best practices about health and wellness programs for their employees, retirees and families. Additional consultations are scheduled in the coming months.</i></p> <p><i>Resources are available to members and families (and the public), through the links posted on OPP.ca including Homewood, Centre for Addiction and Mental Health (CAMH), Health Canada, Partners for Mental Health, Veterans Affairs Canada, Canadian Mental Health Association, Mood Disorders Association of Ontario, Shepell-fgi, Great West Life and Workplace Safety and Insurance Board. Links to suitable resources are being added regularly.</i></p>
<p>Recommendation 24:</p> <p>As a priority, the Ontario Provincial Police should consult police stakeholders, experts in the field and other organizations that have implemented suicide prevention programs, research best practices, and develop and</p>	<p>In progress</p> <p>Link to R26</p>	<p>Research conducted to date by the OSI Working Group has looked at policing, government organizations and mental health service providers' suicide prevention strategies. The OPP will be consulting with the Montreal Police Service to learn about their experience in creating a suicide prevention program for their members. The OSI Working Group has reviewed reports on the Montreal Police program, as well as those of the Toronto Police Service, the initiatives of the RCMP, Waterloo Region, the World Health Organization and Australia's National Strategy.</p>

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<p>implement a comprehensive suicide prevention program, which should include:</p> <p>a) consideration of stressors in the policing context;</p> <p>b) adoption of policies on the relinquishing, removal and return of service issued firearms;</p> <p>c) collection of statistics on suicides of active and retired members; and</p> <p>d) psychological autopsies of officer suicides.</p>	<p>a) In progress Link to R1</p> <p>b) Complete</p> <p>c) In Progress</p> <p>d) Complete</p>	<p>a) The OSI Working Group has reviewed the results of the published paper titled: <i>Caring for and about those who serve: Work-life conflict and member well-being within Canada's Police Departments</i> (Duxbury/Higgins, 2012). This has helped to build a better understanding of the other stressors in the police culture in particular. Consultations and research are ongoing to gain a broader understanding of the stressors in the policing context and the OPP expects to gain insight from survey results in the future.</p> <p>As noted in Recommendation 1, the OPP and the OPPA have promoted and supported a series of presentations by Dr. Kevin M. Gilmartin on "Emotional Survival for Law Enforcement: A Guide for Officers and Their Families."</p> <p>b) In October of 2012, policy changes were approved and implemented related to the relinquishment, removal and return of service issued firearms. This updated policy requires broader consultation, particularly in cases where the service issued firearm has been removed for medical reasons.</p> <p>c/d) Psychological autopsies involve an investigation into the life, health and personal circumstances of the victim. The collection and analysis of relevant statistics and conducting of psychological autopsies are subject to legislative restrictions as defined in the: <i>Freedom of Information and Protection of Privacy Act, Mental Health Act, Personal Health Information Protection Act, and Social Work and Social Service Work Act</i>. There are specific limitations in the <i>Freedom of Information and Protection of Privacy Act</i> which only allow for the sharing of information "to aid an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement</p>

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		<p><i>proceeding is likely to result</i>". This outlines the distinction between accessing certain personal/confidential information in an investigative capacity versus that as employer conducting research.</p> <p>The OPP agrees that a review of police suicides may inform our evaluation of existing programs. This includes the collection of statistics on the suicide of active and retired members. To that end, the OPP has approached the Office of the Chief Coroner for Ontario to discuss alternative approaches to investigating issues surrounding police suicides in Ontario including the rate of police suicide relative to that of the general population.</p> <p>As a result, the Office of the Chief Coroner will conduct a review of its database to search for police officer or retired police officer suicides. Later this year, the Office of the Chief Coroner will add "police employee" as an identifier to new cases in their database for ease of search in the future. Additionally, the Office of the Chief Coroner will assist by facilitating a meeting with a university psychology department, the OPP, and the Ministry of Community Safety and Correctional Services in an effort to initiate an independent research project on Ontario police suicides using the Chief Coroner's database as the source for the research.</p> <p>The OPP and MCSCS, working with the Office of the Chief Coroner, have begun to explore options to partner with researchers, with a specialization in OSI-PTSD, to establish historical information on the number of active and retired police officer suicides in Ontario.</p> <p>The OPP and MCSCS are currently working together to prepare the necessary procurement documents to initiate this research project.</p> <p>The historical information may be used to inform the evaluation of existing programs.</p> <p>In addition, a representative from the Office of the Chief Coroner has confirmed that "police employee" has been added as an identifier to the database for the Office of the Chief Coroner.</p>

Recommendation	Status	OPP Response July 2013
		<p>The OPP will continue to consult with other police stakeholders regarding best practices related to suicide prevention.</p> <p><i>The OPP continues to support the MCSCS in the preparation of the necessary procurement documents to initiate this research project.</i></p>
<p>Recommendation 25:</p> <p>The Ontario Provincial Police should develop a protocol to address the suicide of active and retired members that ensures respect and support for colleagues and family members.</p>	<p>In progress</p> <p>Link to R13</p>	<p>The OSI Working Group is currently consulting with the Provincial Police Academy regarding the Funeral Commanders Course. This course is intended to provide officers with the skills required to organize and supervise funeral arrangements and related ceremonial aspects.</p> <p>The Eric Silk Library has provided members of the OSI Working Group with resources geared toward families, coworkers and managers on dealing with suicide (postvention).</p> <p>Consultations with other police stakeholders will be ongoing to build consensus on any approach to formally respond to the suicide of active and retired members while ensuring respect and support for colleagues and family members.</p> <p><i>Consultations are ongoing.</i></p>
<p>Recommendation 26:</p> <p>The Ontario Provincial Police should review its accommodation practices, in light of the needs of officers suffering from operational stress injuries, research and implement best practices that seek to reduce the stigma associated with accommodations, and</p>	<p>In Progress</p> <p><i>Link to R1a,</i> <i>Link to R1b,</i> Link to R19, Link to R24b</p>	<p>As noted in recommendation 19, the OPP recently assigned a Human Resources Program Advisor to the OSI Working Group to assist with the evaluation of options as they relate to IIEA and supports for family members in the OPP.</p> <p>As noted in Recommendation 1a, the OSI Working Group, in partnership with HR Services is piloting workshops across the province for managers at the rank of Staff Sergeant and above.</p>

Recommendation	Status	OPP Response July 2013
<p>improve the transition back to active duty.</p>		<p>The above noted workshops have been delivered twice. Feedback from the first two sessions was positive.</p> <p>These pilot workshops are intended to provide an opportunity for managers to learn and discuss practical strategies for managing for a healthy workplace, and to reinforce the technical and behavioural skills required to manage for success in these complex situations.</p> <p>The OPP will continue to consult with other stakeholders regarding best practices related to accommodations and return to work, with a view to reduce stigma.</p> <p><i>As noted in recommendation 1a, the “Managing for a Healthy Workplace” workshop for managers will continue to be scheduled/delivered in the summer/fall months.</i></p> <p><i>Also noted in recommendation 1b, the OPP continues to consult with other police agencies/stakeholders regarding best practices related to accommodations and return to work.</i></p>
<p>Recommendation 27:</p> <p>The Ontario Provincial Police should select a senior-level officer to lead the research, development and implementation of a comprehensive proactive preventive wellness program, including enhanced education, training, and supports relating to operational stress injuries and suicide.</p>	<p>Complete</p>	<p>Complete.</p> <p>In October of 2012 a Senior Officer was assigned to lead the OSI Working Group; reporting to the Bureau Commander of Career Development Bureau and Provincial Commander of Corporate Services. This working group has been established to lead the research, development and implementation of a comprehensive proactive preventive wellness program, including enhanced education, training, and supports relating to OSI and suicide.</p> <p>Representatives from all four OPP Commands, plus a member of the OPPA, make up the OSI Working Group. Members of the working group are representative of the broad demographics of our organization, including civilians and uniform members with a range of ranks from Constable to Superintendent. These people were selected to bring a wide range of experience and perspective to the discussions on the understanding that there would be broad and wide-spread consultation with internal and external stakeholders, including those who have been affected by OSI (i.e., retired members, family members).</p>

Recommendation	Status	OPP Response July 2013
		<p>Connecting with active and retired members and families is a high priority for the group. Effective, two-way communication will be critical as we work through these issues and develop our longer-term OPP OSI strategies.</p> <p>Over the next year, the OSI Working Group will be developing opportunities for education to help our people with OSI and to reduce the stigma associated with mental health issues.</p> <p>The mandate of the working group is to:</p> <ul style="list-style-type: none"> i. Conduct a review of the Ombudsman’s recommendations ii. Consult broadly with internal/external stakeholders iii. Recommend options to the Commissioners’ Committee iv. Lead implementation of response activities v. Communicate progress to all stakeholders and the Ombudsman <p>In February of 2013, following the first quarterly report back, a new Senior Officer assumed responsibility as Project Lead with the OSI Working Group.</p>
<p>Recommendation 28:</p> <p>The Ontario Provincial Police should report back to my Office at quarterly intervals on its progress in implementing my recommendations until such time as I am satisfied that adequate steps have been taken to address them.</p>	<p>In progress</p>	<p>Responding to the Ombudsman’s recommendations throughout the term of the project affords the OPP an opportunity to report on progress and receive feedback from our stakeholders about our work.</p> <p>The OPP welcomes the opportunity to meet with the Ombudsman and members of his staff to review this report back and discuss our progress.</p> <p>Q1 January 24, 2013 - Complete. See Report Back 1, January 24, 2013. Q2 April 24, 2013 – Complete. See Report Back 2, April 24, 2013. Q3 July 24, 2013 Q4 October 24, 2013</p>

Appendix:

List of Acronyms

CAMH	Centre for Addiction and Mental Health
CISM	Critical Incident Stress Management
CISR	Critical Incident Stress Response
CPC	Canadian Police College
DND	Department of National Defence
EAP	Employee Assistance Program
GHQ	General Headquarters
HRA	Human Resources Advisor
IIEA	Injury, Illness, and Employment Accommodation
LEOSH	Law Enforcement Occupational Health and Safety
MCSCS	Ministry of Community Safety and Correctional Services
OACP	Ontario Association of Chiefs of Police
OPC	Ontario Police College
OPP	Ontario Provincial Police
OPPA	Ontario Provincial Police Association
OSI	Operational Stress Injury
OSSIS	Operational Stress Injury Social Support Program
PMH	Partners for Mental Health
PTSD	Post-Traumatic Stress Disorder
SOP	Standard Operating Procedure
SPVM	Service de police de la Ville de Montréal
WSIB	Workplace Safety and Insurance Board