



# Everything You Ever Wanted to Know About Distressed Lawyers...\*

**\*(...but were afraid to ask.)**

**Presented by:**

Brian S. Quinn, Esquire

Education and Outreach Coordinator

Lawyers Concerned for Lawyers of Pennsylvania

[brian@lclpa.org](mailto:brian@lclpa.org)

# What Is A LAP ?

Our mission:

To provide a caring peer assistance program to save the lives and restore the health and professional competence of lawyers and judges, members of their families, and law students who are at risk as a result of alcohol and drug use, gambling, depression or other serious mental illness. We carry out this mission through a combination of confidential helpline services, volunteer support and education.

- Free information and literature
- Free evaluation by a healthcare professional
- Free assistance with interventions
- Peer support
- Lawyer/Judge/Law Student-only support group meetings
- LCL staff support
- **FULLY OPERATIONAL during COVID-19**

## Lawyers Concerned for Lawyers of Pennsylvania

**CONFIDENTIAL Helpline**

**1-888-999-1941**

**24 hrs./day, 7 days/week,**

**365 days/year**

Our services are  
**free, confidential, non-judgmental and non-obliga-**  
**ry**

**[www.lclpa.org](http://www.lclpa.org)**

# Call the Lawyers Assistance Program in **YOUR** State

## **Directory of Lawyers Assistance Programs by State**

- [https://www.americanbar.org/groups/lawyer\\_assistance/resources/ap\\_programs\\_by\\_state.html](https://www.americanbar.org/groups/lawyer_assistance/resources/ap_programs_by_state.html)

## We Protect Your Identity and Information

LAP's do **not**\* report or disclose any identifying information to the Supreme Court, the Judicial Conduct Board, the Disciplinary Board, the Board of Law Examiners or any other agency of the Supreme Court; nor do we report or disclose any identifying information to a State Bar Association, local Bar Associations or any judicial or law related organization. We do not report any identifying information to anyone without your prior consent.

**You may remain anonymous and still receive our services.**

**\*CHECK YOUR STATE'S RULES OF PROFESSIONAL CONDUCT**

**CONSULT THE ETHICAL RULES IN YOUR STATE**  
**ALL LAWYERS ASSISTANCE PROGRAMS ARE NOT THE SAME !!**

- Although many Lawyers Assistance Programs *may* follow the same practices as LCL of PA, it is **always** advisable to consult the Rules of Professional Conduct and the Judicial Code of your jurisdiction in order to ascertain the rules governing the duty to report misconduct imposed on both lawyers and judges, **especially if there may be a connection to the misconduct and impairment as a result of alcohol, substance use or mental health issues.**

# Guidance From the Courts

Most\* Rules of Professional Conduct address that concern by providing an exception to the duty to report: The Rules may not require disclosure of information otherwise protected or information gained by a lawyer or judge while participating in an approved lawyers assistance program. **See ABA Model Rule 8.3(c)**

Many Courts believes that “... **providing for an exception ... encourages lawyers and judges to seek treatment through such a program. Conversely, without such an exception, lawyers and judges may hesitate to seek assistance from these programs, which may then result in additional harm to their professional careers and additional injury to the welfare of clients and to the public.**” (emphasis added)

**\* CHECK THE RULES OF PROFESSIONAL CONDUCT IN YOUR STATE**



THE PROBLEMS

# Major Problems for Attorneys:

Stress / Anxiety

Depression

Burnout / Secondary Trauma

Alcohol / Substance Use

Cognitive Impairment

Suicide

Gambling and other process addictions



# ABA / Hazelden- Betty Ford Study

(Published February, 2016 *Journal of Addiction Medicine*)

## Problematic Drinking\*

- 6.4% of entire U.S. population
- **21%** of *all licensed attorneys*
- **32%** of *all attorneys under 30 yrs. old*

\* Problematic drinking defined as hazardous, possible dependence



Be Honest,  
Be Objective.

**Nobody is going to know how you answered these.**

- Do you lose time from your practice because of drinking, or sometimes drink more or longer than you intended ?
- Is drinking affecting your reputation as a lawyer ?
- Do you rely on drinking to help you become less shy with colleagues, clients and friends ?
- Do you regularly crave a drink at the end of the day ?
- Have you ever made mistakes or otherwise underperformed on a client matter as a result of being drunk or hung over ?

Be Honest,  
Be Objective.

**Nobody is going to know how you answered these.**

- Have friends or colleagues expressed concern or otherwise commented about your drinking ?
- Does your drinking make you care less about work responsibilities ?
- Do you ever want to drink the morning after a night of drinking ?
- Do you regularly drink alone ?
- Has drinking led to legal or ethics problems for you ?
- Have you gotten into financial problems because of drinking ?

# Be Honest, Be Objective.

## **Nobody is going to know how you answered these.**

- Have you found that you need to drink more than you once did in order to get the desired effect, or that your usual number of drinks had much less effect ?
- Do you avoid drinking with people in the legal community so that you feel freer to drink more ?
- Have you ever missed or rescheduled a meeting or court appearance because you were drunk or hung over ?
- Is drinking making your home life unhappy or causing domestic issues ?
- Has your professional ambition decreased since drinking

Be Honest,  
Be Objective.

**Nobody is going to know how you answered these.**

- Does drinking take priority over exercise or other forms of self care or hobbies that you may enjoy ?
- Do you drink to escape from professional and personal worries ?
- Have you ever had a complete loss of memory (blackout) as a result of your drinking ?
- Has your physician ever expressed concern about your drinking or suggested you cut back ?
- Do you feel uncomfortable if alcohol is not available in social situations ?

Answering yes to even one or two of these might be reason enough for you to take a harder look at your drinking and to examine the role it plays in your life.

Beyond one or two, the more of these you answered affirmatively, the more important it will be to have your drinking further assessed by a professional and to otherwise take protective steps toward reducing your alcohol related risks.



# ABA / Hazelden- Betty Ford Study

(Published February, 2016 *Journal of Addiction Medicine*)

## Depression, Anxiety and Stress Scale

- Depression – **28%** of all attorneys
- Stress – **23%** of all attorneys
- Anxiety – **19%** of all attorneys
- Higher rates among younger lawyers



# What Causes Depression ?



Depression has many possible causes, including faulty mood regulation by the brain, genetic vulnerability, stressful life events, medications, and medical problems. It's believed that several of these forces interact to bring on depression.

# “AM I DEPRESSED ?”

Flat, apathetic, sad,  
and/or irritable mood  
most days

Decreased pleasure  
and/or loss of interest

Feelings of  
worthlessness,  
excessive/inappropriate  
guilt

Feelings of helplessness,  
hopelessness

Recurrent thoughts of  
death or suicide

Increased use of  
substances to cope (i.e.,  
alcohol,

marijuana, opiates,  
stimulants,  
etc.) Insomnia or  
hypersomnia

**Social or occupational  
distress/isolation**

# Quarantine Impact on Mental Health

- In a study of 129 participants during quarantine, 28.9% had symptoms of PTSD and 31% had symptoms of depression.
- 24 studies documented that quarantined people developed symptoms of low mood, anxiety, and depressive disorders.
- 1/3 of Americans reported Coronavirus has had a serious impact on their mental well-being.
- 60% feel the virus has seriously hurt their daily lives

# Mental Health By The Numbers

A recent survey conducted by ALM Intelligence and Law.Com revealed:

- **74%** feel the profession has had *a negative impact* on their mental health.
- 44% use alcohol to deal with *stress*.
- **64%** feel they suffer from *anxiety*.
- 31% feel they are *depressed*.
- **44% report issues with isolation**
- **74%** feel their *work environment* contributes negatively to their well being.
- **19%** have contemplated *suicide* at some point in their careers.



# Mental Health By The Numbers

A recent survey conducted by ALM Intelligence and Law,Com revealed:

- 65% feel they could NOT take an extended leave from employment to tend to mental health issues.
- 78% felt an extended leave would hurt career trajectory.
- 77% were fearful of what the firm would think.
- 56% felt they had too much work to take a extended leave.





# Aloneness

## Solitude vs. Loneliness

### **Solitude**

- The *physical* state of being alone
- Need not be a permanent experience
- Balance between solitude & togetherness
- Develop an “I’m not alone” mentality



# Aloneness

## Solitude vs. Loneliness

### **Loneliness**

- The *emotional* state of being alone
- Response to perceived isolation
- Belief that no one understands our circumstances, thoughts or emotions
- More importantly, a belief that no one cares

# Social Isolation

**Social isolation** is the combination of solitude and loneliness, experienced by an individual for an extended period. Both the emotional and physical state feed off of one another and can create an inability to reengage with society in a meaningful way.



# Social Isolation

**Even perceived social isolation** can be linked with adverse health conditions such as depression, poor sleep quality, and accelerated cognitive decline.

The issues only become more substantial when the isolation is *no longer just perceived, but immediate and ongoing.*



# WHAT IS STRESS ?

Psychological stress is composed of the following sequence of elements:

---

STIMULUS

---

THOUGHT

---

EMOTION

---

BEHAVIOR



**The thoughts and emotions are internal and subjective – part of the way we habitually respond to things – and are *changeable*, otherwise everyone would react in the same manner to a situation.**

If we cannot interrupt or change the stimulus which produces the stress, then we must interrupt or change our appraisal of it.

# HOW STRESSED ARE YOU ?

- My work requires me to do too much in too little time.
- I don't have enough time to spend with my family and friends or to pursue recreational and social activities.
- Competition is making it difficult to make a living.
- The people at my law firm or department lack collegiality – e.g., are cold, unfriendly or rude.
- My firm or department is mismanaged – e.g., not enough good clerical help, compensation or procedures are unfair.

# HOW STRESSED ARE YOU ?

- My firm or department is too focused on profit.
- The physical environment is unpleasant.
- My work bores me.
- I'm not good at what I do.
- I'm not making a positive contribution to society/ lives of others.
- What I am doing doesn't deserve respect /get enough respect.
- I deal with too many unreasonable and difficult people.



# HOW STRESSED ARE YOU ?

- I feel overly responsible for everything and everyone.
- I overanalyze things and am too cautious.
- I often feel depressed, defeated or hopeless.
- I often rely on alcohol or drugs to help me feel good.
- I think about quitting at least once a month.
- Occasionally, I think about suicide.



# STRESS or DISTRESS ?

- Some stress is healthy. Positive stressors can energize and motivate lawyers to be productive and creative problem solvers.
- A totally stress free life is not only unrealistic, it can actually be a harmful form of denial.
- We need to eliminate distress. Distress is harmful both physically and psychologically.





# STRESS or DISTRESS ?

- Gradual, incremental increases in responsibilities, duties, pressures and demands at home and work combined with long workdays and weeks is risky.
- We stay busy and “stuff” our feelings.
- Even relaxing can cause us to feel distress.
- We become unaware that we have lost balance in our lives.
  
- REMEMBER, DISTRESSED LAWYERS EVENTUALLY LOSE THEIR EFFICIENCY AND EFFECTIVENESS !!

# Distress Assessment Quiz

Do any of the following attributes apply to you? Check the ones that apply:

- Do you sleep less than 7-8 hours per night?
- Is your sleep restless or do you wake up a lot?
- Is it difficult to get out of bed in the morning?
- Do you exercise less than 5 hours a week (including walks)?
- Do you eat a lot of fast foods or junk foods?
- Do you skip breakfast or lunch?
- Do you drink more than 2-3 cups of coffee a day?

# Distress Assessment Quiz

Do any of the following attributes apply to you? Check the ones that apply:

- Do you drink more than 2-3 alcoholic beverages a day?
- Do you take sedatives or sleep aids with/without a drink to relax or sleep?
- Are you more impatient and irritable than you would like to be?
- Do you feel that you are not in control of your life?
- Are you feeling worn out at the end of most days?
- Do you wish for more time to spend with family or yourself?
- Are you worried about your marriage, children or parents?

# Distress Assessment Quiz

Do any of the following attributes apply to you? Check the ones that apply:

- Are you struggling to make (financial) ends meet?
- Do you work a lot of nights, weekends or holidays?
- Do you skip vacations?
- Do you feel that you don't have anybody to confide in?
- Are you feeling stressed over how many "yes" answers you just gave?

The more  marks, the greater the likelihood that you are in distress. Change is possible !!!

# BURNOUT



# WHAT IS BURNOUT ?

- ***Fatigue***, no matter how much someone rests or sleeps. An **exhaustion that runs deeper than sleep deprivation.**
- ***Cynicism*** about life or a feeling that **nothing a person does really matters.** Burned out people are generally **disengaged**
- A sense of ***inefficacy***. Burned out people feel like they are **exerting significant effort, but are not making any progress** or gaining any recognition.
- Burnout syndrome is **not a medically recognized condition**, thus there is no clear diagnosis or treatment.

# In other words.....

---

Our personalities and  
Our Profession Put at  
High Risk



# Common Warning Signs (You're Close)

1. You're exhausted
2. You feel detached
3. You can't focus or concentrate
4. You're self medicating
5. You lack work-life balance
6. Your relationships are strained
7. You feel "stuck"
8. You always feel stressed



So.....what are we going to do ?





**SET BOUNDARIES**



## Boundaries: Disconnect

- Turn off notifications.
- Do not charge your phone beside bed.
- Do not keep phone with you during meals, exercise, or social activities.
- Read a book or magazine rather than your phone or tablet.
- Get away from your PC to do some work, take healthy breaks from the screen, and don't take the laptop with you on weekends or vacations.

# Boundaries: Set Limits

- Check email x times per day at designated times (and let clients and colleagues know/expect that).
- Limit Social Media to 10 minutes per platform per day, Use a timer (Hunt et. al, 2018).
- Monitor your use (use monitoring apps, check Screen Time on iPhone, etc.).
- Use Do Not Disturb.



# USE QUICK STRESS-BUSTERS

- Pause – lean back- give your eyes a rest for a couple minutes.
- Take three deep breaths and imagine your muscles relaxing from head to toe.
- Be mindful. Focus on the immediate present. Enjoy the moment.
- Stretch. Walk around your office or go outside.
- Maintain a sense of humor about yourself.
- Vary your routine. Don't get trapped in a rut.
- Prioritize at work and home and manage your time effectively.
- **ASK FOR HELP.** Talk it out with someone you trust.



## Learn to Schedule Self-Care Time.

- 4% of your life is 1 hour per day, make that the minimum for self-care.
- Use your calendar and other technology to remind you to unplug.
- **PUT YOUR OWN OXYGEN MASK ON FIRST !!**

# MORE QUICK STRESS-BUSTERS

- Meditate and/or pray. CONSISTENT stress reduction occurs with only 10 minutes of daily meditation
- Unplug from social media when acutely stressed.
- Exercise.
- Eat a healthy diet.
- Cultivate a positive attitude.
- Sleep 8 hours/ night when possible.
- Avoid overuse of alcohol or prescription drugs. These short term “fixes” just mask the problem and can lead to negative health and social consequences.

# Activate the Parasympathetic Nervous System

- Running/Hiking/Walking
- Swimming
- Dancing
- Playing a Musical Instrument
- Yoga
- Painting / Creating Art
- Gardening / Working with Hands
- Golfing
- Cooking



# Benefits of Activating the Parasympathetic Nervous System

- Cardiovascular Health
  - Reduces stress that causes constricted blood vessels
- Blood Circulation and Hydration
  - Valve system keeps pumping
- Pain Relief
  - Improved information processing to brain
- Respiration
  - Improved oxygenation
- Digestion & Food Allergies
  - Fight or flight vs. rest and digest
- Aging process
  - Improved memory, posture



# Why Are Legal Professionals at High Risk of Mental Health & Substance Use Disorders?

- High expectations and accountability
- Lack of work-life balance
- High stress level
- High stress levels & work-weeks >50 hrs. are consistent predictors of SUD's and their severity.
- 67% of attorneys/judges work more than 40 hours/week.
- Inherent pessimism

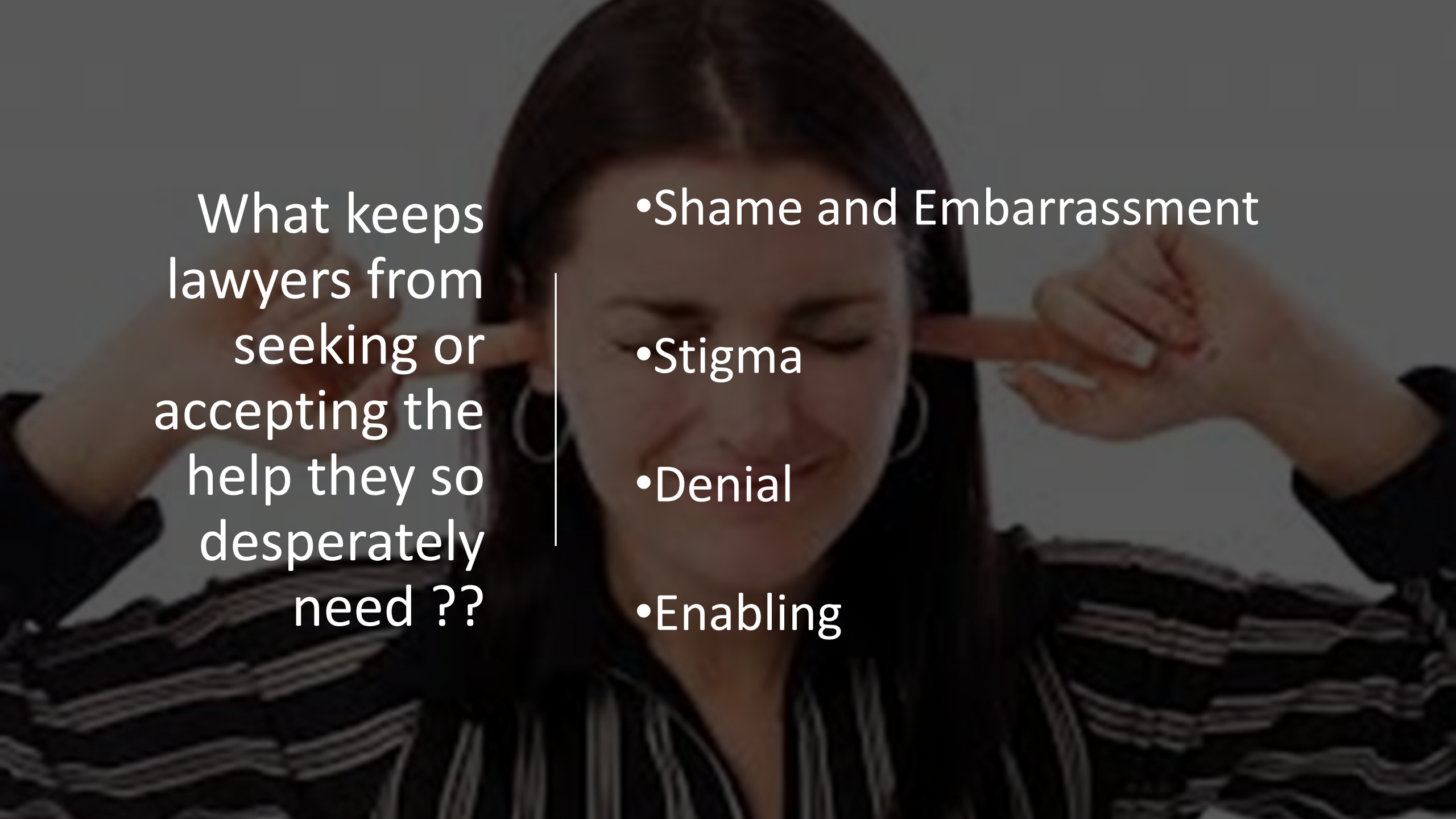


# Why Are Legal Professionals at High Risk of Mental Health & Substance Use Disorders?

- Conflict driven and adversarial profession
- Emotional detachment
- Win-lose, often rigid thinking (black and white thinking)
- Perfectionism
- Excessive self-reliance

*These traits are great for a successful career but not so great for mental health.*



A woman with long dark hair, wearing a black and white striped shirt, is covering her ears with both hands. Her eyes are closed, and she has a pained or distressed expression. The background is a plain, light color. The image is overlaid with a semi-transparent dark grey layer, and white text is placed on this layer.

What keeps  
lawyers from  
seeking or  
accepting the  
help they so  
desperately  
need ??

- Shame and Embarrassment
- Stigma
- Denial
- Enabling

# Dealing with *Denial*

- The most potent barrier
- Psychological defense mechanism
- Rationalize and minimize behavior
- Honestly believe they are under control
- I'm not one of "them" mentality





# THE CONSPIRACY OF SILENCE

- Lawyers are trained to deal with and solve problems. Thus, it is most difficult for the attorney to seek help since by doing so he feels he is admitting failure.
- Complicating this problem further is the tendency of the attorney's or judge's peers to indulge in a conspiracy of silence (enabling), and lighten the normal stresses of our profession.

# ENABLING

---

Removes motivation to change

---

Provides evidence that fuels denial

---

Allows cons of treatment to outweigh pros

---

PREVENTS treatment of a progressive disease

---

Greater harm to career, family and well being

---

Not good for YOU either !!

What can  
YOU do ??



**Although it is difficult, remember that your end goal is to help motivate the impaired lawyer or judge to seek professional help they so desperately need.**

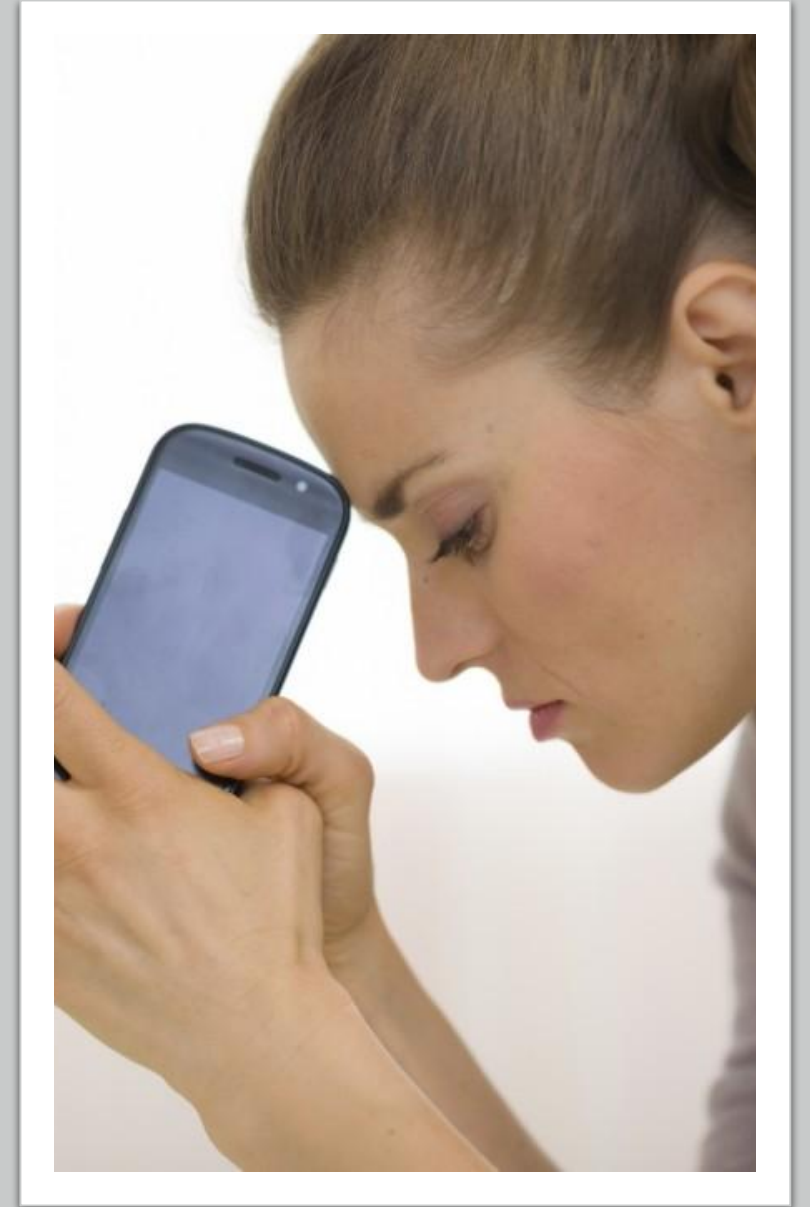


# To Call LAP...or Not to Call

- I'm ok. I can work this out for myself.
- I'm not like a "real" alcoholic anyway.
- I want help but I don't want anyone to know.
- Will I be reported to Discipline?
- I already tried to get help and it didn't work.
- I don't have the money to pay for treatment.
- What will people say about me if I ask for help ?
- It's no use – nobody will understand – I give up !

# To Call LAP...or Not to Call

- Is this really any of my business?
- I want to help but I don't want to get involved.
- Will I harm his/her or the firm's reputation?
- Must I report him or her to Discipline?
- I already tried to help and it didn't work.
- Let's wait and see. Maybe it will get better.
- I really don't have time for someone else's problems.



# The Good, the Bad and the Ugly

## The 'good' kind of 'intervention':

- Thoughtfully planned (call LAP)
  - Individualized (call LAP)
  - Collaborative (call LAP)
- Evokes the person's own motivation to change
  
- This 'good' can save someone from the 'bad' and the 'ugly.'



# The Good, the Bad and the Ugly

The 'bad and the ugly' kind of 'intervention':

- Disciplinary action
- Disbarment
- Termination of employment
- Dire health consequences
- Loss of relationships
- Financial ruin
- Arrest
- Death



# 'Old-School' Intervention S

Often evokes defensiveness and counter argument rather than positive change. Professionals respond especially poorly to this style.

- Confrontational
- Authoritarian
- Intimidation & threats
- Often demeaning & demoralizing
- Highly directed with the intervening party clearly assuming the role as the 'expert boss'
- "You must" or "You need to"

# Motivational Intervention

S

A compassionate, respectful and collaborative approach

Goals:

- Develop insight/acceptance that there may be an issue and to tap into his own motivation to change
- Help him see the discrepancy between his 'true' self, his goals and values and his current behavior/condition
- Respectful of personal autonomy and dignity
- Guidance vs. explicit direction
- Move from ambivalence to action
- Done 'with' someone rather than 'to' someone

# Ambivalence

---

- Simultaneous conflicting feelings or opinions
- A natural human resistance to change
- “Yes, but...”
- The goal of MI is to guide someone from denial, defensiveness, and ambivalence to acceptance of help and hope for healing.



MAYBE

# Key Principles

- Collaborative conversation, not confrontation
- Build a rapport, create trust, and convey concern. Approach from a place of love and caring.
- Ask open ended questions.
- Kindly re-state what she says:
  - It validates that you are listening to her.
  - People are more persuaded by what they hear themselves say.
  - Mirroring can help her realize her own inconsistencies.

# Key Principles

- Don't engage in an argument or debate.
- Don't 'label' someone alcoholic or depressed.
- Don't rely on hearsay.
- Don't use a 'laundry list' to prove your point.
- Make sure your body language and tone of voice conveys concern, not anger or frustration.
- Use leverage as a last resort. Risk of harm to self, clients, firm or others is unacceptable.

# Private Meeting

- Express your concern and why you are concerned – don't label – don't overstate.
- If he discloses a problem, acknowledge it and empathize (not pity.)
- Share your own experience with a similar problem if appropriate.
- Tell him you want to be helpful.
- Ask if he has a plan for dealing with the problem.

# Private Meeting

- Offer your support; don't criticize his plan or give unsolicited advice.
- Ask if he has heard of LCL; tell him about us; ask if he is interested in calling us, but don't be pushy.
- Tell him you are always available to take his phone call or to meet with him to talk.
- Mention you may give him a call just to stay in touch as a friend.
- Ask if he will accept your help if his plan doesn't work as well as he hopes it will.

# *Brian's Big Five*

- Express Gratitude for what you have
- Create 1 hour a day to think and relax
- Do one thing you love to do every day
- Set clear and realistic goals
- Let go of Fear





**Remember, every month, every day, every *moment* is the opportunity to live a new cycle– we don't have to wait until a new year to start a cycle! Being a healthy lawyer is *part* of being a good lawyer.**

# Everything You Ever Wanted to Know About Distressed Lawyers.....\*

\*(...but were afraid to ask.)

---

Thank you all for attending today's Continuing Legal Education program.

If you have any questions that were not answered or would like to contact me for any reason, please call or email me **confidentially** at the following:

**Brian S. Quinn, Esq., Education and Outreach Coordinator**

**LAWYERS CONCERNED FOR LAWYERS of PA, INC.**

**(717) 460-3385**

**[brian@lclpa.org](mailto:brian@lclpa.org)**

# Model Rules of Professional Conduct

## Rule 1.1: Competence

A lawyer shall provide competent representation to a client. Competent representation requires the legal knowledge, skill, thoroughness and preparation reasonably necessary for the representation.

## Rule 1.3: Diligence

A lawyer shall act with reasonable diligence and promptness in representing a client.

## Rule 1.4: Communications

(a) A lawyer shall:

- (1) promptly inform the client of any decision or circumstance with respect to which the client's informed consent, as defined in Rule 1.0(e), is required by these Rules;
- (2) reasonably consult with the client about the means by which the client's objectives are to be accomplished;
- (3) keep the client reasonably informed about the status of the matter;
- (4) promptly comply with reasonable requests for information; and
- (5) consult with the client about any relevant limitation on the lawyer's conduct when the lawyer knows that the client expects assistance not permitted by the Rules of Professional Conduct or other law.

(b) A lawyer shall explain a matter to the extent reasonably necessary to permit the client to make informed decisions regarding the representation.

# Model Rules of Professional Conduct

## Rule 1.6: Confidentiality of Information

- (a) A lawyer shall not reveal information relating to the representation of a client unless the client gives informed consent, the disclosure is impliedly authorized in order to carry out the representation or the disclosure is permitted by paragraph (b).
- (b) A lawyer may reveal information relating to the representation of a client to the extent the lawyer reasonably believes necessary:
  - (1) to prevent reasonably certain death or substantial bodily harm;
  - (2) to prevent the client from committing a crime or fraud that is reasonably certain to result in substantial injury to the financial interests or property of another and in furtherance of which the client has used or is using the lawyer's services;
  - (3) to prevent, mitigate or rectify substantial injury to the financial interests or property of another that is reasonably certain to result or has resulted from the client's commission of a crime or fraud in furtherance of which the client has used the lawyer's services;
  - (4) to secure legal advice about the lawyer's compliance with these Rules;
  - (5) to establish a claim or defense on behalf of the lawyer in a controversy between the lawyer and the client, to establish a defense to a criminal charge or civil claim against the lawyer based upon conduct in which the client was involved, or to respond to allegations in any proceeding concerning the lawyer's representation of the client;
  - (6) to comply with other law or a court order; or
  - (7) to detect and resolve conflicts of interest arising from the lawyer's change of employment or from changes in the composition or ownership of a firm, but only if the revealed information would not compromise the attorney-client privilege or otherwise prejudice the client.
- (c) A lawyer shall make reasonable efforts to prevent the inadvertent or unauthorized disclosure of, or unauthorized access to, information relating to the representation of a client.

# National Task Force on Lawyer Well-Being Recommendations

**"The Path to Lawyer Well-Being:  
Practical Recommendations For Positive Change"**

**<http://lawyerwellbeing.net/wp-content/uploads/2017/11/Lawyer-Wellbeing-Report.pdf>**

# How to Join the National Well-Being MOVEMENT

## **“WELL-BEING TOOLKIT FOR LAWYERS AND LEGAL EMPLOYERS”**

Created By Anne M. Brafford For Use By The American Bar Association

[https://www.americanbar.org/content/dam/aba/administrative/lawyer\\_assistance/lis\\_colap\\_well-being\\_toolkit\\_for\\_lawyers\\_legal\\_employers.authcheckdam.pdf](https://www.americanbar.org/content/dam/aba/administrative/lawyer_assistance/lis_colap_well-being_toolkit_for_lawyers_legal_employers.authcheckdam.pdf)

## **“Well-Being Toolkit Nutshell: 80 Tips For Lawyer Thriving”**

[https://www.americanbar.org/content/dam/aba/administrative/lawyer\\_assistance/lis\\_colap\\_Well-Being\\_Toolkit\\_Flier\\_Nutshell.authcheckdam.pdf](https://www.americanbar.org/content/dam/aba/administrative/lawyer_assistance/lis_colap_Well-Being_Toolkit_Flier_Nutshell.authcheckdam.pdf)

# Call the Lawyers Assistance Program in **YOUR** State

## **Directory of Lawyers Assistance Programs by State**

- [https://www.americanbar.org/groups/lawyer\\_assistance/resources/ap\\_programs\\_by\\_state.html](https://www.americanbar.org/groups/lawyer_assistance/resources/ap_programs_by_state.html)