Living Well in Law

A Guide to Building Engagement, Resilience and Well-being for the Legal Profession

PRODUCED BY

UTAH COMMUNITY BUILDERS
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WCLP
Well-being Committee For The Legal Profession

UTAH STATE BAR ORGANIZED 1931

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Dear Utah Legal Professionals,

Utah's national renown as the best state for business is in part thanks to one of the vital sectors that intersects with all others: the legal profession. The Utahns who work in law provide vital services to businesses large and small, across all industries, helping our businesses execute contracts, follow the law, and provide goods and services for all Utahns.

Supporting our legal industry's efforts to bolster engagement and resilience in the legal workforce is important to Utah's business community. That's why the Salt Lake Chamber's social impact foundation, Utah Community Builders, partnered with the Utah State Bar and its Well-Being Committee for the Legal Profession, to create "Living Well in Law: A Guide to Building Engagement and Resilience in the Legal Profession."

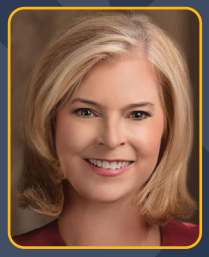
This new guide is part of our Workforce Resilience Through Mental Fitness initiative, and will equip legal employers with data, tools, and best practices to increase engagement, reduce burnout, and fortify the resilience and well-being of Utah's legal professionals.

We urge partners, managers, human resource professionals, and attorneys throughout Utah's legal profession to review this guide and consider steps that can be taken to support the mental and emotional well-being of employees.

Together, we can support the resilience and mental fitness of Utah's legal professionals, ensuring they are fully equipped for the challenges and opportunities of the future.

Derek Miller
President and CEO,
Salt Lake Chamber
and Downtown Alliance

Clark Ivory
Co-Chair,
Utah Community Builders
Advisory Board
CEO, Ivory Homes



Lisa Eccles
Co-Chair,
Utah Community Builders
Advisory Board
President and COO, George S.
and Dolores Doré Eccles
Foundation

Life in the law can be stressful. The work ethic and diligence that make lawyers great at what we do can also lead us to burn out, especially if we regularly put the demands of the profession ahead of caring for ourselves and our colleagues.

Legal organizations and employers are vital to creating cultures where well-being is valued, allowing legal professionals to succeed at work while also thriving in our lives. Working together, Utah Community Builders and the Well-Being Committee for the Legal Profession have developed this handbook to help Utah's legal profession reach new heights.

Justice Paige Petersen
Utah Supreme Court

The Utah State Bar is proud to support the efforts of the Salt Lake Chamber and Utah Community Builders to promote well-being and resilience among Utah's legal professionals. Utah is fortunate to have a highly skilled legal community with a long history of providing exceptional legal services to the citizens and businesses in Utah. The lawyers of our state also give countless hours of volunteer services to Utah's citizens, the courts and the Bar. As Utah's economy has boomed, Utah's lawyers have stepped up to provide the legal services necessary to help our businesses and economy grow and thrive. However, the practice of law is a demanding and stressful profession. Recent studies have provided data to support something the Bar and legal professionals have always known: the practice of law and its demands can take their toll.

The Bar is committed to promoting well-being and resilience among Utah's lawyers to help them cope with the demands of the profession. The Well-Being Committee for the Legal Profession has worked to gather data regarding the mental health of Utah's legal professionals and to use that data to develop proven resources to reduce burnout and build resilience. The Bar encourages legal providers to utilize this Living Well in Law Guide as a tremendous resource to enable Utah's lawyers to be their best personal and professional selves.

Elizabeth A. Wright
Executive Director
Utah State Bar

This guide is broken into 7 steps

Understand why engagement and resilience matter

Engagement, resilience, and well-being are vital to a thriving, sustainable and successful legal profession.

Legal employers and the organizational culture both play a vital role in the level of employee well-being, engagement and resilience.

Identify a committed champion or group

Leaders that can make things happen and role model well-being behaviors are vital to positive change toward greater engagement and resilience.

Recruit leader buy-in

Who is truly listened to when they speak out about something? This may be a partner, new attorney or staff member who has been around for a long time, those are the leaders needed to serve as champions and model the behaviors of engagement and resilience.

Assess your workplace and employees

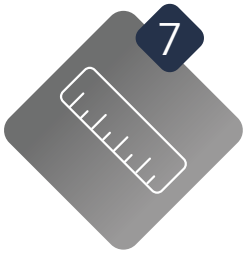
It's vital to know where your workplace and employees currently stand in terms of mental engagement, resilience and well-being, and it's even more important to understand what you are doing and not doing well. Consider how your firm's culture, incentive structures and other resources impact mental and emotional resilience and use this as your baseline.

Articulate your goals

Based on what you find from your needs analysis, prepare a strategic operating plan with a positive outcome. This includes both eliminating or mitigating challenges and, importantly, capitalizing and building on what you are already doing well.

Execute the action plan

Use your needs analysis, goals and champions to develop and execute a plan. Consider how messaging from top leaders, evidenced-based training and development of and access to resources are part of the plan.



Measure impact and adapt for continuous improvement

Be willing to adjust! If something isn't working well, eliminate it. If something else gets traction, expand it.

Step 1

Understand why engagement and resilience matters

Legal professionals are vital to the long-term success of Utah's businesses, families and state. Given the critical role legal employers and their employees play for Utah businesses, an environment that fosters the best legal workforce in the nation is an important priority for our business community.

Definitions:

Engagement: "a high level of energy and strong identification with one's work," characterized by dedication, vigor and absorption.[1]

Burnout: overwhelming exhaustion, feelings of cynicism and detachment from work, and a sense of ineffectiveness and lack of accomplishment.[2]

Well-being: more than just the absence of burnout or the presence of engagement, but the "continuous process toward thriving" in all dimensions of life."[3]

Resilience: the ability to bounce back from adversity and potentially grow from the experience.[4]

Lawyers that are healthy — physically, mentally, emotionally and financially — are better overall practitioners. They tend to be more productive, act more professionally and live more satisfying lives. Living well in law requires the sustained health and development of each lawyer, empowering them to engage with work in a more meaningful and fulfilling way.

[1]Ogbonnaya, U.C., & Thiese, M.S. (publication pending). Burnout and Engagement: Relationship to Drug Abuse in Lawyers and Law Professionals.
[2]Ogbonnaya & Thiese (publication pending).
[3]The Path To Lawyer Well-Being: Practical Recommendations For Positive Change 9 (Aug. 2017)
[4]Reivich, K., & Shatte, A. (2002). The resilience factor: 7 essential skills for overcoming life's inevitable obstacles. New York, NY: Three Rivers Press.

> The stigma and shame associated with mental health permeate all levels of society. Brain disorders should be seen the same as disorders of the kidney or the heart. Yet stigma causes inequity within health care systems and keeps policymakers from crafting laws free from discrimination. Stigma keeps people from seeking the treatment they need, robs them of their joy in life and well-being, and, in the worst case, results in ultimate harm.
>
> *Mark Hyman Rapaport, MD*
> *CEO*
> *Huntsman Mental Health Institute*

Unfortunately, there are factors holding back lawyers from reaching their full potential. A 2019 study of Utah lawyers conducted by the University of Utah shows that an alarming percentage of lawyers experience chronic stress, burnout, depression, substance abuse and a lack of connection with peers.

- 48.7% reporting some level of burnout.
- 44.4% of responding lawyers report symptoms of depression.
- Utah lawyers report higher alcohol use concerns than the general working population. Criminal litigators report the highest amount.
- Utah lawyers are 5 times more likely to report thoughts of being "better off dead or hurting themselves" as compared to the general working population.
- Lawyers in Utah are 8.5 times more likely than the general working population to report suicidal ideation[5]

Effects of burnout include:

Substance abuse

In the 2019 Utah study, lawyers showing high-levels of burnout have an almost 4.71 times higher likelihood of having a problem with drug abuse.[6]

Thoughts of suicide

Ethical lapses

Work quality decline[7]

Engagement is the opposite of burnout and contributes to:

Enhanced motivation and productivity

Satisfied clients

Employee retention

Increased profits

Only 32% of American workers are engaged, while more than 50% are disengaged and 17% are actively disengaged.[8]

Workplaces play a vital role in a legal professional's ability to live well in law. Making targeted changes today can help reduce burnout and increase engagement and resilience, yielding better work for your firm and healthier, more fulfilled employees at every level. Healthy cultures, access to resources and developing skills associated with strong mental fitness and high performance create the conditions for both lawyers and their workplaces to thrive.

This is a **call to action** for Utah's legal employers to implement and improve strategies to empower all lawyers to live well in law. Use this guide today and be part of the statewide effort to make Utah's workforce the most engaged, resilient and productive workforce in the nation.

[5]Thiese, M.S., Allen, J.A., Knudson, M., Free, K., & Petersen, P. (2021). Depressive Symptoms and Suicidal Ideation Among Lawyers and Other Law Professionals. J Occup Environ Med. 63(5):381-386. doi: 10.1097/JOM.0000000000002127. PMID: 33928935.
[6]Ogbonnaya & Thiese (publication pending).
[7]Brafford, A. M. (2017). Positive Professionals: Creating High-Performing Profitable Firms through the Science of Engagement. Chicago: American Bar Association.
[8]https://news.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx; Brafford (2017); Harter, J. (2016, May 31). Moneyball for business: Employee Engagement

Step 2

Identify a committed champion or group

Too often, initiatives like this simply get handed to human resources. While HR professionals are important for implementing resilience, engagement and well-being efforts, the most effective changes start at the top. Who in your firm is a key leader who can model the behavior and messaging necessary to move the needle? Who else can act as passionate, engaged champions to see this through?

> Resilient and happy lawyers are more productive. At Snow Christensen & Martineau we promote practices and programs that augment our lawyers' physical and emotional well-being — and it has paid off. Attrition is down and production is up — so is the laughter.
>
> *Andrew M. Morse*
> *Shareholder*
> *Snow Christensen & Martineau*

Form a committee or working group: Invite a cross-section of people that represent different departments and stakeholders within your workplace. A team of people with different skills, knowledge, backgrounds and perspectives on what it means to live well in law is an important foundation for success. If your workplace is small, a designated individual to act as champion can work well with support from leadership. Empower this group or person to be bold and think outside the box.

Committee elements to consider include:

- Invite a diversity of voices and life experiences. When creating buy-in it's important to hear from a variety of perspectives at all levels.
- Consider including people interested in, but not already involved in these efforts, or those who already may be part of other committees within the firm.
- Putting a face on a cause the organization cares about helps with initiative buy-in. Someone with personal experience that is also willing to share their story can be incredibly impactful.
- Include those leaders and other people that will be the most effective at carrying the message; the kind of people who when they speak, others listen.

Meta-Analysis. Gallup Business Journal. Retrieved from http://www.gallup.com/businessjournal/191501/moneyball-business-employee-engagement-meta-analysis.aspx

Step 3

Recruit leader buy-in

The level of buy-in and participation from the managing partners and those high-up in the organization can make or break a well-being program. For this kind of initiative to succeed, it cannot merely be passed off to the human resources department. Engaging leaders of the firm is crucial, since other lawyers and staff closely watch managing partners for signals about what is expected and valued in the workplace.

Leaders always influence the culture, resilience and engagement of their organization either by design or by default as they influence attitudes, conditions and behavior. For these leaders to be impactful, they should model the behavior and messaging that fosters healthy, engaged and resilient workplaces.

> Supporting the health and well-being of the attorneys at my firm is of paramount importance to me, not just as a shareholder but as a friend and colleague. Ensuring our attorneys are able to access the help they need without judgment or stigma allows the entire firm to flourish and serve our clients and the community more effectively.
>
> *Nicole Salazar-Hall*
> *Shareholder*
> *Parsons Behle & Latimer*

> When I was a young attorney, I would have really benefited from leadership that modeled resilience and well-being and that inspired engagement. I want to be this kind of mentor and leader for the legal profession.
>
> *Martha Knudson*
> *Lawyer and Executive Director*
> *The Utah State Bar Well-Being Committee for the Legal Profession*

Talking points for leaders:

Make it normal to talk about mental, emotional, physical and financial health in the workplace by sharing your own stories as you feel comfortable, whether in group settings or with individuals.

Modeling behavior includes overtly sharing your expectations and the way you keep yourself resilient and healthy. Not saying anything can be interpreted by others in many different and often negative ways.

It's a best practice to say and model healthy behaviors, boundaries and respect. The following are examples of leaders modeling healthy and resilient behavior:

"Go home and have dinner with your family. This doesn't need to be done by tomorrow morning. Your deadline is X."

"While I'm out on vacation, I'll be taking a break from work emails. And when you're on vacation, I won't expect you to respond to emails either."

"I work best late at night so you may get an email from me at odd hours. You may work differently than I do and that's totally okay. Unless it's a real emergency which you will know because I will tell you it's one, I don't want you to respond until you are during your normal work hours."

"I trust you to be able to make changes needed to help you be at your best, mentally, emotionally and professionally. What can I do to help you do that?

"Life can be hard at times, and you should know that anything going on in your life outside of work that may or may not affect your work is something I want to hear about. If you need help from me or want to find a good therapist to talk to, I'll help make a connection."

Step 4

Assess your workplace and employees

Asking the right questions will reveal important insights about your workplace's strengths, weaknesses and opportunities to improve. Getting direct feedback from lawyers and staff in a safe way, and listening thoughtfully to their input, will help you know where to focus your efforts. This data collection can be done formally or informally depending on what works best for your firm.

Dr. Matt Thiese from the University of Utah School of Medicine has offered to work with Utah legal employers to conduct baseline and follow-up assessments. The process is easy, confidential and Utah State Bar approved.

To participate, please contact Dr. Thiese directly at: matt.thiese@hsc.utah.edu
Ph: 801.587.3322 – Cell: 801.598.7530

Self-Audit of Culture, Practices and Procedures

To make positive change you first need to understand where you currently sit. Understand organizational strengths and potential challenges or barriers to engagement, resilience and well-being by conducting an audit. Self-audit your firm's well-being culture (this can be done in formal focus groups with employees or in informal confidential conversations).

Consider the following questions:

1. Is there a written policy clearly establishing well-being as a company value?
2. Does company policy, practice and culture explicitly value work/life balance, including: encouraging employees to take personal or vacation time and supporting them when they do?
3. How do employees rate their mental and emotional well-being, and how do they view the workplace's impact? (consider ways to measure this in your firm).
4. Are efforts made to allow daily recovery from work demands by regulating work calls, emails and text messages during evenings and weekends? Is this clearly and regularly communicated and modeled?
5. Do employees feel they receive consistent, specific and constructive feedback that focuses on their work performance?
6. Do employees feel they have a safe way to provide honest, timely and specific feedback upward through managers or HR on workplace culture, work expectations and growth opportunities?
7. Are incentives aligned with and offered for behaviors that encourage well-being or do they reward behaviors that can ultimately harm health and well-being?
8. Do people interact with civility and respect?
9. Do employees have access to an Employee Assistance Program (EAP), and if so what is the utilization rate, and how helpful do employees feel it is?
10. What does company health insurance cover as it relates to mental and emotional health? Where are the gaps?

Whatever approach you take to assess your firm and its employees, capture what you learn and review it with your champions and leaders. These findings will help show you where to focus your action plan.

Step 5

Articulate your goals

Ask your working group to create goals for increased resilience and engagement at your workplace. Goals should be something positive. For example, don't say "we want to reduce stress, depression and burnout." Instead, consider: "we want to increase engagement and fulfillment among our attorneys." This framing ensures that goals help to uplift everyone at your firm, and are universally supported, while also helping anyone who might be struggling more acutely with mental health challenges.

Be sure you understand what you're aiming for and why. Living well in law is about physical, mental, and financial engagement, resilience, and well-being at both the individual and workplace levels. It's not just the absence of problems, stress or illness — but rather fostering employees' ability to think, feel and behave in ways that empower them to perform effectively and thrive in all areas of their lives.

It can be helpful to start small with things that are easy wins, like emphasizing well-being in company policy, or establishing working groups to identify ways to foster a culture of mental fitness. When you hit a goal, celebrate it publicly and let your employees know that it is important and matters to your organization.

> At Jones Waldo, we understand that healthy lawyers are more productive practitioners who live more satisfying lives. We are saddened by recent studies showing that Utah lawyers experience high rates of burnout, depression and substance abuse. As colleagues who care for one another's well-being, we are exploring ways to improve the mental health of our attorneys and staff. And we're starting to see positive impacts from our concerted effort to educate our lawyers about mental health and well-being issues and to facilitate more social interaction and professional collaboration."
>
> *Mark Tolman*
> *Shareholder and Chair of the Litigation Department*
> *Jones, Waldo, Holbrook & McDonough, PC*

> Snell & Wilmer is proud to be the first Utah law firm to sign the ABA Well-Being Pledge. Guided by our firm Credo, we have a long history of advocating for the health and well-being of our attorneys and supporting a positive work environment. It is our responsibility to provide the education and resources necessary to address well-being, mental health and substance use disorders and issues. We also signed this Pledge with the hope that all attorneys can practice safely without being judged or stigmatized in the event they need to reach out for assistance in order to sustain a healthy mind and body, and to build a more fulfilling and productive future.
>
> *Troy J. Aramburu*
> *Partner and Chair*
> *The Attorney Development Committee, Snell & Wilmer*

The American Bar Association's Pledge asks for the commitment to a 7-point framework for improved well-being:

1. Provide robust education to lawyers and staff on topics related to well-being, mental health and substance use disorders.
2. Reduce the expectation of alcohol at workplace events and ensure non-alcoholic alternatives are available.
3. Partner with outside experts and organizations committed to well-being in the legal profession.
4. Provide confidential access to addiction and mental health services, including access to free self-assessment tools.
5. Develop proactive policies and protocols to support well-being and mental health concerns.
6. Show that self-care and help-seeking are core workplace values.
7. Use the ABA pledge to attract and keep talent.

When you settle on goals, write them down. Consider posting the goals and the ABA Pledge prominently so all employees can see that your workplace is clearly committed.

Consider signing the American Bar Association's Well-Being Pledge and commit to its 7-point framework. Legal employers can learn more about the pledge and how to join more than 213 legal organizations that have already signed on.

Step 6

Execute the action plan

Your action plan should include at least three key components:

1. Leader training and modeling
2. Employee training
3. Access to resources

Leader Training and Modeling

Leaders should do more than just talk about increasing engagement, resilience and mental fitness. They should model the behavior that accomplishes this, and be explicitly open with firm employees about it. Remember, all lawyers are leaders in some capacity, whether with their peers, younger lawyers, staff, clients or community members.

Consider expanding on the talking points included in Step 4: Recruit Leader Buy-in. Reach out to The Utah State Bar's Well-Being Committee for the Legal Profession for help. wellbeing.utahbar.org

Paralegal and Staff Training

A vital step toward culture within an organization is to provide important training for all levels of employees.

> Well-being, resilience and engagement are important for all law firms and legal employers of every kind to pay attention to. We can make a very positive and impactful difference in the lives of our attorneys and staff, our clients and the entire State of Utah by committing to creating a culture of mental fitness in each of our workplaces. Kirton McConkie is committed to this, and we urge other leaders in our industry to follow suit.
>
> *Robert Walker*
> *President and Shareholder*
> *Kirton McConkie*

Did you know?

Across all business sectors, only 25% of business leaders have been trained in referring employees to mental health resources.[9]

Across all industries, 72% of employers know that suicide prevention is the right thing to do and 86% want to increase employee health and well-being.[10]

Participate in "Living Well in Law: Leadership for Engagement, Resilience, and Well-Being"

a Training and CLE hosted by the Utah Bar's Well-Being Committee

Learn evidence-based tools to help your workplace harness the strengths and resources associated with living well in the law. This training will be delivered in a "train the trainer" format that empowers you with leadership skills and knowledge to take back to your organizations for team development. It will be presented with supporting materials.

To sign up, contact The Utah State Bar's Well-Being Committee for the Legal Profession: martha.knudson@utahbar.org.

Access to Resources

With leadership on board and managers being trained, the third vital piece of your action plan should include ensuring all employees have access to resources. This should include "downstream" resources for crisis intervention, "midstream/upstream" resources including Employee Assistance Programs, health insurance or other employee benefits that bolster mental fitness and resilience, and any additional well-being training or resources.

[9](https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/employers-fight-mental-health-care-stigma.aspx)
[10](https://workplacesuicideprevention.com/wp-content/uploads/2019/11/20191113-2-Pager-Workplace-Suicide-Prevention.pdf)

Resources for Lawyers to Build Resilience, Engagement and Well-Being:

Did you know? You can complete self-guided learning about evidence-based coping and resilience skills using any of the following sources:

- Crediblemind.com
- Positivepsychology.com
- Lawyerwellbeing.net
- Thelightbulbcure.com
- Wellbeing.utahbar.org

You can also access employee resilience skills offered through The Utah State Bar's Well-Being Committee for the Legal Profession at: wellbeing.utahbar.org/build-well-being.html

Areas of Focus

Stress Management and Recovery

Healthy Relationships

High-Quality Connections in the Workplace

Psychological Capital (skills for targeted goal-setting and handling challenge)

Diversity & Inclusion

Emotional Intelligence

Physical Vitality, Including Healthy Sleep, Nutrition, and Movement

Financial Literacy

Mindfulness

Meditation

Communication

Parenting Skills

Managing Interpersonal Conflict

Pain Management

Resilience Skills

Cognitive Reframing Techiniques

SafeUT

- Chat with a licensed counselor for support or submit a confidential tip right from your phone
- Original SafeUT app targets students, parents, educators and others

Live On Utah

- Education, resources, and support to prevent suicide available on the Live On website: Liveonutah.org
- Request more info at: info.suicideprevention@gmail.com
- Additional resources to help with mental health or substance abuse:
- Utah Division of Substance Abuse and Mental Health dsamh.utah.gov

988

- New national suicide prevention and mental health crisis lifeline — 988 — that will route all callers, texters, chatters to the existing National Suicide Prevention Lifeline
- Compassionate, accessible care and support will be available for anyone experiencing mental health-related distress — whether that is thoughts of suicide, mental health or substance use crisis, or any other kind of emotional distress
- People can also dial 988 if they are worried about a loved one who may need crisis support

Utah Lawyers Helping Lawyers: lawyershelpinglawyers.org 801-900-3834
Blomquist Hale Lawyer Assistance Program blomquisthale.com 801-262-9619

Workplace Well-being Handbook for Law Firms
lawyerwellbeing.net/wp-content/uploads/2021/04/Workplace-Well-Being-Handbook_TOC-_4-23-2021.pdf
Well-being Toolkit for Lawyers and Legal Employers
americanbar.org/content/dam/aba/administrative/lawyer_assistance/ls_colap_well-being_toolkit_for_lawyers_legal_employers.pdf

Tips for Communicating and Implementing the Action Plan

- New policies and initiatives should be introduced in regular lawyer, paralegal and staff meetings. Leaders with the ability to lend impact and credibility should take active and visible roles.
- Make information and resources readily available to all personnel by using multiple forms of communication (standing meetings, email, videos, notice boards, voicemail, intranet, websites, social-media, video conferencing, policies and events). Choose channels based on your goals for each particular message.
- Make it clear that leadership and management support the plan.
- The accountability measures, incentives and rewards that legal workplaces emphasize drive the attitudes and behavior of legal professionals. Evaluate whether contributions to a healthy workplace are recognized or if incentives exist that reward unhealthy attitudes and behavior. Consider adding well-being items to individual and work-place goals and then reward success visibly.

Live On Utah is a public-private mental health and suicide prevention campaign that aims to modify attitudes and social norms to reduce suffering and save lives. Live On acknowledges a unique need to engage with the private businesses of Utah in order to help normalize the conversation around suicide and mental health, and has partnered with the Larry H. Miller Company, Strong Automotive, Intermountain Healthcare, Deseret Industries and several other businesses to launch the first phase of this campaign.

Together, these organizations have helped to develop custom messaging for Utah's business communities addressing mental health and suicide through a series of video PSAs. All videos may be accessed at liveonutah.org/workplace, along with the full Employer Toolkit for Suicide Prevention in the Workplace. All campaign creatives can be accessed free of charge by contacting liveonutah@gmail.com or visiting liveonutah.org/campaigns.

Step 7

Measure the impact and adapt

Evaluating the impact of your plan regularly is vital. It ensures policies are implemented correctly, applied fairly across the organization and are having the desired impact. Review the assessment tips in step 5, and consider ways to recreate those assessments, but focus on the implementation and impact of your plan.

Follow up assessment can be conducted confidently by Matt Thiese.
To participate in baseline and follow up assessments, please contact Dr. Thiese directly at: Matt.thiese@hsc.utah.edu Ph: 801.587.3322 – Cell: 801.598.7530

Consider the following:

- Changes in attitudes, knowledge and behaviors.
- Measure healthcare costs and return on investment.
- Comparisons of data from health screenings before and after the policy implementation.
- Organizational Indicators: this could include the # of workers' compensation claims filed, # of sick days per time period, # of disability days per period of time, # of preventive medical screenings completed, # of health screenings held, per capita health benefit claims cost, per capita worker compensation cost, per capita sick leave absenteeism cost, per capita disability claims cost, etc.

Conclusion

The practice of law is a demanding profession that requires an incredible amount of time in the workplace. By implementing a combination of strategies, legal employers have an opportunity to realize important benefits both for their professionals and for their organization.

For More Information

Workforce Resilience Initiative

- Visit Utah Community Builders, the Salt Lake Chamber's social impact foundation: slchamber.com/utah-community-builders
- Or contact Nic Dunn, Director, at: ndunn@slchamber.com

Utah State Bar Well-being Committee for the Legal Profession

- Visit wellbeing.utahbar.org
- Or contact Martha Knudson at: martha.knudson@utahbar.org

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Special thanks to Utah Community Builders Foundational Investor:

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