
TEXAS ROUNDTABLE ON LAWYER WELL-BEING

REPORT

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Opening Remarks

Hon. Nathan Hecht, *Chief Justice of the Texas Supreme Court*

Initial Roundtable Meeting, June 7, 2018

The Lawyer Well-Being Roundtable met on June 7, 2018, for a brainstorming and planning session on the topic of increasing lawyer well-being in Texas. The session began with opening remarks from the Hon. Nathan Hecht, Chief Justice of the Texas Supreme Court. Following Justice Hecht's remarks, the Roundtable participants were asked to provide a grade for lawyer well-being in Texas along with two accomplishments they would like to see in the near future.

Grade

While participants gave grades ranging from B+ to F for lawyer well-being in Texas, most participants rated Texas between B- and C- in terms of lawyer well-being. Most participants felt Texas had the potential for improving the culture of the legal practice in the state and becoming a national leader in lawyer well-being.

Desired Accomplishments

The participants created a long list of accomplishments they would like to see in the near future. Among the list were:

- Law firms adopting wellness plans as part of law firm culture.
- Texas leading the nation in redefining lawyer success in terms of wellness.
- The suicide rate among lawyers falling below the national average.
- Expansion of CLE programs to include well-being topics and expansion of MCLE rules to make obtaining credit for wellness programs easier.
- Leveraging social media to address wellness issues.

Tactical Groups

The members of the Roundtable then divided into five tactical groups based on areas of interest:

1. Reducing Stigma
2. Education—CLE and CLE Requirements
3. Education—Law Schools
4. Well-Being in the Workplace and the Evolving Legal Culture
5. Law Practice Management

Each tactical group met briefly to identify at least three priorities for the group to work on over the summer:

Reducing Stigma

Priorities:

1. Develop a story-based message regarding wellness.

2. Identify ways to reach law students with the message, including mandatory exposure and repetition.
3. Work on heightened protection for lawyers who report or self-report lawyers in crisis.

The group also listed additional priorities:

- Address secured leave policies for lawyers.
- Increase funding for the Texas Lawyers' Assistance Program (TLAP).
- Help local bar associations develop peer assistance programs.
- Address risk management issues: talk to insurers about how to protect insureds.

Education—CLE and CLE Requirements

Priorities:

1. Create a “Taking Care of Yourself” video to play at live CLE courses and online.
2. Create a PSA video on lawyer well-being that lawyers would be required to watch at the time they pay annual dues.
3. Revisit the MCLE accreditation standards. In particular, revisit the requirement that credit must be provided in .5 hour increments.
4. Revisit TRDP 8.03(c). In particular, is it clear? What are its requirements? Educate lawyers on the duty to report impairment.
5. Create a syllabus of education on attorney wellness.

Education—Law Schools

Priorities:

1. Propose that the Supreme Court and the Board of Law Examiners require a minimum number of hours of training on well-being.
2. Provide confidential counseling to law students.
3. Require assessments of all law students to identify at-risk students and to identify students' strengths.
4. Identify ways to reduce the stigma around provisional licenses.

Well-Being in the Workplace and the Evolving Legal Culture

Priorities:

1. Establish working definitions of “impairment” and “wellness.” What is the standard?
2. Create a self-assessment tool for the State Bar of Texas website.
3. Create a wellness certification for law schools and law firms. Propose to malpractice insurers that law firms with a wellness certification receive a discount.

Law Practice Management

Priorities:

1. Identify what resources are currently available on wellness and identify the gaps.
2. Develop materials on bystander training and self-assessment and self-awareness tools and training.
3. Create a peer assistance hotline for practice management issues.
4. Develop a career counseling program for lawyers seeking alternative careers.

The tactical groups continued to meet over the summer by teleconference to develop action plans for implementing their ideas. The Roundtable then met again in person on October 9, 2018. The Roundtable reviewed reports from the tactical groups and compiled the results of their discussions for this report.

Reducing Stigma Work Group Report

The Reducing Stigma Work Group met telephonically on July 17 and September 28, 2018. During each call, members discussed the following priorities identified by the group during the Roundtable's initial meeting on June 7:

1. Develop a story-based message regarding wellness.
2. Identify ways to reach law students with the message, including mandatory exposure and repetition.
3. Work on heightened protection for lawyers who report or self-report lawyers in crisis.
4. Address secured leave policies for lawyers.
5. Increase funding for the Texas Lawyers' Assistance Program (TLAP).
6. Help local bar associations develop peer assistance programs.
7. Address risk management issues: talk to insurers about how to protect insureds.

After research and discussion, the Reducing Stigma Work Group provides the following ideas to the Roundtable for further consideration:

1. The Reducing Stigma Work Group researched the potential for establishing privilege for communications with TLAP. Currently, these communications are confidential under Texas Health and Safety Code chapter 467 which governs all peer assistance programs in Texas. At least eight states provide privileged communication for their lawyers' assistance program.¹

The Work Group also considered the means for making this change and learned that it could be effected through a rule change by the Texas Supreme Court. To initiate the process, the Roundtable or one of the stakeholders would need to communicate a request in writing to the Court. It should set out the requested change and reasons for it, as well

¹ New York, Louisiana, Virginia, South Carolina, Nebraska, Oklahoma, North Carolina, and West Virginia.

as any suggestions for how the change would be implemented.²

2. This Work Group recognizes that successful implementation of this Roundtable's initiatives will likely result in a greater demand for services by TLAP, including calls for assistance and requests for presentations. Stakeholders should work to provide adequate resources for TLAP to meet any increased demand.
3. This Work Group believes that local metropolitan bar associations should be encouraged to undertake local initiatives regarding lawyer well-being, including measures to address impairment. In particular, these local bars should be encouraged and supported to develop a local peer assistance committee modeled after the Dallas Bar Association.

A survey of metropolitan bars revealed the following:

- Austin and Tarrant County Bar Associations have Wellness Committees.
- The executive directors of Houston and San Antonio Bars are very enthusiastic about finding ways to help their members with these issues.
- The Dallas Bar Association has a Peer Assistance Committee (see www.dallasvolunteerattorneyprogram.org).

CLE and MCLE Work Group Report

The CLE and MCLE Work Group met telephonically on June 25 and August 31, 2018. During each call, members discussed the following priorities identified by the group during the Roundtable's initial meeting on June 7:

1. Create a "Taking Care of Yourself" video for live CLE and online courses.
2. Create a PSA-style video on lawyer well-being that would be required viewing at the time members update their profiles.
3. Revisit the MCLE accreditation standards (including the requirement that credits must be in .5 hour increments).
4. Educate lawyers on the duty to report impairment (Rule 8.03).
5. Create a syllabus of education on attorney wellness.

² The general path that most non-legislatively-mandated rules projects follow is:

1. submission of rule complaint and proposal;
2. consideration and initiation by the Court;
3. drafting work and study by the Supreme Court Advisory Committee (SCAC);
4. additional study and redrafting by Jackie and the Chief;
5. the Court's deliberation on the proposed rules in one or more administrative conferences, culminating in an order giving preliminary approval to the rules and inviting public comment;
6. a public-comment period; and
7. a second order approving the final version.

After research and discussion, the CLE and MCLE Work Group provides the following ideas to the Roundtable for further consideration:

1. The CLE and MCLE Work Group reviewed the well-being topics incorporated into TexasBarCLE programs. In particular, the group noted programs such as *Empowering Senior Lawyers: Tools for Success*³ that address wellness along with career and practice management topics. The CLE and MCLE Work Group recommends:
 - All health and well-being topics in the TexasBarCLE website be gathered under a table entitled “Health and Well-Being.”
 - Making the existing programs on well-being more readily available to lawyers through links on the TLAP website.
 - Developing one or more short well-being videos that can be incorporated into live and online CLE courses.
2. While TexasBarCLE reaches a large number of lawyers, the CLE and MCLE Work Group looked for a point in which every lawyer could be reached on an annual basis with a message on well-being. The group considered and dismissed the idea of linking a wellness PSA to annual dues payment, as the logistics of this approach were complicated and the high incidence of a single person handling dues payments for a large firm make it unlikely that such an approach would be effective. However, making well-being resources available at the point of reporting MCLE hours would be likely to reach a larger number of lawyers.
 - The CLE and MCLE Work Group recommends that the Bar consider a link to a well-being program providing an hour of ethics credit that will appear on the webpage where attorneys report MCLE credit.
3. The CLE and MCLE Work Group considered whether changes to the MCLE accreditation standards should be proposed in order to increase the availability of CLE programming on well-being issues. The American Bar Association has recommended that states implement a requirement of one hour of education on mental health and substance abuse every three years. However, the group considered the possibility that adding a new CLE requirement might have the unintended consequence of alienating attorneys. The group also considered whether the MCLE requirement that a program be at least .5 hour in duration to be accredited was a barrier to additional well-being CLE programming. However, the existing MCLE standards do allow two .25 hour presentations to be coupled together for credit.
 - The CLE and MCLE Work Group does not recommend creating a mandatory requirement for wellness or mental health CLE.
 - The group does not recommend changing the MCLE accreditation standards at this time, but it does recommend that the MCLE department make it clear to CLE

³ *Empowering Senior Lawyers: Tools for Success* is available as an online course from TexasBarCLE and can be found [here](#).

providers that topics concerning attorney well-being and mental-health issues do qualify for accreditation.⁴

4. The CLE and MCLE Work Group considered whether additional efforts should be made to educate attorneys concerning their duty to report impairment under Texas Disciplinary Rule of Professional Conduct 8.03.⁵
 - The CLE and MCLE Work Group recommends that TexasBarCLE offer additional segments addressing Rule 8.03 within its various programs.
5. The CLE and MCLE Work Group considered whether a syllabus of CLE topics on well-being should be developed. As a result of this discussion:
 - Judge Xavier Rodriguez, the chair of the State Bar CLE Committee, held a meeting with staff and volunteer representatives from TexasBarCLE, the Bar’s Law Practice Management Program, and TLAP along with two mental-health practitioners to discuss best practices for addressing lawyer wellness in CLE programs. Although current CLE courses on wellness already incorporate effective practices, one finding of this meeting was that the messaging in CLE offerings should be updated to message “well-being” rather than focusing primarily on how an attorney is impaired, recognizing that an impaired individual is likely to be in denial and not receptive to direct confrontation.
 - As a result of the Roundtable and the CLE and MCLE Work Group’s discussions, The Texas Lawyers’ Insurance Exchange is now offering a one-hour free CLE for TLA insureds on attorney well-being issues and malpractice prevention. TLA insureds who watch the CLE can qualify for a discount on their insurance.

Law School Work Group Report

The Law School Work Group met telephonically on June 25 and August 14, 2018. During each call, members discussed the following priorities identified by the group during the Roundtable’s initial meeting on June 7:

1. Require a minimum number of hours of education on well-being–related topics in order to be certified to sit for the bar exam.
2. Provide confidential counseling for students, possibly on site at the law school.
3. Mandate assessments to determine risk of impairment, as well as strengths.
4. Reduce stigma associated in being granted a probationary license.

After research and discussion, the Law School Work Group provides the following ideas to the Roundtable for further consideration:

1. Texas should consider requiring three hours of education for students during law school

⁴ The Texas Accreditation Standards for CLE Activities can be found [here](#).

⁵ Rule 8.03 of the Texas Disciplinary Rules of Professional Conduct can be found on the Texas Center for Legal Ethics [website](#).

on mental-health and substance abuse disorders and other well-being–related topics. Completion of the requirement would be demonstrated in the preadmission education requirement of the J.D. Certification. Schools can incorporate the education hours into Professional Responsibility classes, professional development programs, and/or mental-health awareness programs. TLAP could be instrumental in providing the new preadmission education requirements.

Ohio, through its Supreme Court, is currently the only state with this requirement.⁶ Under Ohio Supreme Court Rule 1, Admission to the Practice of Law, Section 2 (E)(2), applicants to sit for the bar examination must submit:

A certificate from a law school or a continuing legal education sponsor, certifying that the applicant has received at least one hour of instruction on substance abuse, including causes, prevention, detection, and treatment alternatives.

2. Law schools should be encouraged to provide meaningful and confidential access to behavioral health counseling for students. The Group, however, believes that each school should be allowed discretion in how that is accomplished. For some law schools, having a counselor located within the law school may best suit the needs of students. For others, promoting use of campus counseling centers may be better, particularly where those centers provide 24-hour access and allow for enhanced privacy due to a location removed from the law school.
3. Law schools should provide access to self-assessments for mental-health and substance abuse disorders on their own online well-being resources or by linking to providers such as LawLifeLine (<http://www.lawlifeline.org/>). Members believe that assessments should not be mandated by law schools due to students' expressions of lack of faith in the institutions' ability to maintain privacy of information collected.
4. The State Bar of Texas and the Board of Law Examiners should investigate reasons why section 82.038(i) of the Texas Government Code has been interpreted such that a lawyer's probationary status is listed on the State Bar's website and bar card. Protection of the public should be considered along with the chilling effect such publication may have on a law student's willingness to seek help for a mental-health or substance abuse disorder.

Section 82.038 of the Government Code is entitled, "Probationary License for Applicant Suffering from Chemical Dependency." It provides:

(i) On request, the board in coordination with the State Bar of Texas shall inform a member of the public whether a particular person holds a probationary license. Any information that forms the basis for the issuance of the probationary license is confidential.

⁶ A national survey conducted by this Work Group revealed that the following states are currently considering the addition of a preadmission education requirement on a well-being–related topic: Colorado, Minnesota, Montana, Tennessee, Vermont, and West Virginia.

Workplace and Legal Culture Work Group Report

The Workplace and Legal Culture Work Group met telephonically on July 11 and August 16, 2018. During each call, members discussed the following priorities identified by the group during the Roundtable's initial meeting on June 7:

1. Establish working definitions of "impairment" and "wellness." What is the standard?
2. Create a self-assessment tool for the State Bar of Texas website.
3. Create a wellness certification for law schools and law firms. Propose to malpractice insurers that law firms with a wellness certification receive a discount.

After research and discussion, the Workplace and Legal Culture Work Group provides the following ideas to the Roundtable for further consideration:

1. For the purposes of the Roundtable, the following working definitions of the key terms "impairment" and "well-being" should be used:

"Impairment"⁷ is a condition that materially and adversely affects a person's judgment, memory, or reactions, or otherwise interferes with work performance and the rendering of legal services in a manner consistent with a legal employer's standards and the Texas Disciplinary Rules of Professional Conduct. The diagnosis of an illness does not equate with impairment for purposes of this policy. Illness is the existence of a physical or mental disease, while impairment is a functional classification that implies inability (perhaps affected by a physical or mental disorder) to render services with reasonable skill and safety. Impairment may be due to the use of alcohol or drugs (prescribed or nonprescribed), a mental health disorder, or a physical illness or condition that would adversely affect cognitive, motor or perceptive skills.

"Lawyer well-being"⁸ is a continuous process whereby lawyers seek to thrive in each of the following areas: emotional health, occupational pursuits, creative or intellectual endeavors, sense of spirituality or greater purpose in life, physical health, and social connections with others. Lawyer well-being is part of a lawyer's ethical duty of competence. It includes a lawyer's ability to make healthy, positive work/life choices to assure not only a quality of life within their families and communities, but also to help them make responsible decisions for their clients. It includes maintaining their own long-term well-being. This definition highlights that complete health is not defined solely by the absence of illness; it includes a positive state of wellness.

2. This Work Group encourages the State Bar and TLAP to make self-assessments more easily accessible on its website, www.tlaphelps.org. Specifically, the assessments should occupy their own page within the site and be promoted through the Bar's social media

⁷Based on the [ABA's Model Law Firm Impairment Policy](#). See p. 2, line 34.

⁸ Based on the [National Task Force on Lawyer Well-Being's definition](#). See p. 9.

outlets. This self-assessment page should clearly and prominently state that the results of the assessment are confidential and will not be shared with the Bar.

3. Interested stakeholders as represented on the Roundtable should consider adoption of an initiative (or “campaign”) that would encourage legal employers to pledge the adoption of policies and practices that promote the well-being of employees. Participants in this pledge campaign would include legal employers of all types, e.g., law firms (especially midsize and larger), governmental entities, and legal services providers. Stakeholders who may have an interest in promoting the campaign could include the Law Practice Management Section and other sections/committees of the State Bar, TLAP, TYLA, TLIE, and/or TCLE, as well as law firms who have already adopted exemplary well-being policies and practices.

The Texas lawyer well-being pledge campaign would need to have model policies and practices to support the employers who become signatories. In addition to the Model Law Firm Impairment Policy (see footnote 8), the ABA has recently created a Well-Being Toolkit for Legal Employers (see footnote 5), which includes an audit of current practices, action plan, and self-assessments and activities and could serve as a source for our materials. Essential to success would also be some mechanism to follow up with employers to ensure compliance with the pledge and to learn of successful strategies that could be shared with other employers across the state. Additionally, the campaign would best be sustained by development and maintenance of an online resource hub⁹ for information related to both the campaign and best practices for lawyer well-being.

4. This Work Group requests that the State Bar and its MCLE Committee consider clarifying its accreditation standards as they relate to granting both general and ethics credit for legal education on topics concerning lawyer well-being.

Law Practice Management Work Group Report

The Law Practice Management Work Group met telephonically on July 23 and September 11, 2018. During each call, members discussed the following priorities identified by the group during the Roundtable’s initial meeting on June 7:

1. Identify what resources are currently available on wellness and identify any gaps.
2. Develop materials on bystander training and self-assessment and self-awareness tools and training.
3. Create a peer assistance hotline for practice management issues.
4. Develop a career counseling program for lawyers seeking alternative careers.

The LPM Work Group recognized that law practice management impacts lawyer wellness in two ways. First, practice management issues can be a source of stress for lawyers that, if unaddressed, can lead to larger problems with physical and mental health and with substance abuse. Second, lawyers who are experiencing stress, mental-health, or substance abuse issues

⁹ An example of a dynamic online information and resource hub on well-being in the medical profession is the [National Academy of Medicine’s Action Collaborative on Clinician Well-Being and Resilience](#).

often initially identify the stress of managing a practice as the reason for their problems. Therefore, addressing practice management issues can be a gateway to helping attorneys improve their wellness. After research and discussion, the Law Practice Management Work Group provides the following ideas to the Roundtable for further consideration:

1. During the 2017–18 fiscal year, TexasBarCLE provided over 203 law practice management CLE courses to 11,502 attendees. Hedy Bower, the director of TexasBarCLE, assembled a list of the State Bar’s CLE courses that address lawyer wellness and law practice management topics for review by the Law Practice Management Work Group. In addition, Judge Xavier Rodriguez, the chair of the State Bar CLE Committee, held a meeting with staff and volunteer representatives from TexasBarCLE, the Bar’s Law Practice Management Program, and TLAP along with two mental-health practitioners to discuss best practices for addressing lawyer wellness in CLE programs.
 - After reviewing the existing course offerings and the results of Judge Rodriguez’s meeting, the LPM Work Group recommends that the messaging in CLE offerings be updated to include “wellness” issues rather than focusing primarily on issues of substance abuse or crisis interventions.
 - The group did not find that it is preferable to have mental-health professionals as speakers rather than attorney volunteers.
 - The group recommends making it easier for attorneys to find the existing resources by increasing publicity through TexasBarCLE and State Bar marketing efforts.
 - The group recommends that the Bar consider developing a wellness portal modeled after the Bar’s Technology Resources page.
2. Self-assessments would enable lawyers to easily and independently take a step toward improving their practice, improving their wellness, and addressing problems that cause stress or affect wellness. The American Bar Association, through its *Well-Being Toolkit for Lawyers and Legal Employers*,¹⁰ has several recommendations for developing self-assessments for lawyers. The Colorado Supreme Court Advisory Committee has also developed a self-assessment program that could serve as a model.¹¹
 - The LPM Work Group recommends making self-assessments concerning practice management issues and wellness available to Texas lawyers through the Law Practice Management or State Bar websites.
3. The Bar’s Law Practice Management Committee has launched an initiative to develop a peer assistance program to address practice management issues. The LPM Committee will act as a network of volunteers available to provide assistance to attorneys who request help or advice with law practice management issues. Inquiries received by the Law Practice Management Program by phone or email will be forwarded to an available

¹⁰ The ABA Well-Being Toolkit for Legal Employers can be found [here](#).

¹¹ The Colorado Lawyer Self-Assessment Program can be found [here](#).

member of the committee to address. The program is modeled after TLAP's peer assistance program.

- The LPM Work Group recommends that the Bar consider expanding the Law Practice Management Program to include a practice management consultant that would be available to consult with Bar members on practice management issues.
4. The State Bar developed a program on alternative careers for lawyers in 2013. The program featured advice on launching a new career from a professional career coach. The program was presented live and without charge in several locations in Texas. Thereafter, the recorded program has been available without charge on the TexasBarCLE website.¹²
- The LPM Work Group recommends making the video resource on alternative careers more prominent on the TexasBarCLE, Law Practice Management, and State Bar of Texas websites.

Interim Conclusions

The Roundtable met on October 9, 2018, to discuss the reports from the tactical groups. At the conclusion of the October meeting, the Roundtable identified what the group believed to be the highest priorities in addressing lawyer well-being in Texas:

- Establishing privilege for communications with the Texas Lawyers' Assistance Program.
- Evaluating the feasibility of implementing a pledge program.
- Adding three hours of wellness programming at the law-school level.
- Requesting guidance from the MCLE committee on CLE accreditation for wellness issues.
- Integrating the concept of raising awareness of wellness issues in the legal profession.

The Roundtable proposed revisiting the issue of wellness, possibly by reassembling the Roundtable for that purpose, within 18 to 24 months to review what steps have been taken on wellness initiatives and what needs remain.

¹² *Alternative Careers for Lawyers: What Are My Options and How Do I Get There?* can be found [here](#).

REPORT ADDENDUM:

AN UPDATE ON TEXAS PROGRESS

A Focus on Well-Being

HOW TEXAS IS MAKING GREAT PROGRESS TO CHAMPION WELLNESS IN THE LEGAL PROFESSION.

By Nathan L. Hecht

King Solomon, a lawyer and judge, wrote in the Old Testament *Book of Ecclesiastes*, “Someone who falls alone is in real trouble.” The mission of the State Bar Texas Lawyers’ Assistance Program, or TLAP, is to ensure that no lawyer who slips or falls is alone.

The National Task Force on Lawyer Well-Being released a 73-page report in 2017 titled *The Path to Lawyer Well-Being: Practical Recommendations for Positive Change*. Its recommendations focus on five central themes: (1) identifying stakeholders in reducing the level of toxicity in our profession; (2) eliminating the stigma that stymies seeking help; (3) emphasizing that well-being is part of a lawyer’s duty of competence; (4) education; and (5) taking steps, even incrementally, to change law practice and regulation to foster well-being in the profession. The report, co-authored by TLAP’s then-director Bree Buchanan, urged states to take steps to achieve its goals. Texas took it seriously.

After much discussion and planning, the Supreme Court of Texas invited a group of diverse leaders from across the state to be part of the Texas Roundtable on Well-Being in the Legal Profession. The roundtable met in 2018 to brainstorm and plan for improving lawyer well-being. The members were divided into tactical groups based on areas of interest, including reducing stigma, CLE and other education efforts, law schools, well-being in the workplace, the legal culture, and law practice management.

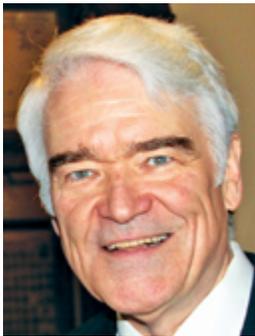
As a result of efforts by the roundtable, TLAP, and others, Texas made great progress. Here are just a few of the recent accomplishments.

- The State Bar, TexasBarCLE, and TLAP have created a free suicide-prevention CLE, which more than 7,200 attorneys have viewed since it aired last fall. It will continue to be available.
- The same trio also created a groundbreaking anti-stigma video featuring Texas Supreme Court Justice Debra Lehrmann, law school deans and assistant deans, directors of the Texas Board of Law Examiners, the State Bar’s Chief Disciplinary Counsel, many other state leaders, and lawyers willing to share their recovery stories publicly.
- TLAP and law school deans have worked to develop a wellness curriculum to be a mandatory part of law education, which will be implemented in at least one law school this year.

- The Texas Board of Law Examiners is also including a wellness education component in the required training for applicants as part of the Uniform Bar Exam in Texas, which has already been filmed.
- The Texas Center for Legal Ethics has given TLAP an hourlong presentation in its Mandatory New Texas Attorney Course.
- State Bar leadership has planned a 2020 suicide-prevention campaign for the coming year, including a free CLE hour.
- TLAP has partnered with the Texas Young Lawyers Association to focus on attorney wellness programs statewide to fight stigma and educate lawyers on wellness. The two will soon unveil a hub of resources available to lawyers and others.
- Some have hosted public events to fight stigma, including a sober tailgate and sober happy hours.
- TLAP has added text messaging access for lawyers and law students, and it now provides in-the-moment telephonic professional counseling access to lawyers who need it.
- Wellness programs have been added to many large organizational CLE programs, including most of the State Bar's major CLE events and numerous podcasts.

This is only a start, but it is a strong start. Chris Ritter, TLAP's director, is leading the efforts to great effect with energy and innovation. No Texas lawyer need struggle alone. TLAP is there.

For more information about TLAP, call 800-343-TLAP (8527), or text TLAP to 555888, or go to tlaphelps.org.TM



NATHAN L. HECHT is chief justice of the Supreme Court of Texas