4-4-2024

Effectiveness of Wellness Programs for Correctional Officers

Robert Salvatore Petralia
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral dissertation by

Robert Petralia

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. David Mohr, Committee Chairperson, Psychology Faculty
Dr. Rachel Gallardo, Committee Member, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2024

Abstract

Effectiveness of Wellness Programs for Correctional Officers

by

Robert S. Petralia

MA, Walden University, 2012

PhD, Walden University, 2016

Dissertation Proposal Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial & Organizational Psychology

Walden University

November 20224

Abstract

There has been little research to date that focuses on ways correctional officers (COs) manage and take control of their mental and physical health in the prison workplace. COs are at risk for high-stress levels due to risk factors and ailments resulting from shift work, extended work hours, workplace dangers, and job burnout. Over time, these risk factors and ailments can lead to a lack of work commitment, inadequate job performance and satisfaction, and job burnout. COs who are working a third shift experience more work exhaustion and physical and mental health risks compared to those who work regular shifts. In this phenomenological study, data were collected from narrative interviews with a small sample of 11 current and former Cos who worked in correctional institutions in New England. The qualitative study involved using the healthy organization maturity model to explore types of wellness programs that Cos perceived to be most effective as well as programs that are perceived to be less effective or beneficial in prison workplaces. The seven main key themes were work stress, workplace wellness programs, work support, work exercise, work counseling, work training and education, and mental and physical health. Findings may be used by prison system administrators for positive social change by improving Co's work conditions.

Effectiveness of Wellness Programs for Correctional Officers

by

Robert S. Petralia

MA, Walden University, 2012

Ph.D., Walden University, 2016

Dissertation Proposal Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Organizational & Industrial Psychology

Walden University

November 2024

Table of Contents

Chapter 1: Introduction to the Study

Many employers in both the private and public sectors offer wellness programs, the intent of which is to provide employees with the means to keep themselves healthy, regardless of the physical or emotional demands of the job. The Occupational Safety and Health Administration (OSHA) is committed to helping workplace organizations ensure safe and healthy working conditions and environments by setting and enforcing standards and providing training, education, and assistance with well-designed, company-provided, and effectively structured wellness programs. The concept of having a company-provided and effective wellness program for a correctional officer (CO) or employee in the prison workplace is desirable to any organization or business because it demonstrates the organization's concern for those it employs. According to the Centers for Disease Control (2017), worksite wellness programs can simultaneously improve the health of employees while also reducing healthcare costs for employers and improving worker productivity.

This chapter includes background information and a description of the problem under study. I describe the purpose of the study as well as the research questions, conceptual framework, and nature of the study. I also describe the recruitment process and sample, data collection and analysis, definitions of terms, scope, and delimitations, and the significance of the study, followed by a summary and transition to Chapter 2.

Background

On-the-job stress or job burnout for COs can lead to physical ailments and psychological problems if not treated. According to Ahalt et al. (2020), living and working conditions in many correctional facilities can damage the health of correctional

staff and call for efforts to improve the health of COs. Little research has examined stressors explicitly associated with the CO profession. Although there is research concerning COs and their health and wellness compared to other law enforcement personnel, researchers have not articulated specific complexities regarding COs' physical and mental stress, early job burnout, working overtime, and shift work leading to physical and mental issues.

These physical and mental issues are associated with persistent overwork stress during CO careers (CDC, 2019). These physical and mental issues can eventually lead to job burnout, coronary heart disease, ulcers, hypertension, anxiety, and depression, which occur more frequently among COs than other blue-collar occupations (McCarthy, 2012). Ahalt et al. (2020) expressed correctional staff experience disproportionately high rates and levels of chronic diseases and behavioral and mental health problems alongside profound environmental stress and exposure to workplace trauma.

Wellness programs that are offered to public servants nationwide must work correctly, be well-funded, and support employees at all levels in the prison workplace. Providing partial funding and supporting these initiatives is essential to the CDC, which stated its commitment to working with health systems and communities to reduce complications due to diabetes, heart disease, and stroke. Wellness programs involve making healthy living easier for all Americans by establishing national mandates for wellness for those working in law enforcement, correctional institutions, and public safety. Obtaining and maintaining wellness program goals may help lower direct costs, such as insurance premiums, and worker compensation claims regarding employee

absenteeism, employee turnover, and work productivity (CDC. 2019). In addition, obtaining reachable goals in public safety settings with well-run worksite wellness programs may lead to voluntary behavioral changes among employees and encourage decisions that improve their health and safety (CDC, 2019). According to the National Institute of Justice (NIJ, 2017), COs experience high stress levels, early work burnout, and mental health-related consequences due to their stressful jobs and conditions that are unique to this line of work.

Throughout COs careers, these consequences build up and take their toll and affect not only their physical and mental health but also have harmful long-term effects on broader prison institutions. According to the NIJ (2017), staffing shortages and absenteeism among correctional officers create a dangerous progression where low officer-to-prisoner ratios, high employee turnover, and disengagement factors involving staffing threaten correctional facility abilities to implement appropriate security mandates. Jenkins and Sherman (2020) stated high employee turnover and absenteeism among correctional officers can be a multifaceted and costly problem for employers dealing with prison and jail protection and safety. The Work Institute (2018) estimated costs associated with CO turnover were $600 billion and projected to be $680 billion by 2027.

According to Boomhower (2021), law enforcement communities in New England have worked to promote changes in the prison system regarding CO wellness programs and employee health and wellbeing. Because of the cultural shift change in wellness

programs offered by most prison facilities, the National Public Safety Partnership (NPSP) has provided new leadership that promotes CO health and wellbeing.

The California CO Survey documented that 22% of California residents have diabetes and 16.0% have heart disease. Moreover, depression, anxiety, and posttraumatic stress disorder symptoms were also common; 10% of participants reported suicidal ideation. The CDC designed a scorecard tracking system for surveying workplace trauma called the Worksite Health Scorecard (WHS) with a four-pronged approach to help assess whether they implemented evidence-based health promotion interventions or strategies in their worksites. By using the four-pronged approach, the scorecard helps track CO assessments and surveys via questionnaires to prevent heart disease, stroke, and related conditions such as hypertension, diabetes, and obesity.

The Workforce Health Resource Center provides "resources to help employers develop or expand a workplace health promotion program that supports their employees' well-being" (AUTHOR? YEAR? P. ##?). The second prong is where the CO workplace setting outlines a comprehensive approach that agencies can follow to address risk factors and health conditions. The third prong involves providing a well-designed, structured, and effective wellness program. An effective and up-to-date workplace health program relies on an "employer-based training program to improve the health of participating employers and certified trainers, with an emphasis on reducing chronic disease and injury risk and improving worker productivity" (NAME OF AUTHOR? YEAR? PAGE NUMBER?). The fourth prong is providing a worksite that is designed to help employers assess if they are implementing science-based health promotion interventions when using

the healthy organization maturity model (HOMM) in their worksites to keep track of and prevent issues like heart disease, stroke, and related health conditions such as hypertension, diabetes, and obesity.

Regardless of the selected approach, wellness programs must strive to use multiple interventions for COs. According to Jenkins and Sherman (2020), lack of an effective wellness program can lead employees to leave their jobs as they become emotionally disengaged or lose interest. Over time, prison work may also have significant health complications in terms of employee health promotion and practices involving prison turnover and workforce planning activities leading to absenteeism. Furthermore, Jenkins and Sherman (2020) expressed employee health complications may affect duty and job roles as well as employee turnover and absenteeism. Other factors and challenges include demanding and rotating shift work, extended work hours, insufficient staffing, and workplace dangers (Ferdik & Smith, 2017).

These factors and challenges in the work environment directly affect COs' workplace activity, impeding overall prison and mission performance (Ferdik & Smith, 2017). Some prison workplace environment risk factors may be exacerbated due to staff recruitment, selection, employee retention, employee training, agency succession planning, and organizational problems (NIJ, 2017). These workplace risk factors and challenges highlight the critical importance of building a higher-quality correctional workforce that uses an effective wellness program. Employee retention can improve succession planning and other organizational programs for success.

However, retaining qualified CO employees and staff has been difficult, particularly in correctional institutions where wellness programs are partially new or may not exist (Russo, 2019). According to Russo (2019), a prison work environment without a well-designed and effective wellness program is inherently dangerous. Moreover, Russo (2019) suggested dangers extend beyond the risk of physical injury, and workplace stressors associated with corrections work can seriously affect the wellbeing of staff exposed to everyday stressors, secondary trauma, work overload, overtime demands, and role conflict.

Adverse physical and mental health outcomes for COs can harm the broader prison institution and lead to staff shortages (NIJ, 2017). According to the NIJ (2017), staffing shortages and missing work create a dangerous cycle where low officer-to-inmate ratios and high turnovers threaten correctional facilities ability to implement appropriate security mandates. In time, without taking any ability to implement and assess these appropriate security mandates, job stress on COs can lead to mental and physical health complications and eventually job burnout.

According to Ganul et al. (2017), implementing proper leadership for wellness and fitness programs positively affects work performance and productivity and decreases sick leave. In addition, Ganul et al. found more than 80% of COs, staff, and employees engaged in a wellness exercise program for at least 30 minutes each day reported fewer medical problems or disabilities and sounder mental wellbeing compared to those who did not have any exercise or wellness program. Song and Baicker (2019) reported COs and prison employers have become increasingly interested in workplace wellness

programs with wellness screenings, onsite clinics, healthier food options in cafeterias and vending machines, and more opportunities for physical activity. For wellness programs to be useful for COs, they must be effective and capable of identifying characteristics of the workplace environment.

Ferdik and Smith (2017) discussed dangers and workplace risks COs face in their everyday work environment should require institutional actions to address workplace stress issues directly, in addition to double-checking new policies on wellness programs that are designed to enhance correctional officer wellbeing. Dangerous psychosocial categories COs face involve gang activities, contraband, demanding work obligations, and work and family conflicts. According to Ferdik and Smith, this leads to negative issues and outcomes for corrections agencies, as well as adverse health effects like higher stress levels and physical injuries. In time, these negative issues and outcomes diminish work performance and increase work burnout and absenteeism among COs (Ferdik & Smith, 2017).

Therefore, implementing new safety policies for wellness programs that are designed to help enhance health safety and wellbeing in workplace is highly encouraged. COs in prisons are asked to accomplish more with fewer on-the-job resources (NIJ 2017). For correctional institutions to operate efficiently, it helps to evaluate or update current resources of existing wellness programs and make additional changes to improve wellness and training.

Problem Statement

COs are frontline employees who work in prisons and jails and are exposed to many unique risks that can jeopardize their safety, health, and well-being (Ferdik & Smith, 2017). COs are exposed to work-related risk factors and job stressors where their health declines early in their job tenure, and interventions that are designed to help prevent early job burnout decline in CO health have been limited (Namazi et al., 2021). This problem makes COs have one of the worst health profiles of any public safety occupation, and their health declines early in their job tenure (Namazi et al., 2021). According to Namazi et al. (2021), the work of COs involves extended and irregular shifts, demanding interpersonal interactions, and repeated dangers and exposure to verbal and physical trauma.

There has been little research on employer-provided wellness programs and the effectiveness of managing work stress and job burnout to reduce potential health complications for COs. Ferdik and Smith (2017) recommended improving prison workplace environments and the value of adding wellness programs and further research and investigations regarding how COs maintain security and safety by closely monitoring inmates working late-night and third shift work, which can lead to burnout. Aguayo et al. (2017) explained more research on the topic is needed because job burnout was often the beginning symptom of occupational illness and highly prevalent among COs. More information about burnout prevalence and risk factors is needed to prevent burnout syndrome and determine what direction of is most appropriate when the disorder appears and progresses.

Fixed night shifts are consistently associated with higher risks for mental health problems in terms of gender (Cheng & Cheng, 1017). Shift work is associated with adverse physical and psychological health and affects worker sleep and mental health. According to Cheng and Cheng (2017), people with fixed night shifts sleep the least amount, leading to the highest level of job burnout, insomnia, and minor mental disorders. Gender is affected by age, education, and psychosocial work conditions, and there were more significant risks for short sleep duration and insomnia among female workers, with an increased risk for job burnout and leading mental disorders. However, results were different in terms of age and education as well as mental and psychosocial work conditions. This proved that fixed night shifts are associated with more significant risks for workers who sleep less.

Job burnout is a syndrome that results from chronic stress at work, with consequences to workers' wellbeing and health. Melanda et al. (2017) said job burnout is a significant predictor of physical consequences stemming from hypercholesterolemia, type 2 diabetes, coronary heart disease, hospitalizations that are due to cardiovascular disorder, and musculoskeletal pain.

Nea et al. (2015) found diet, lifestyle and health, and shift work can result in low-quality diet and irregular eating patterns. These consequences and adverse health behaviors can increase smoking and poor sleep patterns in conjunction with disruption of circadian rhythms, creating an unfavorable metabolic phenotype leading to chronic diseases. Providing an updated wellness program for employees decreases mental

disorders overall. More qualitative research is recommended to address wellness programs in the prison system.

Costa (2010) claimed COs maintain the security and safety of inmates by closely monitoring them during extended work hours and rotating shift work. Late-night and third-shift work interfere with health and well-being, leading to health complications (Costa, 2010). Moreover, a combination of insufficient sleep and excess weight can increase the risk of metabolic and mental risks as well as physical health problems. According to Mongan (2015), workers with alternate and rotating shift schedules who work in typical healthcare settings are more vulnerable to health complications early in their careers. Many COs and prison workers schedule work hours to fall outside of a traditional 9 to 5 schedule, and many who work different or rotating shifts are more prone and susceptible to sleep or weight-related health issues. Additionally, CO shift workers tend to be more overweight than their daytime counterparts.

There is a gap in research regarding CO's adverse physical and psychological health and effects on worker sleep and mental health. Job burnout syndrome results from chronic stress at work.

Purpose of the Study

The purpose of the qualitative research study was to collect the latest information about past perceptions of effective wellness programs in the workplace.

I addressed perceived components of employee wellness programs in terms of what significantly works and impacts their overall health and wellbeing. An effective wellness program for COs may be a way to help raise awareness of stress and job burnout

among COs, employers, and team leaders. Effective wellness programs may help prevent detrimental working situations if organizations update their current wellness program and examine how effective they are in terms of prison reform. Therefore, engaging COs in highly effective wellness programs is important because everyone in these systems can benefit and become empowered to collaborate closely with residents. This may help promote positive social change for the prison system.

This study's primary purpose is to understand work experiences of COs regarding their facility's wellness program. Findings may help address or add to recommendations to improve overall wellness program initiatives that are offered by the organization. Qualitative study results also potentially help identify what works and does not work in the prison system in terms of employee wellness and literature associated with effectiveness of current wellness programs. I hope to enhance employee awareness and improve employee health and wellbeing.

Research Questions

RQ1: What are the work experiences of COs regarding employee wellness programs that are provided by their employer?

RQ2: How do COs perceive components of employee wellness programs affecting their wellbeing?

Conceptual Framework

There has been little research on satisfaction of staff working at correctional institutions, which plays an essential security role in terms of care, custody, and control of offenders (Lamber et al., 2022). When working in prison environments as COs, it is

important to have a healthy organizational structure program that is designed for employee wellbeing. In this study, I used the healthy organization maturity model (HOMM). The model was used to address the wellbeing of prison workers in a stressful environment. According to Berson (2012), the HOMM is used for workplaces to focus, promote, and produce quality work and services.

These steps are used to assess prison environments and CO needs for wellness programs. They show what needs improvement in order to help maintain a productive workplace.

The HOMM can be used to improve CO wellness programs in stressful workplace conditions. COs or staff can ask questions and use answers to help guide courses of action for something they might not understand. Asking questions can lead to better performance of jobs, embodying mission and values, and improved communication and conversation with inmates. The HOMM is used as a guide to problem-solving.

The HOMM is used when management observes work performance results or alters courses of action. In this case, management would develop the right concept to help alter CO stress levels. This would help management analyze and measure overall performance in terms of how effective their wellness program is and where management could take further steps to improve overall employee productivity.

Nature of the Study

This qualitative research has also information that is helpful for other correctional facilities in the surrounding New England area regarding wellness programs. I explored the existing body of literature to help identify and address what needs to be added to

workplace environment wellness programs for correctional institutions in New England. I explored work experiences and effectiveness of these wellness programs for COs in the prison workplace.

I used the qualitative inquiry and narrative approach to collect essential information regarding this topic. Information was collected through face-to-face and phone personal interviews with 15 CO participants. With the narrative approach, researchers can observe, listen, and make eye-to-eye observations during face-to-face interviews or listen on the phone.

This study includes subjective data about wellness programs and their perceived effectiveness. Research questions cannot be sufficiently answered through quantitative data collection, as that approach limits data to measurable quantities. The quantitative approach does not involve firsthand experiences or perceptions. Therefore, I used a narrative qualitative approach to reveal personal accounts and perceptions of COs.

Qualitative data from each face-to-face interview were thoroughly analyzed and transcribed using NVivo. NVivo is software that helps categorize and separate all results from interview data with themes. Researchers review interview responses and apply codes to qualitative data to create themes. This process ensured that interview data and information were analyzed and interpreted via NVivo. The transcribing and conveying process included constant filtering to help scan material while adding notes and new data, and filtering data into distinct categories, patterns, and themes regarding this topic.

Definitions

Correctional Officer (CO): A sworn peace officer overseeing and securing individuals arrested and awaiting trial or sentenced to serve time in jail or prison, often working within a jail or prison facility (Bureau of Labor Statistics, 2015).

Job burnout: A state of physical, emotional, and mental exhaustion caused by various chronic job pressures (Maslach & Jackson, 1982).

Job satisfaction: A response exhibited by employees concerning whether their needs are met by their jobs (Lambert et al., 2002).

Work-related stress: The harmful physical and emotional response occurs when the job requirements do not match the worker's capabilities, resources, or needs (National Institute for Occupational Safety and Health 1999).

Wellness program: A comprehensive service provided by the department to promote health includes implementing supportive programs and policies, including access to diet, exercise, stress management, and illness prevention assistance (Wellness Program 2016).

Work environment: An area of characteristics and physical elements in which employees conduct their jobs (Lambert et al., 2002).

Assumptions

I assumed participants who met the criteria thoroughly discussed their past work experiences regarding their wellness program. I tried to stay unbiased and let them speak.

Scope and Delimitations

Significance of the Study

Many wellness programs in prisons may not be well-designed or even up to date. No research has analyzed wellness programs in terms of their fiscal impact or effectiveness for COs in prison settings. This qualitative research is significant because it will enable a better understanding of CO experiences involving the effectiveness of wellness programs on their physical and mental health.

An interview guide was used to explore the types of wellness programs that COs perceive to be most effective while also revealing programs that are perceived to be less effective or beneficial using via narrative approach. The study will provide new and much-needed qualitative insights regarding wellness programs, health, and well-being. Abbott (2011) stated there is a need for ongoing evaluation of wellness programs for COs who work in adverse stressful environments.

A qualitative narrative approach was used to provide new input regarding organizational wellness programs and impacts on the wellbeing of COs. Specifically, findings may inspire employers and institutions to establish wellness programs that COs deem effective in terms of stress management and health. Although there is literature on sources and effects of stress on COs, few studies have reviewed wellness programs regarding COs' mental and physical health or assessed effectiveness of those programs. Conclusions can lead to positive social change for COs presently working in the field and improve their overall health and wellbeing.

More qualitative research on wellness programs is needed to understand employee disengagement factors and risk dangers associated with CO stress and burnout that can lead to turnover and absenteeism. Understanding these CO safety and cost risk factors could mitigate expenditures associated with this issue. For this reason, finding the best blend of resources to fit COs in their work settings is paramount. Furthermore, critical data and information from participants will contribute to positive social change in terms of public safety, wellness, and physical health of COs.

Summary and Transition

When deciding to become a CO, people should understand workplace stressors. These stressors may eventually pose a serious threat to mental and physical health. If not effectively managed, stress increases the risk of COs suffering from heart disease, hypertension, and diabetes. Stress also affects COs' mental health and can lead to severe psychological distress, emotional disorders, and an elevated risk of suicide.

In Chapter 1, I provided background information, the research questions, a description of the conceptual framework, nature of the study, definitions of terms, assumptions, scope and delimitations, significance of the study, and a summary followed by a transition to Chapter 2. Chapter 2 includes a literature review regarding how COs work and strategies to enhance their mental and physical health and wellbeing. Chapter 3 includes information about the research method.

Chapter 2: Literature Review

The literature review was focused on job burnout, traumatic stress (primary and secondary), compassion fatigue, and risk factors. Wellness programs are designed for COs who work in their respective correctional institutions and suffer from workplace demands and shift work that leads to work-related stress and burnout during their careers.

Insufficient staffing, demanding shift work, and altered lifestyle habits and behaviors turn into workplace dangers and exposures. According to Namazi et al. (2021), if COs do not develop healthy coping behaviors early during their careers, workplace dangers and exposures may have long-term adverse side effects on their health and family overall wellbeing. Over time, dangers and exposures can lead to other problems such as chronic diseases, such as stroke, diabetes, depression, heart disease, depressive and anxiety symptoms, and mental disorders. Costa (2010) expressed shift work and its impact on sleep/wake cycles can cause severe consequences over time by heightening COs' risk of injury and burnout.

This chapter includes qualitative research on how wellness programs for COs could help prevent early onset of job burnout and mental and physical illnesses. This chapter also includes studies on benefits of having effective wellness programs that are tailored to provide better healthy lifestyles and thus improve work performance in prison settings.

Literature Search Strategy

In this study, I used the following databases: Walden University Library, Academic Search Premier, ProQuest, ProQuest, SAGE Journals, and Google Scholar.

Ongoing literature reviews continued throughout the data collection phase to ensure the most accurate information was applied to research.

Search terms were *wellness program and CO*, *prison work environment*, *job satisfaction and turnover*, *CO absenteeism*, *job employee*, and *satisfaction*. The Boolean operators AND and OR were used to help optimize qualitative search results. The Walden Library was used to search and find r additional sources.

Health and Wellness in Correctional Facilities

According to Williams and Ramsey (2018), sleeping and eating habits, exercise, drug, and alcohol use were primary factors in terms of CO wellness. Williams and Ramsey observed corporate health and wellness programs were standard practice in medium to large organizations where these programs lead to substantial savings from reduced healthcare premiums and lessen employee turnover and absenteeism.

Wellness programs include blood testing, health fairs, weight-loss challenges, exercise instruction, disease management programs, biometric testing, nutrition counseling seminars, stress management techniques, smoking cessation classes, and lifestyle evaluations. The CDC (2017) suggested companies, businesses, and organizations that experience success with health and wellness programs often do so because a culture of wellness is created and sustained for all employees. Gym facilities, diet, exercise tips, and single parent or family counseling are available in newsletters and circulars as well as health noticeboards in the prison workplace.

. For wellness programs to be highly effective in prison workplace settings and environments, they must be capable of identifying risk factors involving CO mental and

physical health as well as wellbeing. Because COs are required to do more with fewer job resources, their risks for physical and mental health issues might be extremely high. According to Ferdik and Smith (2013), the prison work environment causes high CO stress levels, which can lead to diminished work performance, burnout, and absenteeism. Because COs are at more risk for high stress levels due to factors that include demanding shift work, they have increased workplace dangers.

In some cases, having the right wellness programs in place for COs and their families can significantly improve their physical and psychological wellbeing (Trounson, 2017). The National Center for Chronic Disease Prevention and Health Promotion (2016) claimed effective workplace wellness programs can reduce health risks and improve quality of life for CO workers. Risk factors such as long work hours, stressful work environments, and threat of physical danger can significantly impact employee physical and psychological health and wellbeing. Long hours alone and conditions in the workplace can increase employee turnover and absenteeism and decrease work productivity, retention, and morale (Cheng & Cheng, 2017).

COs are at risk for developing several psychological conditions, including increased stress, anxiety, depression, diabetes, and post-traumatic stress, where the CO brought the stress home to the family members as well (Lerman, 2017). These physical conditions that affect COs include high blood pressure, diabetes, heart disease, headaches, and digestive issues (Lerman, 2017). Given these potential risk factors from their existing wellness program, the research focuses on CO employee wellness for their

overall mental and physical health and acts as an essential asset in the workplace that caters to preventing both the incidence and degree of these severe complications.

The literature review on the wellness program supports the idea that the absence of effective wellness programs in correctional institutions can affect physical and mental health risk factors and lead to problems and complications from the stress alone. According to Leman (2017), the risk factors in the prison workplace environment can lead to severe health and medical conditions and ramifications for the COs and their family members. In these cases, the structure and framework of a health model can be beneficial, and the advantage of finding these risk factors can lead to or help avoid any adverse physical or mental health risks and complications. According to Berson (2012), the Healthy Organization Maturity Model (HOMM) was designed by the CDC, and developed by Maslach, to help assess and understand a healthy workplace environment and positive work climate. The HOMM model will help assess the wellness program's effectiveness and help focus on the prison work environment and surroundings of each CO's physical and mental health and well-being.

<div align="center">**HOMM**</div>

When working in the prison environment as a correctional officer and having a healthy organizational structured program designed for their well-being, the Healthy Organization Maturity Model (HOMM) can help assess the program's effectiveness for their health. According to Berson (2012), the HOMM model allows workplaces like employees in the prison environment to help focus and assess on promoting and producing quality work and services. According to Berson (2012), the model helps assess

wellness programs, such as the programs in correctional institutions that help provide and promote future opportunities for correctional officers, staff, and employees. The HOMM helps develop and restructure new skills for the CO's mental and physical health using the 4-step and level process. According to Van Dijk and Crofts (2017), other maturities, vulnerability, and holistic models of community safety for correctional officers and their well-being are central to workplace strategies in law enforcement and public health sectors. However, at this time, the researcher chose the HOMM model to help assess and structure the COs wellness programs in general as the main priority for the qualitative study compared to other models.

This HOMM is a health model with a structure and platform designed for employees' health and well-being for people working in law enforcement and other areas of public safety (Berson, 2021). The HOMM is a conceptually interactive model that influences the correctional officer and the employee factors in bettering CO's wellness program. This overall HOMM model and framework provides new insight and suggestions on how service in the prison environment and organizations can enhance and improve wellness programs, CO behaviors, and outcomes.

The four levels of the HOMM are the components of the organizational framework and organizational structure, which allow COs, for example, to focus on working in a stressful environment and provide opportunities for them to develop new skills for their health and safety by of strain job demands. According to Lamber, Hogan, Worley, and Worley (2022), job demands cause strain on employees, creating negative outcomes and reducing positive outcomes, while job resources result in staff being

productive and feeling good, increasing positive outcomes, and lowering negative outcomes. The benefits for the COs who use the HOMM are four levels of assessment for their physical and mental health, well-being, and maturity.

This assessment, in time, helps create a healthy workplace environment by assessing what the CO needs the most concerning its wellness program and being effective or what needs improvement in the system. The assessment helps sustain the effectiveness of the program structure and events while comparing it to other outdated wellness programs over time. (Berson, 2021).

Level 1: CO and Employee Safety

Starting at the bottom level of maturity, the prisons must focus on CO health, safety, and well-being. This level starts with each employee looking over another. According to Berson (2012), when people feel unsafe, they may become stressed out and mentally ill and eventually slow down. When effective and working, the wellness program must provide CO assistance with their psychological, social, and safety to help them feel respected, included, and heard. An example of level 1 is where staff safety may be a new source of concern to veteran corrections officials due to the nature of the job or business, on how correctional staff may be regularly placed in safe positions that soon become unsafe or dangerous. This may also be where correctional officers can get wounded or even killed while transporting or providing security to inmates. All these traits are important in level 1 and should be included in the organization wellness program before moving to level 2.

Level 2: Employee Wellbeing

Level 2 is how the organization invests, structures, and designs employee well-being programs. The benefits department often pays for the CO well-being and wellness program, which helps fund the CO healthcare offerings. The funds help pay for the benefits, such as gym passes, fitness programs, and physical and mental health promotions, which may stem from personal family services. An example of level 2 is when the COVID-19 pandemic period in the mid-flu season extends, and the prison is contacted and notified that they need more money for medical resources or help to follow up through the year. This level is where the model moves to level 3 and focuses on having an effective wellness program and a healthy workplace environment.

Level 3: Healthy Workplace

At level 3, the employee experiences while working long hours and overtime are the most important parts of employee health and well-being for their wellness program. When COs feel they have the proper safety, resources, and time, they will feel more productive and relaxed in the prison work environment, and this level and subject comes up constantly with prison wellbeing managers (Berson 2021). Level 3 is where the employee experiences long hours and overtime while working and is the most important part of employee health and well-being for their wellness program. An example of level 3 is when everyone enhances the workplace environment, contributing to healthier options for employee benefits and improving institutional safety and job performance during long shifts, where correctional officers must have access to healthy food that keeps them

physically and mentally healthy and alert to manage any situation or problem that comes their way.

This level is also where and when COs feel they have the proper safety, resources, and time. Level 3 is the level of the HOMM, where the employee will feel more productive and relaxed in the prison work environment (Berson 2021). However, according to Berson (2012), a CO, on the other hand, at level 3 of HOMM, may be tired and stressed and overworked or have too much to do, such as working too many hours, not being recognized, or being rewarded, or making goals clear (Berson, 2021).

Level 4: Healthy Organization

Moving up to level 4, the CO working in the organizations will look at the leadership model and the indicators for their future opportunities to gain experience and overall health from top to bottom. These indicators in the prison workplace may show that managers need to look at several areas of the employee experience, update their existing wellness program, and benchmark new insights for each other while working in the organizations, according to Solnet, Subramon, Golubovskaya, Gray, Liberman, and Verma. (2020), when an organization adopts an active and effective wellness program, employees are likely to perceive consistent and personally relevant health and wellness benefits, which will translate into a positive shared climate for wellness in the organization.

An example of level 4 is where working as a corrections officer can be an incredibly stressful profession and being proactive on their mental health can become critical by addressing the future long-term psychological effects of their job early during

the first few years. Their mental and physical health for providing an effective wellness

program for corrections is just as important for all career members and staff for law

enforcement and the local communities in which they work. According to Van Dijk and

Crofts (2017), these levels may range from the physical environment, such as removing

or ameliorating harmful elements or being involved in a dangerous workplace, to the

social environment.

All these levels of the HOMM model help predict, avoid, and help decrease stress

that led to several stressful characteristics of the workplace for CO wellness.

Characteristics of Workplace Stress for Wellness

The following section describes the important characteristics of the workplace

environment for the stress that correctional officers (COs) are prone to in the work

environment over the years. The section describes how the conceptual framework and

Healthy Organization Maturity Model (HOMM) help connect and assess the answers to

these characteristics. The decision-making, new change, social support, and family issues

are part of the characteristics that bring about a stressful situation in almost any

correctional facility.

First, decision-making in the workplace is a stressful process that can be

exceedingly difficult and critical for prisoners and staff. The decision can sometimes

have higher responsibility and, in some cases, cause termination if a wrongful decision is

made. Making any decision is stressful because the CO may not be in a sound mind by

working longer hours or shiftwork. Second, the new change in decision-making is a

stressful process for the entire facility that can affect the interior and what happens on the

exterior. The third is the social support in the workplace and family issues, and personal home life is a stressful process where the training programs can positively or negatively affect the prison's prosocial behavior and social networks. Family issues and personal home life are stressful processes brought on in time by a CO working long hours over decision-making.

Decision Making

The decision-making process is characterized by the level of job stress among COs that results from work overload, excessive job demands; too little stimulation; or other organizational factors, such as role ambiguity or lack of participation in decision-making (McCarthy, 2012). Moderate stress levels can motivate COs to make adaptive transformations; however, higher levels of persistent stress can adversely affect job performance, health, and personal decision-making abilities. According to Brown (2016), the employee decision-making process focuses on the social change by the organization for those members who commit to an agreed-upon purpose through complex decision-making to influence an external institution and target new change.

New Change

The new change is characterized when COs and other prison employees are increasingly required to undergo further changes in on-the-job training and self-management, catering to the competitive demands to meet their facilities and organization's demands. The adjustments and the competitive nature needed to face these new job demands can increase depression and anxiety that often follow the COs home (Graham, 2011). These changes, according to Graham (2011). will eventually help

exacerbate the conflict and role ambiguity that led to workplace stress, burnout, and illness, resulting in poor work activity and performance, eventually leading to unacceptable work quality. Furthermore, the stress and burnout can eventually manifest themselves in time and act out, leading to future disciplinary actions. When institutions employ the latest changes, COs will receive effective and improved wellness programs and training to help them identify the connection between the work zone, inmates, peers, management staff, and those outside the workplace. Through wellness programs and training, COs can identify personal biases that may be grounded on unpleasant situations in the unit or with an individual in the organization. The COs will be encouraged to address those biases to understand better their role in prison for future social change and social support using their program.

Social Support

Social support is characterized as "an exchange of resources between at least two individuals perceived by the provider or the recipient to be intended to enhance the recipient's well-being" (Klinoff, 2017). According to Klinoff, elevated levels of social support are associated with various psychosocial and health-related benefits. One example of social support is a good effective health and well-being program that leads to higher self-esteem, where a CO feels good by the support from work colleagues, friends, and family or just being in counseling because of loss of self-esteem or low self-esteem motivation over time. According to Klinoff (2017), low motivation at work and home can lead to depression or a loss in employee work motivation, often seen while waiting in the parking lot, where the CO hesitates to arrive or go in on time.

Other areas of social support can range from family issues, having a good sense of control and predictability in life and active problem-focused coping skills learned in time, optimism, and resilience, all of which can enhance the CO's immune function through their wellness program (Klinoff, 2017). According to Klinoff (2017), social support has been linked to improved job performance and overall well-being through the effectiveness of a well-designed wellness program.

However, just as a high level of social support correlates with positive outcomes, low levels of social support are associated with unfavorable consequences, where the lack of social support has been linked to depression, PTS, medical morbidity, feelings of isolation, and job burnout (Klinoff, 2017). Given the prevalence, enormous emotional and physical health costs, and the administrative burden of CO stress and burnout, further investigating the missing literature and open gap between the dynamics of these beneficial factors related to job burnout reduction is warranted as these high-risk impacts job stress on COs even further.

High-Risk Factors Impacting Job Stress

High-risk exposures differ from workplace characteristics because COs are exposed to the following illnesses compared to workplace characteristics. In addition, the high-risk factors of exposures impacting the workplace are different because they are changes to be made and adjusted when compared to the elevated high-risk that impacts job stress as critical and dangerous. According to Graham (2011), when combining no existing wellness program, elevated risk exposure to mental and physical illnesses is brought on over time; all can go hand in hand with family issues.

The on-the-job stress-related issues in an intense work environment may affect COs' families. Some mental health diagnoses resulting from workplace stress can also lead to family issues, such as depression, suicide, substance abuse, and trauma (Graham, 2011). These family issues can eventually affect other employees in the workplace, requiring them to be more productive, work longer hours, and eventually seek social work. According to Secret, and Sprang (2001), occupational social workers, in particular, can help managers and decision-makers in organizations to focus on the interpersonal dynamics between supervisor and employee. The occupational social workers could advocate for new development and ongoing training seminars or other support systems for wellness programs for effective family issues that deal with COs, employee work, and family and personal home psychological issues.

According to Secret and Sprang (2001), family psychological issues can create a cycle or manifest into family demands, conflict, and stress that travels from the COs' workplace to home and back to the workplace, repeatedly creating psychological issues and demands. CO and employers, who are concerned about the interference of home life on worker productivity, have launched workplace initiatives known as "family-friendly," "work-family," or "work-life" policies and practices, to help employees balance home and work (Secret & Spring, 2001). These are the adverse effects of workplace stress on a CO and personal family members when working in a stressful, toxic, and dangerous environment without an effective program that is current and up to date with reality.

Psychological Issues and Demands

Researchers have examined the antecedents of job stress and their relation to several coping mechanisms for CO psychological issues. According to Graham (2011), CO job stress has been defined as "the harmful physical and emotional responses that occur when the job requirements do not match the capabilities, resources, or needs of the worker." A psychological issue may be whether there is enough time to complete the work, the volume of work, and conflicting demands placed on the worker. In addition, to the psychological issues and demands associated with the CO job, burnout may generate feelings of anger that can diminish sympathy, enthusiasm, motivation, and self-esteem, eventually leading to self-inducement without an effective wellness program (citation). According to Graham (2011), increased alcohol and drug use may result from job stress and is often used as a coping mechanism. In addition, CO stress can compromise job safety in the workplace and environment, creating a cascading domino effect of job turnover and employee absenteeism, forcing facilities to hire less qualified individuals to fill vacant positions. According to Graham (2011), high risk and work exposure to stress are related to workplace characteristics of job stress that is brought on by poor job performance, job dissatisfaction, and employee turnover for COs in the workplace environment.

In a way, the high-risk factors, such as work-related illnesses of exposure, may differ from workplace characteristics because COs are exposed to more illnesses when compared to workplace characteristics. In addition, the high-risk factors of exposures impacting the workplace are different because they are changes to be made and adjusted

when compared to the elevated high-risk that impacts job stress as critical and dangerous. When combined and no wellness program exists, exposure to mental illness is brought on over time, and both can go hand in hand. Furthermore, COs are also increasingly exposed to high-risk factors, such as AIDS, hepatitis B, and tuberculosis, all of which present even more significant and wider-reaching concerns, especially concerning their private and familial lives (CDC, 2016). Adjobimey et al. (2022) discuss how the exposure risk factor of occupational stress is common among workers in a prison setting and recommend implementing and evaluating preventive measures that are necessary against the high-risk exposure factors. Moreover, data suggests that these concerns and issues from overwork activity have led to high divorce rates, more stress-related illnesses —such as heart disease, hypertension, and ulcers —and a lower life expectancy in COs compared to other professions (Graham 2011).

CO overwork activity, especially performed during the night, can influence the sleep-wake cycle, favoring the development of insomnia. Insomnia would subject the worker to such a stressful condition that it would encourage undesirable behaviors such as the use/abuse of psychotropic substances (Adjobimey. et al., 2022). Furthermore, this may be where a greater propensity of prison night workers, such as COs, would consume alcoholic beverages than those who work during the day, often in binge-drinking mode, has been reported in the wellness program literature.

The career motivations of COs and daily interactions with inmates can precede external environmental high-risk factors. A correctional facility can produce many external environmental high-risk factors outside the prison, affecting the surrounding

communities and COs. Compared to other frontline service personnel, a CO will often work in a highly stressful work environment. One reason is that every prison setting may be unique and require COs to manage a broader range of stressful, unique, continually, and often unpredictable workplace environments while inheriting the prison difficulties as part of their role. For example, Dixson-Wilkins (2013) expresses how COs who worked in men's facilities reported higher levels of depersonalization than those who worked in a women's prison, and men also experienced more job stress and job burnout. However, there was a sense of personal achievement and significantly higher accomplishments in women's prisons where wellness was helpful. According to Dixson-Wilkins (2013), over 50% of male and 20% of female detainees and inmates have some antisocial personality disorder, and approximately 70% of detainees with mental illness have a co-occurring substance abuse disorder—all of which affect the depersonalization of a CO.

In some cases, COs who fail to understand the importance of wellness program assistance for their own emotions, behaviors, and factors of mental disorders can hinder inmate rehabilitation and treatment within the facility. For example, Brown (2016) explains how burnout and major depressive episodes are not recognized as distinct conditions in diagnostic classification systems such as the "Diagnostic and Statistical Manual of Mental Disorders." Therefore, job burnout and major depressive episodes are associated with mental disorders and depressive symptoms. These higher-risk factors for workplace stress and depression involve exposure to danger, psychological demands, and deadlines that can lead to Post-Traumatic Stress Disorder, substance abuse, and

depersonalization (Graham, 2011). One study, which compared COs who were experiencing major depressive disorder and burnout-free workers, concluded that burnout and depressive episodes were associated with similar depressive symptoms (Brown, 2016).

Work Overload and Work Stressors

The sources of work overload and shift work stressors identified among prison staff can be divided into four categories: work overload stressors, shift work stressors, psychological distress, and occupational stress (McCarthy, 2012). According to McCarthy (2012), the work overload stressor is where the work or assignment is given to a CO, and they must meet the deadline or timeline, which can create an overload of work, causing exhaustion in the CO brought home. The shift work stressor is seen as changing a CO hour within the schedule. Shift work is a significant stressor because they eat differently on rotating shifts or work double or overtime, depriving them of sleep. The CO's psychological distress can lead to either detachment from their job or lower their motivation and self-esteem, causing job absenteeism or dissatisfaction over time (source). Finally, these occupational stressors include psychological, behavioral, and medical disorders, and diseases can eventually spill into their family (sources).

According to McCarthy (2012), when COs experience work overload, they eventually become depressed because they are not meeting their full potential. According to Brown (2016), a study indicated how "stress and burnout are positively associated with role conflict, ambiguity, role overload, work-family conflict, supervisor support, and the perceived dangerousness of the job." The study reveals how women in corrections and

human service occupations show a higher level of emotional exhaustion than men. The study assumes that women have a higher level of stress and job burnout than men because of role overload and role conflict due to the demands at home and work.

However, those who choose a career path as COs may be exposed to institutional-related dangers and mental and physical health risks. These institutional-related dangers include prison riots, prison gangs, and infectious diseases. In addition, according to Picincu (2019), female COs are at higher risk because they are constantly being sexually harassed or hurt while at work. Moreover, because of overload stressors, female COs have a greater risk of chronic injury, high cholesterol, hypertension, and heart disease than other law enforcement occupations (Picincu, 2019).

In time, the work as a CO brings on conflicts, fatigue, a heavy workload, and inadequate resources, all of which soon contribute to COs' stress. The stress experienced without an effective wellness program by a CO daily may affect their work, personal relationships, and family life. Picnic (2019) showed that female COs are about 19 percent more likely than male jail guards to exhibit PSTD symptoms. Therefore, the female COs may suffer in silence compared to male officers, telling themselves that they need to be strong, and this is why the study showed that the actual numbers are significantly higher. However, the female COs who did not develop PTSD did experience some high-stress levels of job burnout with the use of the wellness program offered (Picincu, 2019).

Work Shift Stressors

Shift work is one of the most common sources of workplace stress and exhaustion, leading to job burnout for COs due to the interruption of diurnal rhythms

(McCarthy, 2012). McCarthy further explains how the human brain regulates the cycle that controls over one hundred physiological functions — including body temperature, blood pressure, and heart rate. These body functions are tied to levels of alertness, mood, memory, and other psychological processes and are affected by the time and frequency of work shifts. Much research has been dedicated to studying this problem of the behaviors and attitudes of COs to their stress due to working different shifts that relate to the CO population with their wellness program. According to Price (2011), COs are held responsible for the numerous functions within a correctional institution, more so than any other population of interest outside law enforcement or high security.

According to Price (2011), rotating shift work stress has been a constant struggle COs face while engaging in their custodial duties and has worsened over the years. This job stress includes preventing escapes and inmate violence and implementing rehabilitation development, all of which cater to and can bring on psychological and occupational stressors during overworked work shifts. According to Ridner (2004), the term psychological distress is frequently used in wellness program literature to help describe the CO and employee workload discomfort related to signs and symptoms of acute or chronic illness, such as pre- or post-treatment anxiety or compromised status of fetuses or the respiratory system. According to Ridner (2004), psychological distress is a severe problem faced by many people who work as correctional officers or high-security officers daily. This type of stress in the workplace is seldom defined as a distinct concept often embedded in the context of workplace stress, strain, and distress leading to employee burnout. According to McCarthy (2012), the inability to cope effectively with

psychological distress can adversely affect a person's sharpness, empathy, sensitivity, coping skills, and learning strategies. Job burnout, according to Maslach and Leiter (2016), is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job and three critical key dimensions of this response are overwhelming exhaustion, feelings of cynicism, and detachment from the job, and a sense of ineffectiveness and lack of accomplishment.

More recent research about occupational stress has shown a trend toward incorporating stress management into the prison guard workshop and training program as a component of workplace wellness programs (Richardson, 2017). Richardson (2017) expresses how occupational wellness balances prison work and COs' time and helps encourage their personal and professional growth, which is often financially rewarding. It is about choosing a profession that provides a feeling of purpose and productivity. According to McCarthy (2012), researchers have increased their examinations of the impact a prison's security level could have on occupational stress over the past three decades.

COs had higher stress levels while inside the institution, but their stress levels lowered once they departed the premises (McCarthy 2012). The consequences of a CO being exposed over extended periods to occupational stressors in the prison workplace environment include risk factors and mental disorders, such as acute traumatic injuries, mental disorders such as depression and health behaviors, cardiovascular disease, and musculoskeletal disorders, including hypertension, obesity, diabetes, and the metabolic syndrome (citation). According to Quick and Henderson (2016), occupational stress in

high security in the work environment is a known health risk factor for a range of psychological, behavioral, and medical disorders and diseases. However, organizations and correctional facilities can help manage and mitigate occupational stress disorders using preventive and enhanced well-being and stress management for other categories of workplace stressors as well.

<div align="center">

Categories of Workplace Stressors

</div>

Other related categories fall in place with other stressors in the prison workplace that can affect a CO family. This is where an effective wellness program may benefit both sides. For example, according to Keefauver (2019), COs are often asked to work long hours, overnight shifts, and mandatory overtime and deal with the impact of the physical demands on the job leading to sleep stress. Other categories are developmental stress, safety stress, career stress, relationship-at-work stress, and sleep stress, all of which can affect the CO and their families. Although there has been much research on stress and shift scheduling, research has been limited, specifically on sleep deficits and related fatigue and performance problems in corrections with the use of wellness programs (Swenson, Wasilewski., & Hart. (2008).

However, developmental job stress is more intrinsic and encompasses the view of function as developmental stress as a function of the job, specifically in the correctional facility and organization. Swenson et al. (2008) express how developmental job stress occurs when job roles or orders are ambiguous or unclear for COs who are instructed to manage the inmates during mealtime, confusing. In addition, the COs are required to perform cell searches while the inmates are absent from the cells during mealtimes—this

would require them to be in two places at once as this would allow more time and put them in a stressful situation, jeopardizing their health and causing safety stress.

Keefauver (2019) examined the safety and workplace stress COs are exposed to and how the stressors can harm individuals, the work environment, and the workplace. Kefauver's findings show why workplace administrators need to know the types of stressors and what kind of effects they can have. According to Keefauver (2019), the safety, career, and relationship at work stressors are responsible for maintaining order, facilitating rehabilitation, and recidivism prevention that COs often have because of their conflicting roles within their jobs, working long hours, and feeling a lack of support. Keefauver found that the COs are exposed to violence in the workplace and are at risk of physical assault by inmates and long-term exposure that will lead to factors such as early burnout characterized by exhaustion, cynicism, detachment, ineffectiveness, and a lack of sense of accomplishment.

Burnout factors lead to poor job performance, which can cause counterproductive behavior, such as aiding inmates in conducting criminal acts, increased substance abuse, a decrease in organizational commitment, and avoidance behavior at work, such as excessive absenteeism and sick days (Keefauver, 2019). In addition, the workplace stressors that lead to early burnout can cause lower productivity, negativity, and ineffectiveness at work. These workplace and safety stressors will affect the correction officers negatively on a personal and social level leading to decreased life satisfaction, social withdrawal, decreased physical health, inability to cope with traumatic experiences, and increased substance use. Keefauver (2019) explains that from a CO

standpoint, there is empirical evidence that career stress will decrease job involvement, reduce organizational commitment and adverse safety outcomes, and increase CO absenteeism and turnover, organizational structure, and climate of correctional factors of sleep stress.

McCarthy (2012) investigated how rotating shift work creates physiological fatigue and sleep stress by showing how one night of lost sleep can reduce cognitive performance by 25%—and a second, continuous night of lost sleep by 40%. This physiological fatigue has been estimated to be the equivalent of a .05% blood alcohol level. Furthermore, half of the night-shift workers on the first night spend 24 hours awake, and this period could produce an impairment equivalent to a .10% blood alcohol level (McCarthy, 2012). According to Swenson et al. (2008), working when he or she would otherwise be asleep, the officer's biological clock can produce physiological, psychological, and behavioral changes that compromise attention, reaction time, risk-taking, and efficiency, promoting lifetime errors.

McCarthy (2012) expresses how there are at least six outlined warning signs of harmful shift work to COs: impaired work performance, irritability, gastrointestinal dysfunction, apathy, and fatigue during work, which can be disruptive during daytime sleep. Moreover, females are particularly vulnerable to health troubles related to shift work, including cardiovascular morbidity and obstetric problems such as spontaneous abortion, babies with low birth weight, and pre-term births (McCarthy, 2012). By understanding the changes that shift work introduces, administrators, officers, and their families can be better prepared to cope with shift stress and the five common elements of

stress and burnout; a correctional institution should have an effective wellness program in the CO workplace to adhere by (Swenson et al., 2008).

Five Common Elements of Job Burnout and Prevention

There are five common elements of job burnout, according to Maslach and Leiter (2016): the predominance of dysphoric symptoms such as mental or emotional exhaustion, fatigue, and depression, the emphasis on mental and behavioral symptoms over physical ones, and work-related burnout symptoms. In time, these symptoms manifest themselves in "normal" persons who have not suffered from psychopathology before and result in decreased effectiveness and work performance. This is why there is a need to make sure COs have a current, effective, and fully developed wellness program in place. The wellness program for COs needs to oversee everything mentioned above and could be added to preexisting wellness programs. These five common elements of job burnout and prevention will also be added to the literature as several key factors and special components to the new CO training program development for stress for work-related intervention.

High Risk of Job Burnout Prevention Factors

Although COs experience health risk factors of elevated levels of job burnout during work over the years, they express willingness to access psychological services such as what the wellness program offers. Wellness programs and prison training programs like wellness interventions (e.g., psychological counseling and correctional officer training programs) can be updated or improved to help reduce the impact of stress on COs (Klinoff, 2017). Other health risk factors associated with less job stress and risk

of job burnout include being involved in higher decision-making, commitment to the organization, self-efficacy, and a sense of purpose (Klinoff, 2017). According to Klinoff (2017), there are further points to several benefits of effective wellness and training programs, including social support and social competence. Brown (2016) argues that training supervisors who recognize early stress symptoms can improve treatment success and minimize early job burnout leading to health risks and diseases. Heart disease, depression, PTS, and anxiety are just a few conditions caused or exacerbated by job-related stress that the COs can develop over time if an effective wellness program is not in place. In addition, recent studies have shown that the actual life expectancy of COs is surprisingly low—most do not live to see their 59th birthday (Keefauver, 2019).

Organizational and Operational Stress

A CO can experience excessive demands and pressure outside work just as much as they can during work. The organizational stressors at work can eventually affect those at home and vice versa. This work-related stress that leads to job burnout and future mental health issues often go together, causing organizational, operational, and traumatic stress as the three common types of stress. Organizational stress, operational stress, and traumatic stress are the three common types of stress that impact employee health risk diseases for those who work in the field of corrections (Keefauver, 2019).

The first two categories comprise organizational and operational stressors that overlap with Finney et al.'s (2013) study. Organizational and operational stress involves interpersonal and relational stress on the job, such as role conflict, conflict with administration, lack of social support, and lack of wellness and training programs.

However, where the two stressors (organizational and operational) are harmonic and health risks—they are not similar (Keefauver, 2019).

The third category is traumatic stressors, which are seen as different stresses specific to the COs' work environment. According to Keefauver (2019), traumatic stress in a dangerous work environment is when the COs are repeatedly exposed to violence between inmates and violence between inmates and correctional staff. Traumatic stress occurs when COs are exposed to details of violent crimes, the potential for physical and psychological injuries, and deaths via inmate suicide. The form of traumatic stress is a crucial issue and can be divided into direct trauma and primary and secondary trauma for COs. According to Keefauver (2019), traumatic stress is when the COs are the victim or witness of a traumatic experience, indirect trauma, or secondary trauma. In contrast, they hear of or work with victims of traumatic events.

Workplace Primary and Secondary Stress

COs often experience primary and secondary traumatic stress in the job workplace. Brown (2016) finds that primary and secondary traumatic stress, vicarious trauma, and job burnout are highly convergent constructs. Furthermore, the study asserts that work-related stressors (such as job burnout and being new to the helping professions) best predict therapist distress and disruptions within interpersonal relationships (Brown, 2016). Mental health therapists often cite disruptions within interpersonal relationships as secondary traumatic stress and vicarious trauma. Primary and secondary traumatic stress may present as intrusion, avoidance, and arousal symptoms and is conceptualized to mirror Post-Traumatic Stress (PTS).

Primary and secondary stress and trauma are followed by first-hand experience of a traumatic event, such as being assaulted by or witnessing someone being assaulted by an inmate (Keefauver, 2019). Keefauver (2019) says that 31% of COs in the U.S. have PTS, directly resulting from first-hand exposure to trauma. Moreover, as if primary stress exposure to trauma does not cause enough risk to the well-being of COs, exposure to secondary traumatic stress also has a negative impact, making it more likely that COs develop PTS in the correctional work facility and environment and wellness programs are highly recommended in the area.

The workplace environment at correctional facilities is often highly stressful, physically demanding, and potentially traumatic, given the high potential for violence and personal risk (Keefauver, 2019). Keefauver further points out that COs' supervisors can play a vital role in the everyday work environment in terms of trust, respect, social support, training, and job satisfaction. According to Brown (2016), the prison environment presents itself as harmful to its workers, leading to increased stress and health hazards. Furthermore, security and law enforcement professionals may present inadequate coping strategies, and increased alcohol consumption is a risk factor.

These risk factors influence COs' alcohol consumption, who are of the male gender, heavy smokers, age, income, and work variables, which eventually play some role in the CO's job satisfaction and health risk. Much of the qualitative research and literature review focuses on job-related stress, job burnout, the profession's negative impact on COs, and the importance of an effective wellness program. The longer COs are in a stressful situation and do not oversee their stress well, the less job satisfaction they

will experience; unavoidable risk factors such as stress-related illnesses, compassion fatigue, and obesity will eventually erode job satisfaction (Keefauver, 2019).

Unavoidable Risk Factors of COs

Gurda (2019) found depression was also common among COs, and job stress, anxiety, and burnout have a substantial adverse impact on their behavior and can be linked to obesity, which is prevalent among highly stressful occupations, such as COs. In addition, obesity is a severe medical problem among COs that leads to many illnesses, such as cardiovascular diseases, Type-2 diabetes, elevated levels of cholesterol, low quality of life, and mental illnesses, such as depression and anxiety (Gurda, 2019). At present, it is unclear whether Type-2 diabetes leads to depression or whether depression leads to poor dietary choices, and it is known that both diseases are caused by the same risk factors, such as extreme work stress (Gurda, 2019). How a correctional facility is managed presents another source of work-related stress connected to organizational and family-risk factors when a wellness program does not exist or work effectively in the CO workplace. As mentioned, job satisfaction, inadequate pay, and conflict with coworkers are also related to workplace stress and depression, and mental health leads to higher absenteeism (Gurda, 2019).

Family and Mental Health

The consequences of stress can range from simple irritability to severe anxiety, depression, and panic attacks. A small amount of work stress can be a motivator for some COs. However, higher stress levels can quickly overwhelm COs and adversely affect their home, family, and personal lives after work (Gurda, 2019). When COs work mid-

day or overnight shifts, they spend time away from their families. As a result, COs either must catch up with family time, which takes away from sleep time, or try to catch up on sleep and lose valuable family time.

Stress brought on by occupation as a CO has a strong association and pairs with depression. As a result, COs may have difficulty developing trust with others (Gurda, 2019). However, while many other occupations have a lower risk of workplace stress, the profession of law enforcement, especially COs, is under constant workplace stress. Gurda's (2019) study shows how depression and sleep disorders can be linked to cardiovascular diseases, =Type-2 diabetes, and heart disease. Overproduction of cortisol results in increased glucose levels and increased cortisol levels without physical activity, resulting in higher insulin resistance. Depression and sleep disturbance have a compound relationship that may contribute to depression and exhaustion (Gurda, 2019). According to Maslach and Leiter (2016), exhaustion and depression are typically correlated with stress and burnout symptoms like headaches, chronic fatigue, gastrointestinal disorders, muscle tension, hypertension, cold/flu episodes, sleep disturbances, and obesity. Depression and obesity among COs are also linked with coronary artery diseases and sleep disturbance and are also at risk for family life that may also lead to Post Traumatic Stress (PTS).

Post-Traumatic Stress

COs can also develop Post-Traumatic Stress (PTS) after being exposed to stress over an extended period. Often, individuals with PTS become emotionally withdrawn, distancing themselves from family members (Gurda, 2019). In addition, PTS and trauma

exposure connect with numerous body systems: cardiovascular, neuroendocrine, immunology, reproductive, and gastrointestinal. This is why having a well-designed and effective wellness program in place for COs is a good blanket of security in the workplace environment in any prison.

<div align="center">**Personal Employee Risk Hazards**</div>

Employee Burnout and Occupational Hazard

There are several reasons that COs experience early job burnout in the workplace. Gurda (2019) explains that work stress and burnout are dysfunctional conditions that reflect the disparity between the demands of the job and the available resources. Job burnout and exhaustion are occupational hazards where the mental and physical phenomenon results from overwork stress reactions, which accumulate over time. According to Maslach and Jackson (1981) and Leiter, Bakker, and Maslach (2014), job burnout was found in different fields, such as medicine, law enforcement, and public safety. Furthermore, Gurda notes that a limited number of studies on stress, job burnout, and exhaustion in correctional facilities, prisons, and institutions indicated that more attention to wellness programs must be researched and paid to this issue.

The dangers and hazards of employee burnout in the literature review begin with a collection of symptoms defined. According to Keefauver (2019), job burnout starts because of the excess buildup of job stress due to the nature of the job and the lack of an individual's ability to cope. In some ways, job burnout and its symptoms manifest gradually and subtly; COs are often unaware of the problem. The physical and emotional exhaustion of job burnout is common among COs, who carry years of undealt-with stress,

which leads to a buildup of secondary stress-related hormones and shortens their life span. As an occupational group, correctional and law enforcement officers have been found to have lessened life spans, where COs have lifespans of sixteen years lower than the national average (59 years compared to 75 years) (Meier, 2013). According to Graham (2011), employers and managers must adopt or update, and change their existing wellness programs with strict policies that help manage and measure job stress-related issues. They must then train employers and managers to recognize the early warning signs of stress and exhaustion for COs. For any new change in the workplace to be healthy and effective, the whole picture of the COs' well-being and work environment on their wellness program needs to be updated by new research and considered. According to Ahalt, Haney, Williams, and Ekhugen (2020), the dangers of high-stress and dehumanizing workplace environments that characterize many COs and correctional facilities in the era of mass incarceration have worsened.

For example, culture change intervention has successfully introduced COs to an alternative approach to correctional work that emphasizes humanity, health, and rehabilitation and gives a CO part in decision-making. For example, a research study by Slate, Vogel, and Johnson (2001) showed that COs who perceived that they had some significant input, and some say in the decision-making process experienced less occupational stress levels. One requirement of being a CO is the ability to multitask. COs work with a substantial number of inmates that COs works with, work overload has often been cited as one common phenomenon among COs that increases stress, risk factors, and health problems. According to McCarthy (2012), when prisons become understaffed,

it can lead to severe consequences, such as an inability for officers to get time off from work or complete work assignments in a reasonable manner.

Purpose for Wellness Program

An effective wellness program for correctional officers (COs) would be an excellent purpose to help raise awareness of stress and job burnout among COs employees, employers, and team leaders. The purpose of having an effective wellness program is to help prevent detrimental working situations, update their current program, and see how effective it has been over time toward prison reform. Therefore, engaging COs in a highly effective wellness program is important because everyone in these systems can benefit and become empowered to collaborate closely with residents. This will help promote positive social change for the prison system's health, healing, and rehabilitation. According to Ahalt et al. (2020), there are critical opportunities to develop new correctional academy training curricula and retrain the existing correctional workforce, as this will help eliminate dehumanizing practices and conditions of COs' health and wellbeing.

<div align="center">

Summary and Transition

</div>

This chapter included information about the importance of having an effective wellness program in place for COs and a program related to health, performance, and wellbeing of institutions. This qualitative research is about how wellness programs are not frequently updated or restructured and may not provide positive results and benefits to both individuals and companies. I examined COs and their wellness programs that were effective and how they worked. Chapter 2 includes characteristics and categories of

workplace stress and high-risk factors associated with job stress and workplace job burnout.

I also addressed job burnout and stress and training programs to enhance prisons for CO health and wellbeing.

Psychological and organizational workplace constructs as well as personal employee risk hazards play a role in CO wellness programs. Chapter 3 includes information about the qualitative approach, research questions, purpose, narrative design, my role as the researcher, rationale, data collection tool and instrument, data analysis plan, and ethical procedures.

Chapter 3: Research Method

This chapter includes information about the research method, HHOMM, participant recruitment process, sample technique, data validity, and ethical procedures. I describe how participant data were analyzed, transcribed, and stored.

Qualitative Research Approach and Research Questions

The qualitative approach was used to identify work-related health risk factors and comprehend how they may negatively affect COs' psychological health in the prison system in New England. This purpose of the study was to explore effectiveness of employer-provided wellness programs while explicitly focusing on New England correctional facilities and strategies that were designed to answer the following research questions:

RQ1: What are the work experiences of COs regarding employee wellness programs that are provided by their employer?

RQ2: How do COs perceive components of employee wellness programs affecting their wellbeing?

Research Design and Rationale

I used face-to-face interviews to determine strengths and weaknesses associated with current CO workplace environments and wellness programs. The narrative approach involves soliciting stories, oral histories, and written autobiographies and biographies. It has been used in many disciplines when using cultural or historical experiences. By using the narrative approach for this qualitative research study, I interviewed COs face to face

or by phone and listened closely to their work-related experiences regarding wellness programs.

Advantages of Narrative Research

There are several advantages of using a narrative approach when doing doctoral research. One advantage is that researchers can ask open-ended questions regarding strengths and weaknesses. Furthermore, a one-on-one storytelling narrative is advantageous because it involves asking open-ended questions during interviews and gathering data about workplace environments to assess effectiveness. According to Creswell (2009), the narrative approach is used to reveal and analyze participant histories and work experiences.

Central Phenomenon of Study

Narrative research involves describing and understanding or interpreting cultures by focusing on past life, work, events, and experiences involving particular situations. It helps to understand participant experiences from their point of view.

In this study, the qualitative approach was more appropriate than the quantitative approach because the quantitative approach does not involve considering or capturing natural or personal observations, experiences, or perceptions. This approach was used for high-quality personal data to be gathered through individual interviews to explore COs work experiences, prison work environment, and work perceptions.

The qualitative approach traditionally involves studying participant observations, quotes, and answers to open-ended questions. This method may be a suitable choice for understanding views and perceptions and addressing different problems.

Rationale for Researcher Choice

I used the qualitative approach to collect personal data through verbal questions during interviews concerning their work environment as well as perceived effectiveness of wellness programs.

<div align="center">

Role of the Researcher

</div>

Observer

I designed interview questions via a 15-item questionnaire that was distributed to participants. The research aspect will also allow for some interaction between the researcher and the COs to help explain questions or allow the COs to explore their answers in-depth while allowing the researcher to manage any research bias during the interview process. The interview process will begin with the intention first to contact a CO participant by phone noting several assumptions throughout the study: All participants in this study were COS who worked in a correctional facility in New England.

Managing Research Bias

Research bias can be a potential issue and can affect the study. To avoid or minimize bias, the researcher or person doing the research needs to let the participants speak openly and without interruption. An example of a potential bias issue may occur when the researcher does not want to hear what the participant says or, in some cases, states his own opinion and words. In addition, the researcher must be fully aware and alert to specific bias issues, where the researcher must remain nonjudgmental and

unbiased with some professional understanding during a face-to-face or over-the-phone interview.

However, research bias during interviewing can be avoided or controlled for the study with CO participants. One way is where the researcher can plan ahead while collecting data and analyzing the data during and after the publication phases of the qualitative study. Another way to avoid harmful bias is by having a fellow student or committee member review the interview questions and answers and the appendix forms before and after the interview and data collection. (See Appendix Forms page 143 and 144).

In this case, the researcher will remain aware of the situation, be very conscious of developing bias into the interview situation and avoid using his previous knowledge and dispositions on how he will control the intrusion of bias. An example is where many qualitative researchers practice mindfulness meditation as this is a way to become aware when their thoughts are about previous knowledge rather than open and receptive to the information from the COs participants. In this case, the researcher can record the interviews in case something is missed and listen to what was important. Therefore, the best way to avoid research bias is to let the participants speak their minds under no pressure to answer and make any assumptions about the interview. However, a small part of potential bias may occur when explaining the interview process and with the participants told of receiving $50.00 cash compensation for participating. Offering a participant some form of compensation may make them obligated to perform or speak about an issue in a certain way.

Ethical Issues

The researcher may be challenged and encounter some ethical issues before and after the interviews. The researcher will determine and ensure all participants have access to the facility's workplace wellness program to proceed. In some cases, for the research to be valid and consistent, it must be established that the COs are either male or female and have been working at a correctional facility in the New England area.

Methodology

Participant Selection Logic

This qualitative study aims to identify the CO's work-related experiences and the wellness program's effectiveness over the years. By selecting a small sample of 10 to 15 COs who meet the criteria and interviewing them one-on-one, the researcher hopes to improve the effectiveness and overall system to improve and update other wellness programs in society's security and law enforcement field. Participants are at no risk of being interviewed and may sign a consent form at the beginning.

Sampling Size and Method

Participants will be COs working at correctional facilities in the New England area. The researcher may choose a mix of male and female COs proportional to each who works at the correctional facilities. As mentioned, the researcher will recruit between 10 and 15 participants using the snowball sampling method and arrange to meet on the Internet or by phone to break the ice. The small sample size is based on parameters frequently outlined for qualitative research. The researcher has chosen New England because he lives and travels from facilities will be easy and not expensive. Another

reason for choosing the New England area is because the population and states are side by side and have been known to have employee lay-offs, cutbacks, lack of benefits, incentives taken away, and insurance and benefits for the workers and family.

The participants will be selected by snowball sampling in the surrounding New England areas who meet the sampling criteria of being employed as COs and staff employees. Participant selection began after the Institutional Review Board Approval Number is (05-23-23-0229933). The snowball sampling methods help narrow down the important participant sampling characteristics and work criteria. This criterion is a list of elements from the characteristics that were determined beforehand as essential to the study. In this case, the snowball sampling method is highly suitable and recommended to recruit a small sample of 10 to 15 participants concerning area and recruitment from the small rural areas within the New England areas.

Recruitment Method

The recruitment methods will be done by providing fliers, advertisements, and referrals for recruiting participants for an interview. An interview will be a narrative approach and face-to-face, which will last 35 - 45 minutes with informed consent. The study relies on the snowball sampling method, where the researcher would seek to add individuals to the research study based on the recommendation of current participants. The snowball sampling method will allow the researcher to seek subjects within the population of COs. The snowball method starts with one or two participants, and those, one or two individuals, would recommend someone else. This population recruitment would then "snowball" as these individuals recommend this study to

additional potential participants. Once complete and individuals are chosen, a plan to filter out other candidates from making a pick of the litter would be helpful to gather the best data collection possible. In this case, the researcher may want to add more COs with more of a match and criteria to collect even better results. (See Appendix C Recruitment Flier page 145).

First Contact with Participants

The researcher will have some leads from several prison facilities by word-of-mouth and several other leads as this process can eventually lead to the snowball effect where other COs know several other participants who can participate. Other interested COs will be found through their institutions or websites and contacted by phone or e-mail for a quick screening conversation about their criteria and qualifications to see if they are eligible. Once parameters have been established and consent obtained, a further meeting for the actual interview will be set up. (See Appendix A Consent Form page 141.

The population for selection will comprise any correctional facility working in the New England area. In this case, the researcher will contact the initial subjects/participants to recruit between 10 to 15 participants who are COs in correctional facilities in New England. However, because the researcher has a participant selection from several prison facilities lined up, a problem with reaching data saturation may occur. The failure of the researcher to reach data saturation may have an impact on the quality of the research conducted, and failure to reach data saturation may hamper the reliability and validity of the content. Therefore, the researcher will determine when data saturation is achieved and met and, in some cases, try to keep interviewing.

Once data and saturation are reached, the researcher can apply generalizability to the COs employed at correctional facilities in New England. However, the qualitative research study for CO participants may have one delimitation because of its broad range and geographic area for the COs who work in correctional facilities in New England. The rationale for such a small sample size is based on parameters frequently outlined within qualitative research. According to Creswell (1998), narrative and qualitative studies typically require a smaller sample size than quantitative analysis because a qualitative sample size should be large enough to obtain data to sufficiently describe the phenomenon of interest and address the research questions.

Instrumentation

Data Collection Instrument and Source

The interview questions will be divided into several categories and themes, as mentioned in the Interview Protocol and Chapter 2 literature review, related to a CO's perceptions and past experiences of how effective their wellness program is for the COs. The interviews will begin by asking the participants to describe and identify at least one workplace stressful event or an event that has been harmful and stressful. However, when asking and communicating narrative and research questions to a CO participant, what may be stressful for one participant may not be stressful or harmful to another. Some jobs are highly demanding, like a CO working long hours and dealing with a great deal of pressure, such as high-security situations.

Some jobs, such as highly demanding jobs, stress an employee out and become harmful or even fatal over time. Furthermore, stress may be more harmful to CO work

when several of the following conditions are present: it feels against one's will, out of control, and utterly devoid of meaning. The CO stress level may be perceived between a dangerous event or situation and the lack of resources available to cope, making it harmful. Working in this stressful environment with dangerous prisoners locked up from society by either an accident ready to happen, imagined or a real threat can put additional strain on the employee's behavior. When one perceives something when working in a stressful environment, the brain releases hormones into the bloodstream, which changes someone's mental and physical function, experience, and behavior. Therefore, the data collection instrument and source regarding the questionnaire may consist of questions such as: "What are your experiences regarding the facility's wellness program and your health and well-being?" How can the wellness program be improved?" and "What did you find most effective or least effective about the wellness program?"

The research questions asked by the researcher in the data collection questionnaire instrument are the source that relates to the Healthy Organization Maturity Model (HOMM) and the conceptual framework to help COs answer questions. According to the CDC (2016), sources like the Workplace Health Model (WHO) is another model, similar to the HOMM, that helps provide answers with evidence based on examining past activities and trends. The WHO model helps to analyze and identify emerging issues and visions and create preferred scenarios for gathering data and information for the future. Evidence-based decision-making is, thus, both art and science, where collective wisdom and vision, along with empirically derived knowledge, play worthwhile roles (CDC, 2016).

The conceptual framework and Healthy Organization Maturity Model (HOMM) for such cases involve narrative research of wellness programs such as COs. The WHO model can also be useful to help employ and demonstrate a different approach to address and answer the research questions on scholarly inquiry than using the quantitative research methods. Both models during procedures for a data collection instrument are known to be highly effective as tools and sources that work well and are manageable with qualitative research and a narrative qualitative approach. Both procedures for data collection are helpful when collecting data on a small sample of 10 to 15 COs.

This type of questionnaire and source of data collection instrument are systematically prepared in a form or document with a set of questions deliberately designed to elicit answers and responses from participants to collect information and data. This document is a form of inquiry that contains a systematic and well-organized structured questionnaire instrument with a series of questions. These are open-ended qualitative questions intended to elicit the data and information, which helps supply new insight into the nature of the problem being studied during the procedure and by the interview questionnaire instrument.

The interview procedure and instrument for the data collection will be based on asking qualitative questions from a protocol of a 45-minute face-to-face interview. The researcher prepared this document in an Interview Protocol, ready for the final interview questions in the IRB's proposal. From the beginning to the end of a 45-minute interview, each participant will know they are receiving $50.00 cash compensation for their time beforehand.

Open-Ended Questions

The qualitative information on the COs will include several limited, open-ended questions meant to elicit details about the participants. These are questions regarding their perceptions of how well their wellness program is effective in their prison workplace environment over time. The open-ended questions in the document explain what the researcher will ask a participant during the narrative interview. These questions, in the end, will be measured on their wellness program's perceptions and effectiveness's internal and external validity by the researcher using the qualitative method and approach. Therefore, no pilot study beforehand will be necessary for gathering information from the COs.

External Validity

Participants are aware and involved; their answers may result in distorted or altered perceptions if their stress levels are inaccurate in the measures studied in a study. Furthermore, the participants might also try to answer how they think they should answer, not how they feel during the interview. In one way, checking on external validity may be replicated and may mean conducting the research a second time, such as through a follow-up with different participants in different cities or demographics of the COs population or a different prison setting. This is a step and process where a researcher may check to see if they still get the same answers and results because external validity with qualitative research is important in researching the CO population. Therefore, there will be several checks before and after the interviews to reduce threats to external validity and

minimize and prevent inaccuracies in data analysis when studying workplace wellness programs' effectiveness.

Internal Validity

In some cases, COs who may have sustained massive event work stressors may not make excellent candidates to participate in the study. By this, a threat to internal validity can be determined when it is unknown how many CO participants might cancel due to unforeseen circumstances or decline to consider being interviewed.

Frequency of Data Collection

Data for the qualitative research study will be collected from CO participants at one point in time during an interview. The participants will not be requested to conduct subsequent interviews or be contacted by the researcher following the interview. A follow-up and contact with a phone call or email to communicate with a participant may be acceptable by showing some respect and appreciation for their time to help ensure the CO participants are doing fine.

Data Transcription and Analysis

To interpret qualitative research data, the interviews will be fully transcribed and analyzed using qualitative data analysis by a computer software called NVivo. The NVivo software package helps categorize the data results and interview findings with common and notable qualitative themes. The step of categorizing themes is when the researcher reviews interview responses and apply codes to the qualitative data to create themes. This process will ensure that the interview's qualitative data and information are interpreted. The NVivo transcribing and conveying process will include constant filtering

to scan the material, make and add additional notes, arrange the data and information, and filter them into distinct categories, patterns, and themes.

After each interview, the data will be transcribed within 24 hours. The data will then be stored in a private and secure computer placed in a locked filing cabinet at the researcher's office. The data will then be pre-coded to provide parameters that may help define the organized data quality and amount of what should be collected during the coding process. This step will help filter and emphasize the data's specific themes and help the participants answer at least fifteen research questions during the interview survey. This will also help the research address the two main research questions by uploading the answers of data transcripts into the NVivo12 software. This process may take several attempts, and the steps are mentioned in the data analysis plan.

Data Analysis Plan

Types of Data

The researcher will follow the rules and regulations of Walden University and the school's – Institutional Review Board (IRB). When collecting qualitative data about the CO work environment and work situation, the researcher might be analyzing the COs' documents about their current wellness program to help the process before and during the interview. These work documents provide qualitative data about their work environment, job duties, interview responses to stress and wellness programs, answers to the research questions during the three steps, and face-to-face and phone interviews.

The first step of the data analysis and process will involve hand-coding and repeatedly reading each transcript. This step and process will help gain a general and

better understanding of each CO participant and what was said and provided in each

transcript in the next step and process. This next step of the data analysis and process step

involves highlighting the statements made by each CO participant. This step and process

explore the relevance of the participants in their stressful work environment into the next

and last step. This last step of the data analysis and process will involve putting each

transcript into the NVivo software. After analyzing and coding the qualitative data, the

patterns, keywords, and themes will be categorized and grouped into organized clusters

and labeled in broad areas and categories through the abovementioned steps.

Issues of Trustworthiness

For the researcher to obtain written consent from each participant to proceed with

the interviewing process from the beginning, face-to-face or by phone, the researcher will

describe how the consent process will be documented in the Consent form. The final

documents and transcripts about each CO participant's responses will be kept in a safe,

locked place for at least seven years. The following data will be collected for each

interview process and include the steps on how consent is established: a) a document in

the appendix to the participant is invited to participate in the research project; b) a

document in the appendix explaining compensation and the nature of the research project,

to help identify participants; c) a Walden University Institutional and student affiliation

as the researcher; d) a broad description of the type of open-ended questions asked; e) a

document of a clear statement that participation is voluntary and may be withdrawn

without penalty and still given total compensation; f) and a straightforward document that

participation is anonymous and confidential, along with a brief description of how the findings will be disseminated. (See Appendix A.B, and C Forms page 178-182).

Therefore, at the beginning of each interview, each CO participant will be given a copy of the researcher's consent form to sign. In addition, before each interview, a participation letter with a welcome and introductory statement introduces the research, why it is essential, and why it needs to be done. Either way, COs would need to sign the consent form and may still proceed or opt out of the interview with total compensation at any time. At the end of the interview, $50.00 cash will be paid to each participant as compensation for their time. In summary, the researcher will indicate in writing that the Consent Form and Cover Letter will be read to each participant before receiving consent. By this, the CO participant will know more about the research study and appear to understand and participate on behalf of their consent for a virtual internet or face-to-face in-person or phone interview. (See Appendix A Consent Form page 178).

Credibility and Dependability

The process of checking on credibility will allow the researcher to notify or talk to a participant to clarify and provide feedback and to ensure that participants have no confusion regarding the interviews and the questions they will be asked before and after. The researcher will compare the results and findings with similar studies on workplace wellness programs and their effectiveness in other correctional facilities. This step will help capture missing insights and check for assumptions and biases for reliability and dependability.

Confirmability

There will be several techniques and strategies to help enhance confirmability. One valuable technique and strategy will be reflexivity to help ensure that any bias and assumptions will not interfere with the data analysis. However, after documenting each interview, a colleague or student could be brought on board to double-check the coding and recheck for biases. By doing this, the researcher will then repeat the search for negative instances, phases, and themes that may have contradicted prior participants' qualitative observations. Lastly, the researcher will reexamine the data-collection and data-analysis procedures and judge harmful bias and distortion by looking at it a second or third time using the check for the reflexivity process.

The check for reflexivity is a valuable technique in qualitative research, especially when using a narrative approach and qualitative analysis in a research study. The check for confirmability is where the researcher develops the attitude during data collection and analyzes data. Both checks are where a qualitative researcher looks at their position or background to see how the data influence the research process (i.e., selecting the topic, choosing the methodology, analyzing the data, interpreting the results, and presenting the conclusions). However, to achieve reflexivity, the researcher will maintain a reflexive journal. They can look back at the questions asked and reflect on the research process, noting the topic and inflections in research that occurred before, during, and after the interviews.

Using these techniques, the researcher will provide his rationale for the interview and research process decisions. These steps mentioned within the qualitative data

confirmability criterion help solve issues and build evidence of trustworthiness. Furthermore, within time, the researcher may establish steps of trustworthiness and openness to a participant by further moving forward to explain the decisions made in the research process. These details can help provide valuable insight for readers to understand how the themes emerged from the data giving insight and information to answer the proposed research questions.

Reliability

The interview will include fifteen to twenty open-ended questions regarding the COs wellness program via an interview protocol survey designed by the researcher. Employee wellness programs are highly adaptive to their organizations; therefore, there may be difficulty establishing validity and reliability when comparing one program and subsequent evaluations to another program without having exact organizational needs and structures (Chiappetta 2018).

Ethical Procedures

There will be several agreements, ethical considerations, and ethical procedures such as the consent form and actual documents in the Institutional Review Board (IRB) application—that the researcher will follow during data collection research. The agreements will be supplied in writing to help interview the participants, data collection procedures, and all-party safety on personal data. The researcher will follow all established guidelines and each ethical control during the process. The researcher will ensure that unrestricted access and written department permission are first agreed on before recruiting the employee participants. From the onset, the researcher will provide

the participant with a true copy of the ethical agreements and considerations and an IRB-approved informed consent form, even if they choose not to participate. To reassure participants that all necessary actions for anonymity and confidentiality are in place and that all ethical issues have been considered, Walden University has its own Institutional Review Board (IRB). (See Appendix A Consent Form page 141). The IRB is a panel that reviews research proposals to determine what additional measures are needed for the research to be ethical. Walden University's IRB Approval Number is (05-23-23-0229933).

Each participant will receive the researcher's assurance that all information will be anonymous, confidential, and carefully maintained for the duration of the study. The guidelines and policy surrounding ethical considerations are set out in the research procedure and then outlined in a participants' informed consent form under Gayle's (2020) autonomy principle. The research will also ensure that the interviews will be kept anonymous and that names and identifying information will be removed from the transcripts, and that original data will be kept under lock and key for the duration of the study, after which the researcher will destroy it by Walden University guidelines.

The researcher will explain the considerations and ethical agreements during recruitment and sign the informed consent form. The research will explain that there is an opportunity to withdraw from the interview freely, by their own free will, or not answer any questions during the interview or sign any form. The informed consent form is the chance to communicate between the participant and the researcher who is participating during the first meeting before the interview. These guidelines will be sent to the

participants at the beginning and end of the interview via e-mail. The researcher will inform the participant in an e-mail and in person that the study is only voluntary and that they can withdraw from the study at any time. The interview will be conducted at a time and location convenient for COs. These ethical concerns and procedures will be made aware when it comes to collecting valuable data and information when studying and interviewing a CO participant. Therefore, this qualitative research study's scope is limited to the impact of predictors found in the prison facility workplace environment of the COs who work with incarcerated inmates for extended periods. This impact makes the study's scope highly significant because it helps determine how well the correctional facility wellness programs are tailored and adequate to workers' needs and how they can be improved in the workplace environment.

Summary

When people decide to become COs, they must understand that the job can be stressful and dangerous. To be effective COs, they need to be physically and mentally stable and require access to appropriate workplace wellness programs. This chapter includes information about the research design, methodology, and instrument. I also addressed ethical concerns and the consent form process as well as transcription and analysis via NVivo 12. I also explained interviews regarding their perceptions of how effective and up-to-date their wellness program is.

Chapter 4: Results

Wellness programs are designed and developed for correctional facilities, jails, and prisons by their local community supervision leaders, frontline COs and peer team support members who operate peer support wellness programs within the U.S.

Wellness and support program guidelines are used to receive peer as well as emotional and tangible support during times of personal or professional crisis and proactively anticipate and address potential difficulties to help manage work stress as well as mental and physical health (NIC, 2022). Wellness and support program guidelines should align with state-specific requirements for COs and people who work in public safety and law enforcement.

Chapter 4 includes information about the two research questions and a description of the interview process. I address participant demographics, data collection, and data analysis. I also address evidence of trustworthiness, reliability, credibility, transferability, dependability, and confirmability, along with results, recommendations, and a summary.

Research Questions

RQ1: What are the work experiences of COs regarding employee wellness programs that are provided by their employer?

RQ2: How do COs perceive components of employee wellness programs affecting their wellbeing?

Setting

Interviews occurred at a public library, public place, or over the phone. The average length of interviews was 35 minutes. I observed participants seemed more

comfortable talking about their personal lives compared to their work experiences. Furthermore, I noticed participants that who were interviewed over the phone seemed and sounded less willing to talk about prison and said less overall.

Demographics

A sample total of 11 COs were interviewed from different states and locations, and only 11 participants were either found by word of mouth or after reading the advertisement flier (see Appendix C page 145). Out of this sample, four were selected from a prison in Maine, four from a prison in Massachusetts, and three from a prison in New Hampshire. Of all CO participants, 10 were White males and one was a White female. Three participants were between 28 and 40, four of were between 45 and 5, and four were between 56 and 64.

older individuals were still working and said they had no interest in retiring and wanted to keep their level and position in the organization but did not want to be promoted to a higher rank because of responsibility and work stress (see Table 1).

Table 1

Participant Demographics

Participant	Rank/Position	(YOE)	Age	Gender	State
P1	CO1-Booking Officer	33	45	M	MA
P2	CO1- Dep. Super.	30	60	M	NH
P3	CO	28	39	M	ME
P4	CO	14	40	M	ME
P5	CO	15	46	M	ME
P6	CO	20	35	F	NH
P7	CO	9	57	M	ME
P8	CO	30	55	M	NH
P9	CO	40	61	M	MA
P10	CO	30	60	M	MA
P11	CO	10	45	M	MA

Data Collection

Qualitative data for the study were collected by interviewing 11 COs working in

three prisons in Maine, Massachusetts, and New Hampshire. I asked the same 14

qualitative questions using an interview questionnaire script during interviews. Each

participant was told they would receive $50.00 cash compensation for their time. The last

question was open-ended for participants to speak freely about how they felt about their

work experiences using wellness programs. The last question was about how to improve

wellness programs in prison systems.

Interviews were done either face to face in a natural setting while I made and

noted the natural observations in person or closely monitored interviews over the phone.

The interviews were scheduled by appointment at the participant's choice of location and

time to collect raw interview data. Out of 11 CO participants, five were interviewed face to face on-site at a local library private room and six were interviewed over the phone at a time that was convenient for them as scheduled. There were no unusual circumstances encountered when collecting the raw data during each interview. Each participant was interviewed in some type of private setting which provided the convenience of travel.

The privacy and convenience of the place and time were to help comfort and ensure a quiet and private room for collecting confidential and confidential data in a secure and uninterrupted environment. However, every CO participant who met in person was able to leave or end the interview if they did not feel comfortable either signing the consent form at the beginning or answering any questions that they felt were too personal or private. The Nvivo10 software and Microsoft Excel software were used to help record and analyze and filter the data that was collected from each interview. (See Appendix B Interview Questionnaire Form page 143).

The consent form was reviewed by each of the 11 CO participants at the beginning of each interview and a copy was either handed to each CO participant in person on-site or emailed. The interviews were recorded, and the researcher made observations and notes which were later developed into raw data and then transcribed and reviewed to identify key themes. Each interview was then hand-transcribed and analyzed by the Nvivo and Excel software at the researcher's home. After these steps, the interview transcripts were securely stored in the researcher's locked filing cabinet in his office. The results were thoroughly filtered and then separated by coded units and key themes and quotes during the data collection process.

These filtering-out steps helped the researcher keep bias to a minimum during and between each participant interview by letting the participant talk about their family or personal life outside without researchers making any opinions. This may have been where the researcher let them speak about their overtime worked, where their family was concerned, or working double shifts to cover for a coworker or someone who had to swap or switch their hours. The researcher also let them talk about their prison and town and listened to their story how their grandparents worked in the prison without any opinion or feedback.

This step during interviews helped the researcher verify several member checks and filter out any researcher bias or distortion and direct quotes of any research bias from each participant that may have been missed. The filtering step was a process to help the researcher provide support to each of the participant's expressions while collecting data for trustworthiness.

Data Analysis

The coding and data analysis were based on the occurrence and repeated frequency of key themes within each thought expressed by each of the 11 Cos during the data analysis process. The data analysis process involved hand-coding and repeatedly reading each transcript for all 11 Cos who were interviewed about their wellness program. The data analysis process also involved the researcher observing, highlighting, and filtering the important statements from each participant that helped provide the specific relevance of the work experience wellness program about their work experience while using their facility wellness program.

In the next step, the researcher put each transcript into the Nvivo10 software, and then the data was reanalyzed with Microsoft Excel software. Using both software programs gave the researcher the opportunity and second chance to help analyze and answer the two main research questions. The two research questions are about the Cos wellness programs where comments were made and placed into several main categories and placed into tables of important key themes and quotes.

This process was used to move inductively from coded units to larger representations including several main categories and key themes of what was said in the Cos interviews. The main role of the researcher was to develop several different key themes and categories from the raw data collection into recurring key themes. The key themes stood out as recurring and repeating themes and responses that were frequently mentioned in the interview transcripts.

The recurring responses and key themes included: Work Stress Wellness Programs, Strengths and Weaknesses of the Wellness Program, Excises activities like the Gym, Swimming Pool, and Walking Path, Counseling Sessions, Training Programs and Training Education, and Mental and Physical Health. Each key theme is detailed in the tables below and recurring key themes that helped answer the two main research questions of the qualitative research study in the results.

The data at the end stage was verified by the researcher who completed several of the member checks while trying to filter out any researcher bias or distortion. This verification was a process to help filter the key themes and direct quotes of any research bias from each participant's answers that may have been missed. In addition, the

verification and filtering step was a process to help the researcher provide additional support to each of the participant's expressions while collecting data to be trustworthy. These sections in tables 1,2, and 3 below are listed and seen as analyzed data to have credibility, reliability, transferability, dependability, and confirmability from all the interview transcripts.

Evidence of Trustworthiness

At the beginning of each CO interview, each of the participants was given a copy of the consent form that the participant and researcher signed for each participant to read and look over and sign. Each of the interview consent forms came with a welcome statement that introduced the researcher and why the research study about the effectiveness of their work wellness program was important. The researcher provided a dissertation number and contact number for any questions or concerns about changes or corrections to the research study.

A $50.00 cash compensation was paid at the end of the interview to each of the COs who was interviewed or opted out. Furthermore, each of the CO participants was treated with respect and empathy. This respect was the openness and trust that was slowly developed between the CO participant and researcher. The researcher was upfront at first and showed each CO's openness to create a good first impression during the overview of the research study. Being up-front helped develop the trust and provided participants with valuable information about the researcher and the Walden University background of the dissertation wellness program.

In the end, the data collection was analyzed and fully transcribed at the researcher's home within the first 48 hours after each of the eleven CO interviews. Most of the data that was collected was fully transcribed and was shown as being accurate.

Credibility

For this qualitative research study, the researcher used a narrative approach for each interview and a questionnaire as the instrument and protocol to collect data. The interview questionnaire instrument helped the researcher follow through and same 14 questions to each CO participant about their workplace wellness program and helped produce similar credibility of data during making the observations. (See Appendix B Interview Questionnaire Instrument page 143).

The observations made by the researcher during the interview of each CO participant were the answers and experiences that were captured in the data regarding identified and recurring key themes. This is the raw data collected from 11 Cos about their facility's wellness programs with several field notes and observations in a private and quiet setting. Moreover, taking field notes and making several observations helped the researcher enhance each interview which allowed information to become more accurate credible, and believable with the dialogue of the interview process leading to more credible data. The researcher had the opportunity to review data several times for accuracy and credibility before transcribing.

Reliability

For this qualitative study, the reliability of data was enhanced by using the same 14 open-ended questions and note-taking recorded with observations on all 11 CO

participants. These 14 open-ended questions helped guide the research which provided an important opportunity to collect reliable data either face-to-face or by phone. The reliable data was about each of the 11 CO participants about their workplace experiences when using their wellness program.

Transferability

The transferability of the data collected from each private interview relates to each CO workplace wellness program and work experiences and how effective their wellness program is currently up to date. These experiences of what the CO participants said during the interview were captured through a systematic data collection process. This process of the data collected was repeated several times and shown to have high accuracy and good transferability by using the same 14 interview script questions with similar answers before data saturation. However, data saturation appeared to be reached as all 11 participants had something very similar to say about their current wellness program and all participants wanted to see some type of improvements made for their best. However, at the start of the interview, all 11 participants discussed their work and community to help them break the ice before and after delving into the interview.

This one-on-one discussion helped with the data collected and added important field notes. Each of the face-to-face interviews lasted about 35 minutes in length over the six weeks.

Dependability

For this qualitative research study, the researcher constantly checked and filtered through the data and transcripts for quality and accuracy to increase data dependability.

The researcher provided the opportunity for each of the 11 participants to ask any further questions before and after they started. The researcher explained and reviewed the details of the consent form to each CO participant before the start of each interview and informed each participant know they may stop at any time and still earn full compensation. During the interview process, each participant was asked the same questions.

Confirmability

During the interview and data collection, several strategies and techniques helped enhance the data collection confirmability. For example, the researcher checked and rechecked the data throughout the interview transcripts. Another strategy and technique involved searching for the negative instances, themes, and phases, which could have contradicted prior participants. Another strategy and technique re-examining the data collection process and the data analysis procedures to judge whether there could be instances that would have led to potential bias and distortion. The researcher took several field notes that were re-read and compared, by which the new adjustments and modifications were made for confirmability and consistency. Finally, each interview was fully transcribed and compared to the recording data of what was said.

<div align="center">

Results

</div>

The results from the overarching research questions used to guide this qualitative study were the following.

RQ1

Participants experienced work stress largely because of being overworked, either from working between 40-60 hours, rotating shifts, or working double work shifts. Taking on more hours or shiftwork was affecting their mental or physical health leading to severe health complications at the end of their work hours.

Other Cos experienced work stress because there was little management or supervision support. This was where the Employee Assistant Program (EAP) or the Peer Support Program (PSP) was shown to be helpful. Both these wellness programs offered the CO on-site counseling 24/7. Both in-house wellness programs had strengths and weaknesses like any other wellness program designed for Cos in the workplace environment and situations.

Several weaknesses of their wellness program were mentioned, such as the CO being embarrassed to talk to friends because the counseling was either confidential or private and not having more available resources, such as available and supportive counselors is seen as weak.

Another weakness of the wellness program was that the training education component was absent or not available for new hires. This is one reason why they did not stay. Strengths mentioned by all Cos included spending time at the gym and swimming pool, walking for exercise, and having good health insurance.

RQ2

COs constantly commented how they took advantage of the gym for exercising due to work stress. The Cos also commented on the benefits of walking to work or the

facility's walking path. Cos also used the facility's swimming pool before and after work hours.

Other wellness program components included seeking counseling sessions and private and family counseling and involvement. However, the management and supervisor communication support components were reported to be lacking, and peer and coworker support was the best communication component.

The wellness program in each CO facility was seen as very important when it came to mental and physical health awareness. The wellness program components help improve one's overall mental and physical health. The Cos perceived the components of the EAP and PSP wellness program to improve their overall mental and physical health stress on awareness. Please see tables for the recurring responses from the interview transcripts of the participants. Please see tables for themes below to show how those themes were used to address RQ1 and RQ2.

Table 2

Recurring Themes

Key Themes	Corresponding Codes
Theme 1: Work-Related Stress	We need to hire more Cos because it is a stressful job. We need to reduce work hours by hiring more. It is stressful training new Cos because we work harder and longer hours. We use the gym and swimming pool for stress. We work too much, and we need a 40-hour week
Theme 2: Work Wellness Programs	We have experience with the Employee Assistant Program (EAP) The (EAP) wellness program offers support, 24/7 and is useful after-hours in different ways like the second and third shifts. The EAP wellness program over the facility's wellness program has seemed to work over the years. He told me the EAP program offers counseling sessions to help share his thoughts with other peers and coworker workers. The CSP peer support program offers group support to help deal with work stress. We have experience with the CSP for the wellness program
Theme 3: Work Support Strengths/Weaknesses	A weakness is we need more support from our coworkers because it is confidential. A weakness is we are embarrassed to talk to our friends because it is confidential. The biggest strength is the Gym and swimming pool. A strength is we have good insurance. A strength is we have peer support sometimes. A strength is letting people know about the program. A weakness is we need more supervision. From management and administration support A weakness is there is not much training for new hires. A weakness is the stress of crowing sometimes

Theme 4: Work Exercise, Gym, Swim, & Walking	We use the facility gym. We use the facility's swimming pool before and after work hours. I walk to work in my community to exercise for work stress
Theme 5: Work Counseling Sessions	We use the facility's counselor and should involve the family. More community and more family involvement before and after work hours We need support from private and family counseling sessions. Offer more one-on-one and/or group counselor sessions.
Theme 6: Work Training & Education	We need more l professional training, especially for new hires. Should be offered more than once a year. Training is especially important for new hires and veteran workers. Training new hires is a weakness by taking time away from workers. We need to implement new training sessions to help educate new hires
Theme 7: Mental and Physical Health	The wellness program helps with not only their physical health but mental as well. The gym program is especially important to one's mental and physical health and awareness. My expectations of one's mental and physical health awareness. It's important to stay in shape mentally sound mind and physically fit. The training needs to be improved for overall mental and physical health. Recommend the wellness program improve overall mental and physical health. Better mental and physical health, and more communication by opening and expressing. EAP and peer support counseling improve mental and physical health stress.

Table 3

Initial Code Responses

Initial Code	Responses (%)
Experiencing work stress was because of being overworked 40-60 hours	90
Being a CO is a stressful job mentally and physically	100
Experiencing the work stress and workload by working overtime or double shifts	40
The work stress builds up because there is not much management or supervision	80
We have experienced the Employee Assistant Program (EAP) as being helpful	60
We Have experienced the Peer Support Program (PSP) as being helpful	70
The (EAP) wellness program offers on-site counseling 24/7	80
The wellness program deals with our work-related stress	90
The wellness program helps deal with our mental and physical health	70
A weakness is we need more support from coworkers because of the confidential	90
A weakness is we are embarrassed to talk to friends because it is confidential	40
The biggest strength is the Gym and swimming pool	90
A strength is we have good insurance	70
A strength is letting people know about the program	30
A weakness is we need more supervision from management	70
A weakness is there is not much training for new hires	90

Note: Codes developed from participant responses to data collection instrument by Questions 2, 3, 4, 5, 6, and 7. Data that were collected from RQ1, were generated into the responses that are shown in Table 3. This process helped answer the first research question.

Table 4

Initial Code Responses

Initial Code	Response (%)
Cos constantly commented that using the gym for stress relief /excises	100
Walk to work and walk the walking path	80
Using the facilities swimming pool before and after work hours	90
Counseling sessions should also involve family	100
The need for private and family counseling and involvement	90
Management/supervisor support is very weak because of low supervision	50
Peer support with other Cos is the best communication component	50
Cos constantly commented on more training sessions and training education	100
The training component and sessions should be offered more than once a year	70
Add new, restructure, or update the components of training and education	80

Offer to eat healthier foods	90
The program helps with not only their physical health but mental as well	100
The program is very important to one's mental and physical health and awareness	100
Wellness programs are a component of mental and physical health awareness	100
It is important to stay in shape mentally sound mind and physically fit	100
The components of the program improve one's overall mental and physical health	100
Better mental and physical health, and communication by opening	100
Components of EAP improve mental and physical health stress and awareness	100

Note. Codes developed from participant responses to data collection instrument by Questions 7.8.9.10, 11, 12, and 13. Data that were collected from RQ2, were generated into the responses that are shown in Table 4. This process helped answer the second research question.

Recurring Themes

RQ1 was about the work experiences of Cos regarding employee wellness programs provided by their correctional facility employer. Please see tables for the number of respondents who provided a similar response and key theme. The table shows how most of the respondents used either the Employee Assistance Program (EAP) or the Peer Support Program (PSP) wellness program or both in some cases. Other respondents quoted the gym, swimming pool, and walking path as their saviors as this was a strength of a wellness program component to exercise before or during work.

RQ2 was about how COs perceive different components of employee wellness programs affecting their well-being. Please see the table section for the number of respondents who provided a similar type of answer. The answers are similar because all 11 participants had some type of family counseling or on-the-job counseling as the response and developed into the themes below.

In some cases, most of the respondents thought that the need for more training and education was a key component of their wellness program. Other respondents noted

the wellness program as important to one's mental and physical health and awareness as eating healthier food was a key component and major key theme.

Theme 1: Work Stress

The work stress theme mentioned by the Cos interviewed includes interpersonal conflict, a toxic work stress environment, double shifts, strict mandatory overtime, and rotating and fluctuating shifts. The themes all overlap and cause a loss of some work environment control over a CO worker's stressful work environment.

This may be why Cos who work on the front line in a prison institution are prone to higher levels of work stress on the job. Because of these higher levels that stem particularly in relationships between their manager and supervisors and front-line officers, they are often overlooked, and the CO becomes mentally and physically ill. This is due to the long shifts or mandatory overtime which contribute to a negative unbalanced work environment and home life which can interfere with their positive work-life balance.

The "Work-related Stress" themes are well-represented. Nearly everyone said something involving a need to hire more staff as a source of work stress. "We need to hire more Cos because it is a stressful job, "We need to reduce work hours by hiring more, "It is stressful work when training new Cos because we work harder and longer hours, and "We work too much, and we need a 40-hour week." The work stress theme shows the initial corresponding codes in tables in the table section. The work stress theme is important because it was found to be the highest and relative to the highest frequently experienced wellness program by each CO participant in the table section.

The work stress, stressed by working long hours, and working overtime or double shifts for a coworker, was expressed by every participant in some manner. The worker commented how the gym and exercise equipment were the only way to help them cope before, during, and after work to help with stress.

P1 said, "Counseling sessions help to open and share my thoughts and deal with the stress or stressful work events before and after they occur and the wellness plan helps reduce stress, especially in the workplace stress, and that working out in the gym and counseling sessions offers and personal life satisfaction before and after work for work stress."

P3 said, "My strict routine was a regular 48- 50 hours work week because of being understaffed and I have taken advantage of everything the wellness program offered to this day has helped deal with my work stress."

P4 said, "My wellness plan helps reduce my stress, especially in the workplace by going to the counseling sessions because I have 4 days on and 4 days off, and sometimes crazy hours to fill in when someone calls in sick from work stress."

P5 said, "I use the special counseling program that covers my mental health stress as well as my family to all attend several or unlimited private counseling sessions for work stress and other staff and coworkers have supported me when dealing with stressful situations or daily strategies."

P6 said, "I have a strict daily routine that is either walking to work or walking around the facility every morning and eating healthy fruit for breakfast in the past for work stress."

P7 said, "I have very little or no time to wellbeing the initiatives or essential to help his daily strategies and daily work routine but talk to other coworkers who are stressed from working overtime and being understaffed."

P8 said, "My wellness program not only helps reduce a stressful 45-55 work routine, but officers help with exercises and breathing as the new techniques they offer when he becomes stressed from inmates and overtime and work overload."

When looking at the key theme of work stress awareness in percentages, ninety percent (90%) of the participants were concerned about being overworked at some point. Participants also noted experiencing higher work stress because of working 40-60 hours and a double shift. All 11 participants experienced higher work stress because of their stressful job position, mentally and physically. Other participants experienced (40%) work stress and work overload by simply working overtime. However, 80% expressed that work stress builds up because of the lack of new hires, poor supervision, and poor management and administration.

Theme 2: Workplace Wellness Programs

The workplace wellness program's key theme refers to health promotion activities or policies that support the Cos' positive employee health and behavior. The concept of having an effective and well-working workplace wellness program is designed with the strengths and weaknesses of the prison employees. The workplace wellness program is the wellness program the prison uses that caters to their facility's Cos employees and staff. This is the wellness program that some employees are aware of and use while some employees may not know about it. This may be where the Cos have been missing out or

simply still struggle to understand how to sign up for, and what the plan does for their safety and health.

Some employers and managers in the prison or security field equate wellness with mental and physical health and well-being and thus believe this program area may not need assistance updates or improvement. The wellness program's key theme came up as one of the most important key themes because the wellness program can produce important outcomes for Cos. Some of the improvements such as changes in health behaviors, lowering health risks, and reducing costs and work productivity. The work productivity may be improved by being in better health and shape by working fewer hours or giving the Cos a say in decision-making.

The CO wellness program in the prison work environment is designed to support and improve employee health activities. These activities include medical screenings, healthy behaviors, fitness programs, swimming pool use, healthy foods and nutrition, gymnasium and exercise programs, social and peer support, walking on the company walk path or to work, and much more. Other wellness programs that were designed for several Cos who were interviewed were either the EAP or PSP.

The "Work Wellness Program" key theme was also commented on by several Cos. Many mentioned the availability and prior experience with it. "We have experience with the Employee Assistant Program (EAP). The EAP wellness program offers support, 24/7 and is useful after-hours in different ways like the second and third shifts." "The EAP wellness program over the facility's wellness program has seemed to work over the years." "The CSP peer support program offers group support to help deal with work

stress" and "We have experience with the CSP." The work wellness program key theme shows the corresponding codes in the table section. According to the responses the wellness program's key theme on work experience in the facility of each CO was another important theme mentioned relative to the high frequency of each CO participant. The questions from the 11 CO participants' coded transcripts showed their facility's wellness program was highly useful as quoted below.

P2 said, "I use the Employee Assistance Program (EAP) wellness program after-hours because it offers me a place in the facility to meet and talk and get together to know each other and the program helps slow emotions during work stress and talk to people on the inside and outside about stress."

P7 said, "I use the Peer Support Program (PSP) where people understand he's not alone, for his biggest that makes things harder to communicate about working with inmates and what going on with other Cos."

P3 said, "I use the CSP wellness program because the program has ways of dealing with work stress and is helpful when his peers get together and talk, and not be ashamed when workers have a difficult day and are on edge."

P9 said, "The EAP program helps me open up and share my voice and opinion with my thoughts with other workers together with the peer support program where families and groups help talk about stressful events."

P10, "I am very satisfied with the facility's wellness program like the Employee Assistance Program (EAP) that expresses my thoughts about work stress and burnout in every."

P11 said, "I use the EAP wellness program because the program offers support, 24/7 and is useful after-hours in different ways like the second and third shifts and the EAP program helps me have therapy sessions and cope with workplace stress and events because the program expresses there is no right from wrong in his job."

When looking at the key theme of wellness program awareness, Cos the CSC wellness program helps deal with the CO's mental and physical health and well-being at (70%). The Cos who used the EAP program found that (60%) were more helpful than when they used the PSP program where (70%) was the most helpful aspect of their wellness program. One main reason is that the PSP wellness program offers on-site counseling whereas the EAP wellness program is better at (80 %) on-site counseling 24/7. Other Cos found that their wellness program deals with work-related stress at (90%) on-site counseling.

Theme 3: Work Support

The work support key theme was mentioned as providing Cos and employees with direction and help from their managers and supervisors to help improve their work environment outcomes. The work support includes financial incentives, family, and private counseling with a lack of ongoing support by coworkers and peers. The work support helps Cos who need to talk about stressful situations that are either uncomfortable or private to other peers with the same problem. According to NIJ (2017), work support in prison is a type of support that involves providing support for coworkers who need help with having a conversation or communicating with another CO. This support is geared toward talking about something too embarrassing with people who

experience physical, mental cognitive, or mental health challenges. The other Cos can provide the social support and emotional support needed in a prison work environment.

The work support key theme includes talking about typical work conditions that can vary, and often change based on the needs of the CO. The rotating work shifts and working irregular hours and weekends can be an example of loneliness where the work support from a peer or supervisor can be helpful life support to start with. Other examples of the work support theme are quoted in the interviews on the wellness program the strengths and weaknesses below.

The "Work Support" key theme was described by its strengths and weaknesses. "a weakness is we need more support on talking about the stress of the job with other coworkers, but this talk can be very confidential and private information and hard to share" and "a weakness is we are embarrassed to talk to our friends because it is confidential." "The biggest strength is the Gym and swimming pool" but one strength noted was "we have good insurance" "we have peer support sometimes" and other people "know about the program." A weakness noted was the need for "more supervision from management and administration support." Therefore, the responses to the strengths and weakness theme are important as they are mentioned in tables in the section shown to be one of the biggest weaknesses when it comes to getting co-worker support or supervision support when at work. However, several participants noted that the biggest strength was the gym, swimming pool, and walking path, and a weakness was that there was not much training.

P1 said, "One of the biggest strengths of the wellness program is that the facility uses the stress and needs assessment where the assessment is known to assess who is stressed and what future needs to be addressed."

P2 said, "The strength of the wellness program is letting other Cos and people know there is something and someone there for them by reaching out and letting them know each other by letting them talk and meet is a good strength, and the weakness is admitting they need help for dealing with stress."

P3 said, "The biggest weakness of the wellness program is that workers do not ask for help one-on-one because it is free to all, but people are afraid to speak and open. One big strength of the wellness program was the talk and support that the program attracted from support groups and the strength where people are genuine when it comes to using the program for help." He told me the biggest weakness of the wellness program is that "workers do not ask for help one-on-one because it is free to all, but people are afraid to speak or open up."

P4 said "The weaknesses are where not all the staff are aligned with their job position to follow work orders and routine, and this weakness is where the staff neglects a lot of stuff." The only aspect of the objectives of the wellness program is the use of the gym which he can let off stress and gain back his strengths before going to work or going home to his family."

P5 said, "The strengths of the wellness program are using the facilities gym and swimming pool and family counseling after work and the biggest weakness is the understaffing and by this, the staff does not care and further neglects to finish things. The

biggest weakness is the understaffing and because of this, the staff does not care and further neglects to finish things. This is because the wellness program has not been improved in time or looked over, things are not improved which are brought up to attention at meetings as the biggest weakness over the years."

P7 said, "The biggest weakness is that the support from peers is strictly confidential, which makes it harder to communicate about working with inmates and what going on with other Cos and the biggest strength of the wellness program is the Community Supervision where people understand he's not alone, and his biggest weakness is that the peer support is strictly confidential, which makes it harder to communicate about working with inmates and what going on with other Cos."

P9 said, "The biggest weakness is that there is not much training for the new hirers which is showing them around and no support for them and the biggest strength is that we can have food we grow out on the field and have inmates pick it up and interact with the guards."

P11 said, "One weakness is there is not enough training for the new rookies, and that we can take time for him to explain and show them another weakness is that the support group to help get through the day is unavailable on weekends. One big strength is the CO has good insurance and benefits that cover his family like the support of mental health counseling is a good plan available all week as well."

All 11 CO participants commented on the strengths and weaknesses of their facility's wellness program. The strength of using the facilities gym and swimming pool before or after hours was often mentioned (90%). Another strength that Cos expressed

was having good insurance coverage (70%). One weakness is that Cos kept expressing

that we need better supervision and management at (70%). Another weakness constantly

repeated throughout the interviews was that there was not enough training education for

new hires at (90%).

Theme 4: Work Exercise

The work exercise key theme of activities in the workplace was mentioned by Cos

to relieve work stress through exercises like the gymnasium, swimming pool, and

walking path. Exercise during work is shown to help increase the CO's work motivation

and help develop positive feelings about their stressful work environment. Having these

exercise activities in any prison facility can help a CO deal with work stress during their

work routine and help them to be enthusiastic about work.

Several Cos mentioned how they found the time for these activities by making

their shift longer or using an extra hour for the gym and swimming pool before or after

their work shift when scheduled. Most of the Cos mentioned how they adopted this

mindset that fitness is mandatory seemed to help them be accountable during work hours.

Most of the Cos mentioned how the long walks to and from work provided benefits for

their mental and physical health in the work exercises quotes on the gym and swimming

pool.

The "Work Exercise," "Gym," "Swim," and "Walking" key themes were

mentioned by participants who talked about specific activities they participated in at the

wellness program. Several commented, "We use the facility gym" "We use the facility's

swimming pool before and after work hours" and "I walk to work in my community to

exercise for work stress." According to the responses in Tables 3 and 4, the exercise theme of the gym, swimming, and walking was another major theme. The gym and swimming pool theme was expressed by every participant in some manner. The gym and exercise were the only way to help them cope before, during, and after work. However, most of the participants quoted below talked about how they dealt with stress at work, using the facility's swimming pool before and after work hours.

P5 said, "My daily and strict routine was either walking to work or walking around the facility every morning and eating healthy fruit for breakfast the facility kitchen has offered for the past 10 years with her uncle in the past for work stress."

P6 said, "I use the wellness program because it allows me to use the swimming pool with members of the family and my family use the special counseling program that covers his mental health as well as his family to all attend several or unlimited counseling sessions."

P8 said, "My daily work activities are using the prison gym and swimming pool at work and later afterward the YMCA and eating healthy food and knowing how to cook the food is a different routine."

P9 said, "I use the exercise activity in the gymnasium and the swimming pool with the same strict routine over the years of coming to the same facility driving to work and sitting out in the parking lot staring at the building dreading to come into work." However, since the wellness program offers the use of the gym, a walking path, and a swimming pool, and during work, the wellness program does not get me stressed that often."

P11 said, "The wellness program provides many good workout activities by using the facilities gym and swimming pool and I use the program exercise activity in the gym and the swimming pool and on the back walking path before and after work."

When looking at the theme for exercise, gym, swimming, and walking, all 11 CO participants commented on the use of the gym and swimming, walking to and from work, or using the facility walking path for exercise to relieve work stress. Regular walking during or after hours for activity was reported by 80% and 90% used the facility's walking path before and after hours for work stress.

Theme 5: Work Counseling

The counseling session's key theme was shown to lead a CO to seek some type of counseling session either in an in-house facility or private at home for the individual as well as their family. The job duties for CO are for them to always be on guard. The impact of this work environment takes a toll on the CO's overall mental health and the family to seek counseling as well. This may be why Cos are trained, empowered, and become involved in job skills development programs, religious rituals, and substance abuse interventions which there is the need for counseling at some point. Furthermore, working in a correctional facility may become a struggle for Cos because of the day-to-day threats of conflict and violence by inmates coupled with being locked up, which can mentally affect loved ones about life inside.

The CO's minds, and bodies at some point, may bring these impacts on the lives of their families as well. As mentioned by several participants in their interview, a correctional counselor, or prison counselor, works in their correctional facility to help

them work through their issues and change their mindset with in-house counseling sessions for themselves and their families.

The "Work Counseling Sessions" key theme were noticeable. Several commented "We use the facility's counselor and should involve the family" "More community and more family involvement before and after work hours" "We need support from private and family counseling sessions" and "Offer more one-on-one and/or group counselor sessions" The counseling session key theme shows the corresponding codes in table 3 and 4 as noted previously in this section. The work and family counseling themes are expressed by every participant in some way and manner as well and how families should have more involvement in counseling sessions was also mentioned. However, several participants mentioned more community and family involvement before and after work hours, the need for more peer support and supervision, and the need to offer more one-on-one and/or group counselor sessions.

P3 said, "People think we only need to keep physically and eating healthy is one important aspect, however, you also need to stay in mental shape, or you can easily get very depressed that is why he seeks counseling over time outside the job and his insurance covers it."

P4 said, "Having other things like low medical coverage for medical issues like options like one-on-one and family counseling and having a therapist, at the facility to talk to would make a big difference with the wellness program."

P5 said, "When hired you do not have 100% medical coverage or low medical coverage for medical issues like one-on-one and family counseling or having a therapist, and this is why a good wellness program like ours would make a big difference."

P6 said, "My wellness program is pretty much good, but they should offer more activities regarding more on-site counseling sessions and hire more Cos to help take the load off us because sooner or later we all can't help taking our work home, and our families must see and hear it always."

P8 said, "Cos should not be embarrassed and try to communicate better and offer support through private and family counseling sessions and add this to the weak wellness program and peer support program (CSP) because the employees and CO always find a way to bring the stress home and the wellness program offers good family counseling."

P10 said, "I would like to see better one-on-one management, and supervision, which shows them how to do things over time, then just once, and offer an array of support group therapy and one-on-one counseling for the family."

P11 said: "My wellness plan helps reduce stress, especially in the workplace stress, and working out in gym training sessions and counseling sessions offers work and personal life satisfaction before and after work."

When looking at the key theme for counseling sessions, all 11 CO participants commented that more families should be involved in sessions for Cos. About half of the participants reported management support was low for components of communication and peer support when a problem needs to be solved and supported during counseling sessions.

Theme 6: Work Training and Education

The work training and education key theme was another theme that stood out and where several Cos commented. The duties of Cos are professionals who must undergo a great deal of field training and education before entering the field to work. These CO field training and education programs are included in most wellness programs and should be more than a yearly competency for all parts of this dangerous job. Several Cos mentioned that the education on training topics should be more than once a year and recommended a monthly mandatory training added to their wellness program to be effective. Several Cos mentioned how they want to learn to help the new hires, expand their horizons, and not deal with extra stress. However, several COs mentioned that once a year is not enough and there should be additional work training offered to employees to help educate them to stay.

The "Work training" and "Work Education" were also key themes several commented on how "We need more l professional training, especially for new hires," "should be offered more than once a year," "training is very important for new hires and veteran workers," "Training new hires is a weakness by taking time away from workers," and "We need to implement new training sessions to help educate new hires." The training theme was expressed by several participants on how there is a desperate need for training education for new hires. The training was recommended that training education classes should be every month rather than once or twice a year. More training sessions for the new hires because training is especially important for new employees as well as senior and veteran workers.

However, several participants quoted and mentioned how training new hires is a weakness because it takes time away from workers. P1 said, "They should implement more training sessions instead of the once-a-year they offer and make the training sessions at least monthly in the wellness program to educate the new hires."

P3 said, "They should improve and implement the training and self-defense class in the wellness program and Peers Support Program (PSP) which would help work experiences for workers and their families on the outside." P6 said, "We are very understaffed, and we are still doing the booking, training, and teaching new hires one strategy recommended to add to the wellness program would be to have 10-week training sessions, and better employee screening, to see if they are even a close match."

P9 said, "We need to implement more training sessions for the new trainees instead of the once-a-year and more of what goes on would help educate the profession in the prison field for the wellness program." P10 said, "We are very understaffed, and all doing the other jobs like booking, and showing the new hires the ropes, and one recommended strategy to add in the wellness program be to have a local office to go to just for training and screening."

P11 said:

I would like to see more training sessions for the new hires because more training education sessions and counseling offer work and personal life satisfaction before and after work to help reduce work stress.

The questions and answers from the 11 CO participants' coded transcripts showed their facility's training education was useful. When looking at the key theme of training

and education, all 11 participants', responses showed that there are not enough training sessions, and 70% recommended more training education instead of once per year, recommending at least twice a month to educate the new hires and trainees. The training and education for eating healthier foods was a supplemental component addressed by most Cos.

Theme 7: Mental and Physical Health

Mental and physical health was a key theme mentioned involved Cos experiencing higher stress levels, which can cause job burnout. A variety of work stressors were noted as causing several other mental health-related issues that resulted from their jobs. Together, negative mental and physical health outcomes for Cos can have very harmful effects caused by working in the prison environment institution.

One of the main reasons these health outcomes are so negative was due to staffing shortages and CO's absence. It creates a dangerous work cycle where the ratios and high turnover in staffing threaten the facility's ability to implement proper security mandates into the wellness program. In many ways, Cos are being asked to accomplish more with fewer resources. These dangers elevate their mental and physical health risks. Diminished work performance, burnout, and absenteeism among officers, for example, can lead to higher incarcerated person-to-officer ratios and reduced security levels within entire penitentiaries.

Cos are aware of the dangers they face and worry constantly to some degree of concern about their general safety and wellness. One reason is that Cos know and think they are at higher risk for injury because of their jobs. These worries and perceptions may

also contribute to consequences such as work stress, burnout, and turnover. The improvements in CO health start with changing the mindset of administrative officials in the corrections field. Administrative officials and supervisors were encouraged by the participants to consider developing and restructuring the new policy on wellness program interventions that are designed to help minimize injury risks that are connected to dangers before inheriting the mental illness, of the workplace environment.

Mental and physical health were key themes commonly expressed. Several commented how "the wellness program helps with not only their physical health but mental as well," "the gym program is very important to one's mental and physical health and awareness," "my expectations of one's mental and physical health awareness," "it's important to stay in shape the mentally sound mind and physically fit," and "the training needs to be improved for overall mental and physical health recommend the wellness program improve overall mental and physical health." Finally, "EAP and peer support counseling improve mental and physical health stress" was another comment noted by a participant on this issue.

The mental and physical health key themes were found to be important and relative to the high frequency experienced by the family of each CO participant in their wellness program. The gym program is especially important to one's physical health to stay in shape mentally and physically. However, several participants commented on how employee assistance programs and peer support have kept them alert and sound by raising their awareness, which has helped improve their mental and physical health.

P3 said, "More training needs to be implemented in the program, restructured, and improved or designed and updated occasionally, and another wellness program needed to help with not only their physical health but mental as well and needs to be implemented in the program, restructured, and improved or designed and updated occasionally, and another wellness program to help with not only their physical health but mental as well."

P4 said, "The future recommendations for other Cos friends, and family in the area are that the wellness program in this facility is not the greatest and is limited and just having the gym and no other expectations of the program is very important to one's mental and physical health and awareness."

P5 said, "My expectations of the wellness program need strict attention and are important for workers like CO, staff, and office workers, as well as one's mental and physical health awareness. P5 interviewed because he thought I could help find the answers behind the interview."

P6 said, "It is especially important to stay in shape mentally sound mind and physically fit for your well-being. It is quite easy to become mentally depressed. You need to be mentally strong and say no to the inmates and this is where the in-house counseling is strongly recommended."

P8 said, "The training needs to be improved for overall mental and physical health because most of the time we are left in the dark waiting for something to happen. Hire new workers because we are always shorthand, and it would be good to have an office with a training schedule just for training classes and sessions to help us being understaffed."

P9 said, "I would recommend the (EAP) and his wellness program to other facilities in the area to improve the overall mental and physical health of the CO in the prison system. The people in the community must approach the management and help implement the employee needs and focus more on the employee first and what they need and want such as the essential to improve better mental and physical health, more communication by opening and expressing and talking and support us by listening and doing so."

P11 said, "I would like to see more training sessions for the new hires and would recommend the Employee Assistance Program and peer support counseling to other facilities to improve the CO's brotherhood mental and physical health stress."

When looking at the accruing key theme of CO's mental and physical health and awareness of well-being all responses on mental and physical health were noted as a key component.

Summary

Chapter 4 included a summary of results and information regarding the 11 CO participants who shared their stories and work experiences and how effective their wellness programs were. Participants were CO workers who experienced barriers with their wellness programs. This chapter included information about data collection as well as seven key themes. Key themes that emerged were work-related stress, work wellness programs, work support, work exercise, work counseling sessions, work training and education, and mental and physical health. This chapter also includes information about the interview setting and demographics, data collection, and data analysis of results. The

chapter also includes information about data confirmability and evidence of trustworthiness.

Chapter 5 includes discussions, conclusions, recommendations, and interpretations of key findings and limitations of the study. I interpret key themes and findings and provide results and recommendations for further research. I also address how results can contribute to positive social change in wellness programs for COs everywhere in the prison system.

Chapter 5: Discussion, Conclusion, and Recommendations

Wellness programs motivate employees in many areas of their careers when it comes to taking better care of their physical and mental health. When used in the field of corrections and safety, an effective and well-designed wellness program can help promote people who work in law enforcement and corrections. A CO is employed in a facility that institutionalizes and houses criminal offenders. They protect welfare and public safety and are working professionals who are faced with stressful challenges daily. Wellness programs can help reduce workplace stress and offer tools that are needed to understand how to take control before complications due to work burnout and stress that affect mental and physical health.

With an effective wellness program in place for COs, employees can monitor their workplace stress and work behaviors that cause and lead to early burnout in prison workplace environments. Burnout symptoms include emotional exhaustion, depersonalization, and reduced perceived personal accomplishment.

This is why a well-designed wellness program that is effective in the field of corrections can help employees by providing advantages and benefits in order to address stress management. According to the NIC (2022), effective wellness programs in the prison workplace can encourage CO employees to smoke less, eat healthier food, exercise more, and manage workplace and personal stress more effectively. They help employees manage and control the beginning and onset of many workplace symptoms such as depression, heart disease, stroke, diabetes, and job burnout.

These stressful challenges result from incarcerated populations and stressful responsibilities and interactions with peers and leaders, queries from the media, and public demands of friends and family. While the work may be rewarding, individuals who enter this dangerous profession must be aware of negative tremendous and dangerous opportunities that exist, as well as mitigating job-related risks. Furthermore, correction facilities have the responsibility to provide opportunities for prisoners to reduce their risk of reoffending and becoming productive community members. This requires a great deal of skill and commitment, often at the expense of COs' wellbeing. These facilities must have effective wellness programs in place encouraging CO resources for offender safety and security. CO facilities must pay attention to maintaining health and wellness programs for them to be effective for staff.

This requires that wellness programs be carefully designed and structured for staff, administration, supervisors, and management. They must keep staff well-trained to fulfill their responsibilities. These steps will help provide tools and resources to ensure workers go home safely at the end of their shift, return the next day, and be motivated to work and perform at their best.

Key Findings

During the research and interview process, a questionnaire script instrument was used to gather data from 11 participants. The interview protocol and design helped guide me to answer the research questions which led to seven main key themes.

The seven main key themes were work stress, workplace wellness programs, work support, work exercise, work counseling, work training and education, and mental and physical health.

Interpretation of Findings

Results of the study included insights which helped address the study's two qualitative research questions. Participants may have missed or forgotten about benefits and resources that their wellness programs offer. There were limitations that restricted my ability to draw conclusions or generalize findings regarding COs and having effective wellness programs.

Conceptual Framework

For this study, I used the HOMM to address healthier workplaces and wellbeing involving stressful work environments.

The HOMM helped me interpret findings regarding healthy prisons and structure in CO workplaces and understand prison environments and CO needs for wellness programs. The HOMM can be applied to COs or others who work in law enforcement or public safety to help promote and improve employee wellness.

This is why the HOMM was used in the research interview as a guide to understand the problem-solving of correctional facilities. The problem-solving interview responses included how to improve the relationships between staff and management, relationships with inmates, or simply learning how to support and empower job performance which all can improve the leadership. The connection between the conceptual framework and HOMM also suggests it helps COs and employees to focus on

one subject at a time. An example is when management introduces a new practice, such as dealing with flexible hours or rotating shift work. This new practice of dealing with flexible hours and rotating shifts can only mean employees would just add to the stress of being overworked. This new practice would just lead to having the lack of sleep needed, or simply dealing with the work-related stress, from not sleeping, eating healthy, or having time to excises, which all would eventually speed up and lead to job burnout and chronic illnesses much faster.

Another example of how the HOMM connected to the interviews is when supervision and management observed employees' work performance and helped to guide or suggest the best course of action. In this case, management would need to develop the new practice as mentioned, to help decrease the CO's stress level to being burned out before time. Using the HOMM would help management to further analyze and measure symmetrically in the prison workplace. This example is how the HOMM provided insight with several suggestions on how management can become more involved by enhancing and improving the facility's wellness programs. According to the CDC, (2016). workplace wellness programs help manage the individual (i.e., employee, staff, supervision, management) and the organizational levels where their families and communities can all benefit from the prevention of injury from a sustained health environment of the facility safety hazards.

The HOMM model addresses the key themes mentioned in this research study and includes mental and physical health and awareness, workplace stress environment, family and personal counseling and involvement, and community involvement. These key

themes help address the strengths and weaknesses of any facility's wellness program that in general needs to develop worker involvement and add new leadership engagement for the CO's ethics and values. In summary, using the HOMM during an interview for data collection and interpretation works well and helps manage qualitative research and a narrative qualitative approach.

Another model used to understand and interpret this study's environment and findings during the interviews was the Workplace Health Model (WHO) by the National Center for Chronic Disease Prevention and Health Promotion (2016). The WHO model helped analyze and identify emerging themes and visions and helped create preferred scenarios for gathering data and information for the future. The conceptual framework and the phrase WHO or healthy workplace "model" were used to help represent and answer the research questions the COs) were interviewed at the end. Evidence-based decision-making is, thus, both art and science, where collective wisdom and vision, along with empirically derived knowledge, play worthwhile roles (CDC, 2016).

The WHO model can also be useful to help employ and demonstrate a different approach to address and answer the research questions on scholarly inquiry than using the quantitative research methods. The Workplace Health Organization (WHO) model can also be used to understand work-related stress in the areas of CO wellness program research. According to Burton (2010), the WHO model identifies and addresses several types of work-related content that contribute to the job description of workload, work pace, longer than normal hours, shift work, and control over work-life balance. The WHO model also suggests several key themes on how COs and workers are less likely to

experience work-related stress when the demands and pressures of work are matched to their knowledge and abilities and the low support they receive from supervisors and managers and participation in decision-making.

The WHO model in this research helped provide and address the questions and key themes for developing future recommendations and adding to the literature on the healthy workplace. The WHO model is related to helping improve a healthy workplace, with the answers and evidence based on the other working model of the HOMM for healthier workplaces. Both models can be applied to COs employees and co-workers.

Some study insights can help produce the results and findings for the supervisors and management when trying to improve overall wellness awareness and wellness programs in the CO facilities over time. According to Neira, (2010), a WHO model is best suited for a healthy workplace, because it is a workplace model highlighting four key areas that influence stress and initiatives to help reduce stress. These initiatives such as the physical and psychosocial work environment; the personal health resources; involving the local communities and bringing new leadership need to be added to the current wellness program for the best. According to Neira, (2018), the WHO model is anchored in a well-recognized organizational process of "continual improvement." Over time, the WHO model of the workplace environment helps ensure that COs and their safety and well-being wellness program meets the needs of all concerned and is sustainable over time.

The WHO model helped the researcher answer the main key themes including the content of the strengths and weaknesses of the key points and issues that could later

become incorporated into the wellness program for a healthy workplace for COs. The WHO model helped the researcher analyze and group what was said and related by the interview transcripts to the seven main themes of the healthy workplace initiatives of the wellness program. According to Burton. (2010) the WHO model suggests that work-related stress can have a higher-than-normal response when employees are presented with work demands and pressures that are not matched to their knowledge or abilities which challenge their ability to cope mentally, leading to job burnout and work stress much faster. This work stress occurs much faster in a wide range of work circumstances but is often made worse when COs and employees feel embarrassed and when they have little support from supervisors and colleagues, as well as little control over work processes.

This is a reason why a healthy workplace is important that COs, workers, supervisors, and managers work together and collaborate to use a continual improvement process to help protect from job stress and burnout, and help protect, and promote the CO's mental and physical health to seek counseling sessions and eat healthier foods. According to Naira, (2010), the WHO model helps capture certain key themes of the psychosocial work environment well as the personal and family health resources as well as family involvement, and ways of family and community participating to help improve the strengths and weaknesses of the overall wellness program.

The WHO model was used in this research to create an understanding of how effective the CO's wellness programs are in helping to manage stressful workplace conditions. The connection with the COs and WHO helped break down the basic, easy-to-understand workplace concepts which aligned and allowed for identifying room for

improvement and recommendations for their best practices and strategies where the key themes arose. The seven main key themes from the transcripts that the WHO model helps address the wellness program's strengths and weaknesses were: (e.g., Work Stress, Workplace Wellness Program, Work Support, Work Exercise, (strengths and weaknesses related) Work Counseling, Work Training and Education, Work Mental and Physical Health, and well-being of the facility's wellness program in use.

An interview example of a best practice from the WHO model was how the COs assessment helped the organization and the community work with the COs by knowing how stressful the workplace can be at times as this addressed the key work stress theme. The work stress theme also helped to learn how to plan manage and implement what is needed to improve workplace wellness program key. The key themes of support from management and supervisors showed that support was lacking in communication and talking to other COs because private information being said was embarrassing. The key theme for working overtime and more hours was that more training for the new hires stood out, which was a theme also related to working through mental and physical stress conditions without having enough counseling inside and outside of work with family involvement as the work counseling theme.

The results of each interview have a connection to both the WHO models which highlighted the strengths and weaknesses that the HOMM may have missed. This is where talk about improving the relationships between staff and management, relationships with more support, and empowering new leadership in their facility. The connection between the conceptual framework and WHO model key themes also

suggests management needs to implement new policies and wellness awareness by updating the current wellness program on file with leadership. The new practices, such as dealing with flexible hours or rotating shift work and hiring new people, are the key themes that need strict attention.

All the results are to help promote social change in the wellness program system, such as the psychological and physical workplace environment, personal health resources, and community involvement. Moreover, all results from the WHO model are meant to help promote, mobilize, assess, evaluate, plan, and improve the overall wellness program and bring leadership activity and community involvement. According to the CDC, (2016), the Workplace Health Model identifies the awareness of what needs adjustment from the themes it produces to help make improvements over time to the CO wellness program. The key themes mentioned in this research study are mental and physical health and awareness, workplace stress environment, family and personal counseling and involvement, community involvement, and the strengths and weaknesses of the wellness program that all need to develop worker involvement and new leadership for the COs' ethics and values.

Several of the 11 CO participants seemed to have some type of control of their lives and some were most certain about where their respective lives were heading in the field of corrections during the interview. Almost all of the participants expressed some kind of positive attitude about how they took control of their lives or took charge of their family life and work lives while separating them by not mixing work. Models and theories in some studies in the past have noted that vulnerable populations, such as COs,

helped direct and guide new meaning and shed new insight for people who use wellness programs with some type of evaluation or analyzing process.

Limitations of the Study

In the qualitative research study when talking about a private and sensitive subject, there are several limitations on how willing COs will be able to open up about their past and present career workload and workplace environment. One limitation may have been that they were responding based on what they thought the researcher wanted to hear about their personal life, information about family issues, or something embarrassing about their job. However, in some cases, the participant started to talk about family problems, and this was where the researcher had to change the conversation and switch back to only focusing on questions regarding wellness programs.

Another limitation of the study may have been that the interviewer or questions might have been misunderstood or seen as misleading or there may have been a general lack of trust. However, if this were the case, a small break or even a second interview with some discussion over the phone with additional compensation would have been good to build rapport.

Another limitation may have been a participant's credibility in the way they communicated their feedback over the phone or in person. This may have been where they were not answering questions honestly or even telling the truth. This meant that the participants may have had anxiety and rushed during the interview leading to less than producing complete responses.

Recommendations

Correctional officers (COs) are the front-line people who work to protect us from dangers in our society. Future recommendations require that they develop correctional leadership and provide more training and education for COs to enable them to manage stress and traumatic events, use initiative-taking coping mechanisms and skills, and build resiliency. Employers should avoid pressuring them, allow time during their assigned shifts, weekends, and holidays, and cover for staff shortages.

To make further recommendations and deal with these challenges on social change, the supervisor and managers need to upgrade their communication support systems and create a climate where COs are not being embarrassed and allowed to talk about the prison stress. In this case, managers and supervisors in the correctional field need to start paying more attention to several areas that may have been ignored or missed regarding these areas by which they communicate with their coworkers and subordinates. There are several ways and recommendations on how supervisors can ensure their intended communication is received accurately by subordinates.

Therefore, managers and supervisors in corrections must establish new ways to improve communication skills by developing and maintaining a positive climate and communication channel. Establishing and maintaining a positive climate and keeping communication channels open are essential activities supervisors must address. Managers and supervisors need to pay attention to many areas regarding the communication process to successfully communicate effectively with subordinates. When we look at the prison fields, for example, the climate and job description of the CO play such vital roles in how

and where they communicate and where the communication flows in the work environment and could lack privacy.

One role and recommendation is where other departments might be able to talk about embarrassing situations in an open and warm climate where discussion is characterized by warm relationships, honesty, mutual respect, and so forth. For example, in some areas of the prison, communication may flow much more smoothly in this type of climate. On the other hand, communication may not flow smoothly due to a lack of trust and fear of embarrassment or inability to deal with the stress. However, managers and supervisors can build a solid foundation to communicate with coworkers and subordinates by establishing a warm and open climate and a private area to talk. This private area would be based on trust and respect regardless of other departments and developing communication channels and a foundation. The managers and supervisors in this private area can carefully choose their words that reassure coworkers and subordinates are carefully respected.

Another role and recommendation are to develop communication channels and a foundation to hold weekly meetings or sessions. This would allow the manager and supervisor to show his or her concern for subordinates by taking an interest in their work and developing more positive interactions with their coworkers and subordinates. Managers and supervisors need to actively listen to coworkers and subordinates about how they feel and think so they can feel respected.

Therefore, managers and supervisors can ensure some accuracy by paying more attention to the CO's nonverbal behavior during exchanges when communicating.

Supervisors can show the COs and subordinates they are important individuals who are willing to do the type of work that most people in general, avoid because of stress. Managers and supervisors in the correctional field should use these recommendations and ideas to help improve communication with their coworkers and subordinates. This will help improve the CO's stressful workplace environment and climate by developing or restructuring the facility's communication channels. These recommendations or changes may be brought to attention or addressed in real-time by revisiting the past wellness program effectiveness on the program's actions and activities to ensure communication accuracy is fulfilled.

The prison training and education and work stress environment was another major theme in this qualitative research study. The prison's managers and supervisors need to take more time to increase the training and program orientation for not just the new hires but for the regular employees to help avoid stress and job burnout. The stress and job burnout training and education must be dealt with through some type of program and strategy. However, existing managers and supervisors can help to reduce the stress and job burnout of COs, by designing simple and feasible strategies that will reduce stress, increase education, and ensure clinical safety in the workplace. This strategy will help prevent or decrease areas of stress and job burnout and help engage new hires and coworkers with some shared purpose. This strategy will also help employees work together within functioning teams and help develop new leadership to achieve a shared facility mission.

What CO facilities can do to prevent job burnout is to provide meaningful and purposeful leadership in the organization to accomplish better work habits. This area of better work habits may be one where managers seem to ignore how their employees are at higher risk of job burnout. This area may be where managers and supervisors must emphasize collaborative new leadership and teamwork and support. This may be where and when people collaborate, and they become united by shared interests and a common bond. This bond which eventually then leads to the development into trust, collaboration, better communication, and a sense of connection, and burnout decreases. In this case, recommendations for senior leadership must begin by first acknowledging that job burnout is an organizational problem, not a personal issue. Managers and supervisors need to dedicate their time attention and resources to creating a work environment that not only reduces stress and burnout but supports professional fulfillment.

Managers and supervisors must collaborate with the local community allowing the public and people a feeling of being trusted and respected by the leaders with more control and flexibility to get involved in their work. Not all training programs in the prison facility and organization are created equally. Creating an effective training and education program for correctional facilities requires having a vision and mission setting clear goals and follow through on implementation.

This means that the training program needs to assess the training needs on occasion. This step requires developing a training program that helps identify and assess the CO needs and resources. An employee needs assessment will help determine which employees, new hires, and teams need training, what type of training, and the best course

of action to deliver it. However, the CO employee training needs might already exist in the facility's human resources plans. In this case, it is highly recommended that management or supervisors conduct a thorough assessment of the organization's training and education needs by identifying job-specific requirements, skills gaps, and areas that need improvement in the wellness program.

Another way to assess the training needs is to ask what areas in the organization would benefit from training and education, what type of problems are trying to be solved with the training and who will benefit most from training and education in the wellness program. Once managers and supervisors determine the CO's current needs, it will become much easier to set the CO training and education objectives and for a new policy to be implemented. This strategy helps set the facility or organization's training objectives and helps identify the gaps and flaws in the current training initiatives. Eventually, the gaps found would be prioritized and analyzed and then turned into the prison's training and education objectives strategies and policies for the wellness program.

These strategies and policies must be implemented with the recommended training initiatives where the training and education program comes to life and should consider the timeline, employee engagement, learning, and goal-reaching. The managers and supervisors must monitor the program during training to ensure the program is effective. It is highly recommended that the entire training and education program be evaluated regularly to help determine if the program meets training objectives and is successful.

The training and education program for new hires should be revised and reassessed if the CO expectations and objectives are not met for these strategies. Implementing or updating these changes in the training and education system for employee well-being programs will not only help educate the new hires but also the new generation coming on board. This is by supplying valuable information about wellness programs and increasing awareness. The wellness program and awareness of what it can do is important for health education. Also, it is recommended that managers and supervisors need to prevent and avoid negative outcomes with the new communication skills they develop. They must implement the new research and information found from this study for prevention strategies for work stress, burnout, and health complications. These current results and recommendations from the research study and literature review mentioned in earlier chapters on CO wellness programs will help educate and direct them to social change in their local community.

This research was done by the ongoing research that was continued throughout the data collection process on qualitative information about COs, which is the most accurate and applied to this research. This was the search strategy used for the study that helped determine the differences between the correctional facilities that may or may not have a current and effective wellness program and understand the health issues COs face. The qualitative information, the purpose, background, and problem statement allowed for further research to continue to find and address answers on wellness programs and the effectiveness of these programs were themes and key facts.

Other work on CO information was found in several databases used for dissertations about this topic. Using the database searches helped focus on several important definitions and keywords to identify the key themes and results and background information to make further recommendations. The background information reveals the importance of having an effective wellness program in place for the CO environment workplace. The research reveals the wellness program is made available to all related to the health, performance, and well-being of the whole institution. The research review also examined associations between the COs and their wellness programs' effectiveness in reducing workplace stress and burnout.

Other areas that were recapped included two main research questions, search-related strategy, conceptual framework and model, and areas of preventing work stress and job burnout. These findings were based on implementing the right training and education programs to enhance the prison for the CO's health and well-being. This research study also recaps and provides several important and valuable characteristics, such as workplace stress and categories, such as psychological and organizational workplace constructs, while other characteristics as personal employee risk hazards, which all play a part and role in CO wellness programs. These are areas that will have influence and lead to more positive social change in the prison system.

Implications

Social Change

Research in the past about correctional officers (COs) has some disadvantages and some disproportionate errors in the description of their wellness programs. Therefore,

to make a difference and an impact on social change in the COs and their local community, future questions must be asked about these challenges that affect people in this career. First, what has been driving these COs to work in this field? Is it that they like to give back to their communities and is this line of work challenging for their work career? Second, does this career and field help their self-esteem and fill some gaps in their life? Third, is this career and field only available without any education and work experience to grow? Either way, dealing with these challenges will help promote a healthy, positive lifestyle and promote a sustainable career in corrections with social change, where reviewing and adding more leadership can make a difference.

Methodological Implications

The Healthy Organization Maturity Model (HOMM) and Workplace Health Model (WHO) model helped identify issues and create scenarios when it came to collecting and analyzing the raw data about wellness programs. This was the evidence that was based on the decision-making process of both art and science, where collective wisdom and vision, along with empirically derived knowledge where they play worthwhile roles (CDC, 2016). The Workplace Health Organization (WHO) model was also shown to be appropriate and useful to help employ and demonstrate a different approach to address and answer the research questions on scholarly inquiry than using quantitative research. The HOMM was also an appropriate and suitable model and conceptual framework for the qualitative research study because it helped focus on the attention and characteristics of key themes that were generated for future attention and awareness.

In other cases, using a similar model where certain health implications and constructs were not identified may have been better because the similar model may offer quantitative results instead of qualitative results. In this case, another model may have been more appropriate because it may provide and add different themes with new insights and add meaning to other structures of the numeric logic by its quantitative research method and conceptual framework.

Conceptual Considerations

Based on the previous conceptual applications and models, this qualitative research study helped explain how these vulnerable populations and groups who work in the correctional field view wellness programs can being extended to other vulnerable populations. These vulnerable populations and groups typically include people who work in law enforcement or high security, who use an effective wellness program that has been restructured, redesigned, or is up-to-date and effective in most cases to deal with work stress.

Conclusion

The position of a correctional officer (CO) when working in a stressful work environment over time comes with the intrinsic danger of one's mental stress and physical injury. Regarding the CO's mental health and well-being, there has been evidence that they all experience some form of higher levels of burnout and stress, or a variety of other harmful mental health-related work conditions and issues and the long-term consequences as a result of their stressful employment. However, given the harmful mental work conditions to which COs are exposed during extended periods of work, it is

surprising that little research has been conducted on their perceptions of how current and effective workplace wellness programs are toward their awareness of health, safety, and well-being. This qualitative research study intended to offer a synthesis of the literature about how effective a COs wellness program is over time. The qualitative research study highlighted a small piece of the iceberg with the intent to offer advice and recommendations on the results for more research to help enhance the overall mental and physical health well-being of COs.

The qualitative research study, interview questionnaire, and two main research questions led to the findings that (1), by exploring the small sample of 11 CO participants who are exposed to the unique workplace chronic illness that may jeopardize their general mental and physical health and welfare (2) and exploring the small sample of 11 CO participants on their perceptions of workplace safety and risk is an important and emerging area of research. Therefore, when developing an effective wellness program for COs, it is important to use a qualitative approach and narrative design because both choices help engage the information on support by managers, supervisors, administration, and staff when analyzing all disciplines, such as, CO ranks, and job types. The recommendations and approach help ensure that the resources or wellness programs and awareness about the offered programs get attention and are adopted and perceived by line staff as being helpful or relevant which can move to better leadership.

References

Abbott, S. E. (2011). Evaluating the impact of a jail diversion program on police officers'

attitudes toward the mentally ill. [Doctoral dissertation, Northeastern University].

https://doi.org/10.17760/d20000838

Adjobimey, M., Hinson, V., Rose Mikponhoué, Hountohotegbe, E., Klikpo, E., Ibrahim

Mama Cissé, Adjogou, A., Dossougbété, V., Campbell, J. R., Ayélo, P., &

Houinato, D. (2022). Occupational stress in an industry setting in Benin 2019: A

cross-sectional study. *PLOS One, 17*(6),

https://doi.org/10.1371/journal.pone.0269498

Aguayo, R., Vargas, C., Cañadas, G. R., & De la Fuente, E. I. (2017). Are socio-

demographic factors associated with burnout syndrome in police officers? A

correlational meta-analysis. *Anales de Psicología, 33*(2), 383–392.

https://doi.org/10.6018/analesps.33.2.260391

Ahalt, C., Haney, C., Williams, B., & Ekhugen, K. (2020). Role of a U.S.-Norway

exchange in placing health and well-being at the center of U.S. prison reform.

American Journal of Public Health, 110, S27-S29.

https://doi.org/10.2105/AJPH.2019.305444

Ahame, N. (2020). 5 reasons why employee wellness programs fail.

https://smallbusiness.patriotsoftware.com/why-wellness-programs-fail/

van Dijk, A, & Crofts, N. (2017) Law enforcement and public health as an emerging

field. *Policing and Society, 27*(3), 261-275,

https://doi.org/10.1080/10439463.2016.1219735

Berson, J. (2021). The healthy organization: Next big thing in employee wellbeing.

https://joshbersin.com/2021/10/the-healthy-organization-the-next-big-thing-in-employee-wellbeing/

Boomhower, J. (2021). Attending to correctional officers' wellness and wellbeing.

https://www.relias.com/blog/correctional-officers-wellness-and-well-being

Bousquet, E., Dhundass, M., Lehmann, M., Rothschild, P. R., Bayon, V., Leger, D., Bergin, C., Dirani, A., Beydoun, T., & Behar-Cohen, F. (2016). Shift work: A risk factor for central serous chorioretinopathy. *American Journal of Ophthalmology*, *165*, 23–28. https://doi.org/10.1016/j.ajo.2016.02.012

Brower, J. (2013) Correctional officer wellness and safety literature review.

https://s3.amazonaws.com/static.nicic.gov/Public/244831.pdf

Brown, L. F. (2016). *Developing a training program to identify and prevent job burnout among prison staff by implementing key components of gestalt therapy* (Order No. 10251035) [Doctoral Dissertation, Walden University]. ProQuest Dissertations and Theses.

Burton. J. (2010). WHO healthy workplace framework and model: Background document and supporting literature and practices.

https://iris.who.int/bitstream/handle/10665/113144/9789241500241_eng.pdf

Butina, M. (2015). A narrative approach to qualitative inquiry. *Clinical Laboratory Science*, *28*(3), 190–196. https://doi.org/10.29074/ascls.28.3.190

Carleton, R. N., Ricciardelli, R., Taillieu, T., Mitchell, M. M., Andres, E., & Afifi, T. O. (2020). Provincial correctional service workers: The prevalence of mental

disorders. *International Journal of Environmental Research and Public Health, 17*(7), 2203. https://doi.org/10.3390/ijerph17072203

Carol, T. (2015). Why choose qualitative research over quantitative research? https://medium.com/@thomascarol1988/why-choose-qualitative-research-over-quantitative-research-8cf3141d99a5

Castle, T. L., & Martin, J. S. (2006). Occupational hazard: Predictors of stress among jail correctional officers. *American Journal of Criminal Justice*, *31*(1), 65–80. https://doi.org/10.1007/BF02885685

Cheng, W. J., & Cheng, Y. (2017). Night shift and rotating shift in associated with sleep problems, burnout, and minor mental disorders in male and female employees. *Occupational and Environmental Medicine*, *74*(7), 483–488. https://doi.org/10.1136/oemed-2016-103898

Chiappetta, L. (2018). *Advocating ideal type policy for police officer wellness based on body mass index as a predictor of self-reported occupational stress.* Doctoral Dissertation, Walden University, ProQuest Dissertation Publishing.

Crippen, C. M. (2018). *Effects of Occupational Stress on Decision-Making Style in Law Enforcement Officers*. [Doctoral Dissertation, Walden University], ProQuest Dissertation Publishing.

Costa, G. (2010). Shift work and health: Current problems and preventive actions. *Safety and Health at Work*, *1*(2), 112–123. doi.org/10.5491/SHAW.2010.1.2.112

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches*. 3rd ed. Thousand Oaks, CA: SAGE Publications, Inc.

Creswell, J. W. (1998). *Qualitative Inquiry and Research Design: Choosing among Five Traditions.* Thousand Oaks, CA: Sage Publications, Inc.

Dixson-Wilkins, R. (2013). Correctional Officer's Perspective of Rehabilitation (Order No. 3555199). Doctoral Dissertation, Walden University, ProQuest Dissertation Publishing.

Estryn-Béhar, M., & Van der Heijden, B. I. J. M. (2012). Effects of extended work shifts on employee fatigue, health, satisfaction, work/family balance, and patient safety. Work, 41, 4283–4290. doi.org/10.3233/wor-2012-0724-4283

Ferdik, F.V., & Smith, H.P. (2017). Correctional officer safety and wellness literature synthesis. https://www.ojp.gov/pdffiles1/nij/250484.pdf.

Ferdik, F. V. (2014). Examining Correlates of Correctional Officer Risk Perceptions and Decision-Making. Doctoral Dissertation, Walden University, ProQuest Dissertation Publishing.

Finney, C., Stergiopoulos, E., Hensel, J., Bonato, S., & Dewa, C. S. (2013). Organizational stressors associated with job stress and burnout in correctional officers: a systematic review. BMC Public Health, 13, 82. doi.org/10.1186/1471-2458-13-82

Frankfort-Nachmias, C., & Nachmias, D. (2008) Research Methods in the Social Sciences. 7th Edition, Worth, New York.

Ganu1, D., Ganu1, J., & Nyaranga, C. (2017). The implementation of workplace wellness program and its impact on employee work productivity: the case of Safaricom Company Ltd. Journal of Applied Medical Sciences, vol.6, no. 1, 2017, 1-10

ISSN: 2241-2328 (print version), 2241-2336 (online) Scienpress Ltd, 2017

http://www.scienpress.com/Upload/JAMS/Vol%206_1_1.pdf

Gayle, P. A. (2020). Job Self-Efficacy, Alexithymia and Secondary Traumatic Stress
Among Correctional Officers. Walden Dissertations and Doctoral Studies,
ProQuest Dissertation Publishing.

Goldstein, D. "What are correction officers so afraid of?" The Marshall Project, 3 July 201
https://www.prisonlegalnews.org/news/2017/mar/27/what-are-correction-officers-
so-afraid/

Graham, A. (2011). Correctional Officers' Stress in the Workplace (Order No. 3532182).
Doctoral Dissertation, Walden University, ProQuest Dissertation Publishing.

Grammatico, Heather Susan, A Phenomenological Study of Correctional Officers'
Perceived Emotions on the Job (2017). (Order No. 10603811). Walden
Dissertations Walden University, ProQuest Dissertation Publishing.

Gudgell, A. N. (2014). Examining the Difference Between Law Enforcement Wellness
Programs and Operational Stress (Order No. 3619230). Walden Dissertations
Walden University, ProQuest Dissertation Publishing.

Gurda, M. (2019). Barriers that Prevent Correctional Officers from Seeking Help for
Extreme Work Stress: A Qualitative Exploratory Case Study (Order No.
13862055). Walden Dissertations Walden University, ProQuest Dissertation
Publishing.

Hanna, William L., Varying Levels of Morality Awareness in Corrections Officers (2015).
Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Hedström, A. K., Åkerstedt, T., Klareskog, L., & Alfredsson, L. (2017). Relationship between shift work and the onset of rheumatoid arthritis. RMD open, 3(2), e000475. https://rmdopen.bmj.com/content/rmdopen/3/2/e000475.full.pdf.

Hill, C., & Burrows, G. (2017). New voices: The usefulness of a narrative approach to social work research. Qualitative Social Work, 16 (2), 273–288. March 14, 2021, doi.org/10.1177/1473325017689966

Jenkins, K. R., & Sherman, B. W. (2020). Wellness program nonparticipation and its association with employee turnover. American Journal of Health Promotion, 34(5), 559–562. doi.org/10.1177/0890117120907867

Johnson, O. (2013). Correctional officer wellness: Guarding against the silent killer. Stress for the correctional officer comes in many forms. https://www.corrections1.com/off-duty-safety/articles/correctional-officer-wellness-guarding-against-the-silent-killer-9WUnUBk24RzJbKCd/

Johnson, J. W., & Hughes, R. (2015). Stop Stressing out. American Jails, 29 (2), 8–14. https://nicic.gov/stop-stressing

Jones, D., Molitor, D., & Reif, J. (2019). What do Workplace Wellness Programs do? Evidence from the Illinois Workplace Wellness Study. The Quarterly Journal of Economics, 134(4), 1747-1791. https://doi.org/10.1093/qje/qjz023

Kalmbach, D. A., Pillai, V., Cheng, P., Arnedt, J. T., & Drake, C. L. (2015). Shift work disorder, depression, and anxiety in the transition to rotating shifts: The role of sleep reactivity. Sleep Medicine, 16(12), 1532–1538. doi.org/10.1016/j.sleep.2015.09.007

Keefauver, R. D. (2019). Personality Behavior as a Factor of Compassion Fatigue of Correctional Officers. Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Kelly, J. (2020). Juvenile Probation Officer Stress in Rural Area Corrections Offices. Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Khamisa, N., Oldenburg, B., Peltzer, K., & Ilic, D. (2015). Work-related stress, burnout, job satisfaction, and general health of nurses. International Journal of Environmental Research and Public Health, 12 (1), 652–666. doi.org/10.3390/ijerph120100652

Klinoff, V. A. (2017). The Assessment of Burnout and Resilience in Correctional Officers (Order No. 10280987). Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Knight, L. J. (2020). Relationship Between Correctional Support Programs and Incarceration Rates in a Southeast U.S. State. Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Lambert, E. G., Hogan, N. L., & Barton, S. M. (2002). Satisfied Correctional Staff. A Review of the Literature on the Correlates of Correctional Staff Job Satisfaction. Criminal Justice and Behavior, 29 (2), 115-143. doi.org/10.1177/0093854802029002001

Lambert, E. G., Hogan, N. L., Worley, R. M., & Worley, V. B. (2022). How the workplace plays a role in a good life: Using the job demands-resources model in predicting correctional staff life satisfaction. American Journal of Criminal

Justice: AJCJ, 47(2), 202-223. https://doi.org/10.1007/s12103-021-09621-0

Lerman, A. E. (2017, November). Officer health and wellness: Results from the California correctional officer survey. University of California, Berkeley. https://nicic.gov/officer-health-and-wellness-results-california-correctional-officer-survey-2017.

Madison, K. M. (2016). The Risks of Using Workplace Wellness Programs to Foster a Culture of Health. Health Affairs, 35(11), 2068-2074. https://doi.org/10.1377/hlthaff.2016.0729

Martin, E, The Importance of addressing organizational stress among corrections officers, Social Science Analyst, National Institute of Justice March. 25, 2021, nij.ojp.gov. https://nij.ojp.gov/topics/articles/importance-addressing-organizational-stress-among-corrections-officers

Maslach, C., & Jackson, S.E. (1982). Burnout; the Cost of Caring. Englewood, Cliffs, NJ: Prentice-Hall.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. World psychiatry: official journal of the World Psychiatric Association (WPA), 15 (2), 103–111. doi.org/10.1002/wps.20311

McCarthy, W. D. (2012). Causes of Correctional Officer Stress and Its Consequences (Order No. 1510124). Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

McManus, H. D., & Argueta, J, (2019). Officer wellness programs: Research evidence and

a call to action.

https://www.researchgate.net/publication/336917831_Officer_Wellness_Programs_Research_Evidence_and_a_Call_to_Action

Meier, D. D. (2013). Perceived Dangerousness of the Job and Well-being among Correctional Officers: The Role of Perceived Stress and Family Supportive Supervisor Behaviors (FSSB) (Order No. 1544951). Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Micieli, J. (2008). Stress and the effects of working in a high-security prison. Rockville, MD: National Institute of Justice. https://www.ncjrs.gov/pdffiles1/224105.pdf

Mongan, E. (2015). The study sheds light on the dangers of working second and third shifts: TNH. McKnight's Long-Term Care News, 36 (7), 10. https://www.mcknights.com/news/study-sheds-light-on-dangers-of-working-second-third-shifts/

Morse, J. M. (1994) Designing funded qualitative research. In: Denzin, N.K. and Lincoln, Y.S., Eds., Handbook of Qualitative Inquiry, Sage Publications Ltd., Thousand Oaks, 220-235.

Mahalalel, A. R. (2016). The Benefits of a Health and Wellness Strategy in a Corporate Environment (Order No. 28288157). Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Namazi, S., Kotejoshyer, R., Farr, D., Henning, R. A., Tubbs, D. C., Dugan, A. G., El Ghazali, M., & Cherniack, M. (2021). Development and implementation of a Total Worker Health® mentoring program in a correctional workforce.

International Journal of Environmental Research and Public Health, 18 (16),

8712. doi.org/10.3390/ijerph18168712

Naderifar, M., Goli, H., & Ghaljaie, F. (2017). Snowball sampling: A purposeful method

of sampling in qualitative research. Strides in Development of Medical Education,

14. doi:10.5812/sdme.67670

National Center for Chronic Disease Prevention and Health Promotion (2016). Workplace

health model. Washington, DC: Center for Disease Control.

https://www.cdc.gov/workplacehealthpromotion/model/index.html

National Institute of Corrections, (NIC) Community Supervision Peer Support Program

Guidelines, (2022) https://nicic.gov/resources/nic-library/all-

libraritems/community-supervision-peer-support-program-guidelines.

National Institute of Justice, Correctional officer safety and wellness — What we learned

from the research literature," July 23, 2017, nij.ojp.gov.

https://nij.ojp.gov/topics/articles/correctional-officer-safety-and-wellness-what-

we-learned-research-literature

National Institute for Occupational Safety and Health (1999). work.

https://www.cdc.gov/niosh/docs/99-101/pdfs/99-101.pdf?id=10.26616/NIO

Nea, F. M., Kearney, J., Livingstone, M. B., Pourshahidi, L. K., & Corish, C. A. (2015).

Dietary and lifestyle habits and the associated health risks in shift workers.

Nutrition Research Reviews, 28 (2), 143–166.

doi.org/10.1017/S095442241500013X

Neira, M. (2018) Department of Public Health and Environment World Health

Organization, WHO Press, World Health Organization, 20 Avenue Appia, 1211

Geneva 27, Switzerland, https://who.int/publications/i/item/978241599313

Perez, A. (2019). Program Evaluation of the Employee Health and Well-being Program

(Order No. 27540582). Walden Dissertations, Walden University, ProQuest

Dissertation Publishing.

Peters, C. (2018) Investing in people: Improving corrections staff health and wellness,

https://nij.ojp.gov/topics/articles/investing-people-improving-corrections-staff-

health-and-wellness.

Picincu, A. (2019). The disadvantages of being a correctional officer:

https://work.chron.com/disadvantages-being-correctional-officer-10287.

Price, R. (2011). County jails: Correctional officer

stresshttps://www.fdle.state.fl.us/FCJEI/Programs/SLP/Documents/Full-

Text/Prince-Rodney-paper.aspx

Quick, J. C., & Henderson, D. F. (2016). Occupational stress: preventing suffering,

enhancing wellbeing. International journal of environmental research and public

health, 13(5), 459. https://doi.org/10.3390/ijerph13050459

Ramey, S. L., Downing, N. R., & Knoblauch, A. (2008). Developing strategic

interventions to reduce cardiovascular disease risk among law enforcement

officers: The art and science of data triangulation. AAOHN Journal, 56 (2), 54–

62. doi.org/10.1177/216507990805600202

Render, C. T. (2014). How does work-related stress experienced by federal prison

correctional officers impact job satisfaction? (Order No. 3614487). Walden

Dissertations, Walden University, ProQuest Dissertation Publishing.

Richardson K. M. (2017). Managing employee stress and wellness in the new millennium. Journal of Occupational Health Psychology, 22(3), 423–428. https://doi.org/10.1037/ocp0000066

Ridner S. H. (2004). Psychological distress: a concept analysis. Journal of Advanced Nursing, 45(5), 536–545. https://doi.org/10.1046/j.1365-2648.2003.02938.x

Roufa, T. (2019) Wellness Programs for police officers, promoting healthy practices for law enforcement officers. https://www.thebalancecareers.com/wellness-programs-for-police-officers-974884

Rupert, P. A., Miller, A. O., & Dorociak, K. E. (2015). Preventing burnout: what does the research tell us? Professional Psychology: Research and Practice, 46 (3), 168174. https://psycnet.apa.org/record/2015-22649-001

Salvagioni, D., Melanda, F. N., Mesas, A. E., González, A. D., Gabani, F. L., & Andrade, S. M. (2017). Physical, psychological, and occupational consequences of job burnout: a systematic review of prospective studies. PloS one, 12 (10), e0185781. doi.org/10.1371/journal.pone.0185781

Secret, M., & Sprang, G. (2001). The effects of family-friendly workplace environment on work-family stress of employed parents. Journal of Social Service Research, 28(2), 21–45. https://doi.org/10.1300/j079v28n02_02

Simmons, R. N. (2017). Predictors of job satisfaction among county correctional officers (Order No. 10636555). Walden Dissertations, Walden University, ProQuest Dissertation Publishing.

Slate, R. N., Vogel, R. E., & Johnson, W. W. (2001). To quit or not to quit: perceptions of participation in correctional decision making and the impact of organizational stress. Corrections Management Quarterly, 5 (2), 68-78. https://www.ojp.gov/ncjrs/virtual-library/abstracts/quit-or-not-quit-perceptions-participation-correctional-decision#additional-details-0

Solnet, D., Subramony, M., Golubovskaya, M., Snyder, H., Gray, W., Liberman, O., & Verma, R. (2020). Employee wellness on the frontline: An interactional psychology perspective. Journal of Service Management, 31(5), 939-952. https://doi.org/10.1108/JOSM-12-2019-0377

Song, Z., & Baicker, K. (2019). Effect of a workplace wellness program on employee health and economic outcomes: A randomized clinical trial. JAMA, 321(15), 1491–1501. doi.org/10.1001/jama.2019.3307

"Suicide Statistics." American Foundation for Suicide Prevention. https://afsp.org/suicide-statistics/#:%20~:text=Additional%20facts%20about%20suicide%20in,%20are%20130%20suicides%20per%20day

Summer, (1997). Safety and health, compensation and working conditions / U.S. Department of Labor, Bureau of Labor Statistics. https://www.bls.gov/iif/oshwc/cfar0020.pdf

Schwartz, S & Levita, S. A new vision for correctional officers. Tikkun 1 January 2012; 27 (1): 37–40. doi.org/10.1215/08879982-2012-1017

Swenson, D., Wasilewski, D., & Hart, R. Shift work and correctional officers: Effects and strategies for adjustment. Journal of Correctional Health Care. Oct 2008.299-310.

doi/10.1177/1078345808322585

Travis, M. P. (2020). Wellness and our most valued asset. American Jails, 34 (2), 4–68.

Williams, J, & Ramsey, V. (2018). The need for law enforcement wellness interventions: A Critical Review. https://thesportjournal.org/article/the-need-for-law-enforcement-wellness

Van Thanh, L. (2016). Relationships at work as a cause of occupational stress: the case of academic women in Vietnam. International Journal of Mental Health Systems, 10, 42. https://doi.org/10.1186/s13033-016-0078-2

Vogel, R., Dementia in Prison: An argument for training correctional officers (2016). Graduate School of Professional Psychology: Doctoral Papers and Master's Projects. 220.

https://digitalcommons.du.edu/cgi/viewcontent.cgi?article=1219&context=capstone_masters

World Health Organization & Burton, Joan. (2010). HOMM healthy workplace framework and model: background and supporting literature and practices. World Health Organization. https://apps.who.int/iris/handle/10665/113144

Appendix A: Consent Form

You are invited to take part in a research study about how correctional officers use their everyday work environment wellness program. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part.

This study seeks 10 – 15 volunteers who are:
   A correctional officer who is currently working as a correctional officer in New England for at least five years
   A correctional officer who uses the facility wellness program,

This study is being conducted by a researcher named Robert Petralia, who is a doctoral student at Walden University.

Study Purpose:
The purpose of this study is to collect the latest information through interviews on past perceptions of effective wellness programs in the prison workplace.

Procedures:
If you agree to participate, you will be asked to take part in an interview that will take about 35-45 minutes.

Here are some sample questions:
Has taking advantage of the facility's wellness program or strategies been helpful for your over health? If so, how have they reduced workplace stress in some specific event? What other wellness programs or strategies would you recommend that might be useful to add to the wellness program at this time that would help assist with your workplace stress events that can help reduce stressful events before they occur? Please explain.

Voluntary Nature of the Study:
Research should only be done with those who freely volunteer. So, everyone involved will respect your decision to join or not. No one will treat you differently based on whether you volunteer or not.
If you decide to join the study now, you can still change your mind later. You may stop the interview at any time. Please note that not all participants or volunteers may be contacted to take part.

Risks and Benefits of Being in the Study:
Being in this study could involve some risk of minor discomforts that can be encountered in daily life such as when sharing sensitive information. With the protections in place, this study would pose minimal risk to your well-being. The information you provide can help improve correctional facilities' wellness programs by identifying components that

are useful and areas for improvement. Once the study is complete, the research will automatically be made online at the website https://scholarworks.waldenu.edu/dissertations/ which is the web link to a publication of Walden University research of past written studies by students and researchers on dissertations.

Payment:
The researcher will pay a compensation of $50.00 cash to the participant.

Privacy:
The researcher is required to protect your privacy. Your identity will be kept confidential by the researcher within the limits of the law. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by storing it in a filing cabinet. Data will be kept for at least 5 years, as required by the university.

Contacts and Questions:
You can ask questions of the researcher or researcher, by contacting me, the researcher, for more info or may email the researcher for more info or any questions regarding the interview study anytime. If you want to talk privately about your rights as a participant or any negative parts of the study, you can call Walden University's Research Participant Advocate at 612-312-1210. Walden University's Approval Number for this study is (05-23-23-0229933). It expires on May 22, 2024. You might wish to retain a copy of this consent form for your records. You may ask the researcher or Walden University for a signed copy at any time using the contact info above.

Obtaining Your Consent:
If you feel you understand the study and wish to volunteer for the study, please indicate your consent by replying to this email with the words 'I Consent.'

Appendix B: Interview Questionnaire Instrument

The following item questionnaire is the instrument that will be used with approximately fourteen two-part questions to be asked by each correctional officer who participates in the interview. As the participant, please answer the questions below as detailed and honestly as possible. The researcher and the participant may ask questions to help address anything valuable. Please remember that this research study is strictly confidential.

Questions Regarding the Employee Wellness Program in Place

1) Can you please tell me something about yourself, your rank and position, and the community you live and work in as it pertains to your work experience and status?

2) Do you think the surrounding areas and work community are aware of the wellness program you use and how effective it has been working for you to date? Do you think that conducting the wellness program activities before, during, or after office hours would be more beneficial?

3) How long have you worked and used the wellness program at this correctional facility? How does your wellness program help you deal with a strict routine or a 40-hour week while at work?

4) How does your wellness program help allocate time to well-being initiatives or essentials that help you to complete your daily work strategies or daily routine?

5) What is one of your biggest strengths and weaknesses you noticed using your wellness program and how effective? What can you do to help improve this weakness if any of the wellness program objectives?

6) Do you feel that program objectives are achieved by using your current wellness program? Which areas or aspects of the wellness program were most effective and beneficial to your health?

7) How or what advice and information can be brought to attention to help improve the structure or implementation of the wellness program essentials? How do you think the other employees at the correctional facility using the current wellness program may have success?

8) Has taking advantage of the facility's wellness program or strategies been helpful for your overall health and well-being? If so, how have they reduced workplace stress in some specific event?

9) Would you consider the facility's wellness program and strategies effective and significant to your work needs? What would you want to improve about the wellness program to help cater to your work needs?

10) Can you please tell me how the wellness program helps in reducing the workplace stress you may experience? How satisfied are you with the wellness program essentials reducing the stressful events brought on in the workplace?

11) What other strategies would you recommend that might be useful to add to the wellness program at this time that would help assist with workplace events that can help reduce stressful events before they occur?

12) What are your expectations you got out of the wellness program this far? Do you feel you need a new or updated wellness program currently to keep up with the everyday changes in dynamics?

13) When considering your overall workplace environment and experience with your current employee wellness program, how likely are you willing to recommend the current facility's wellness program to your friends and family, or other correctional officers and facilities in the area?

14) Is there anything else that you want to add to help us improve the employee wellness program in your organization regarding adding to new changes in today's prison system?

Approval Number is (05-23-23-0229933).

Appendix C: Recruitment Flier

Seeking Interview Volunteers for a Wellness Program Research Study for Correctional Officers (CO).

- Must be participants who are correctional officers,
- Must work in a correctional field for at least five years or more,
- Must be a CO who works and uses the facility's wellness program.

The information you provide will be strictly kept private and confidential. The goal is to understand how effective the prison or facility's wellness program is and has been effective for the COs.

There is minimal risk or harm to this interview. You are more than free to choose whether to participate during or after the interview with full compensation. You may choose to discontinue your participation at any time.

Participants will receive $50.00 by choice of PayPal or Venmo, for payment for the interview about their past and previous work-related experience with their facility's wellness program.
The research questions will be asked through a 35–45-minute interview.

This study is being done for Robert S. Petralia's dissertation at Walden University. The Approval Number is (05-23-23-0229933).