



# NCFH

National Center for Farmworker Health, Inc.

1770 967 FM | Buda, TX  
www.ncfh.org



# Workforce Resilience in Times of Change

Midwest Stream Forum

Katie O'Malley, CPTD  
Lisa Miller, MA  
March 28, 2022



# National Center for Farmworker Health

The **National Center for Farmworker Health** is a private, not-for-profit organization located in Buda, Texas, whose mission is “To improve the health of farmworker families”.

- Population specific data resources and technical assistance
- Workforce development and training
- Health education resources and program development
- Board governance training
- Program management






# Speakers



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Curriculum Development and Training Coordinator



Lisa Miller, MA  
Training Services Manager



## Learning Objectives

- Identify causes and signs of staff burnout.
- Describe organizational strategies for fostering workforce resilience.
- Describe individual and team strategies for fostering resilience.
- Access self-care resources for improved health and wellness.





# The COVID-19 Impact on Mental Health

- Increased risk of exposure to illness
- Increase in sleep problems and physical ailments
- Increased rates of substance use, including tobacco, alcohol, and other drugs
- Increase in mental health conditions related to mood (depression, anxiety, chronic stress)
- Increased rates of employee burnout and compassion fatigue





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# What is burnout?

**WHO Definition (added to ICD-11 in July, 2021)**

“a syndrome ... resulting from chronic workplace stress that has not been successfully managed,” in the organization’s International Classification of Diseases diagnostic manual.

## Three Important Dimensions of Burnout

1. Energy depletion and exhaustion
2. Cynicism - increased mental distance from one's job or feeling negative towards one's career
3. Reduced professional effectiveness or productivity

BURNOUT

DISENGAGEMENT

OVEREXTENDED

INEFFECTIVE

ENGAGED



# What does burnout look like?

What signs of burnout can you identify? What have you seen? If you are a manager or co-worker what concerns you?



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# The Cause of Burnout

Prolonged Stress during the course of working at a job.

Factors to focus on: perceived lack of control, rewards, fairness, community, and a mismatch of values.



# Drivers/Factors in Burnout

- Workload -How can I get all this done?
- Fairness – Are our policies applied to everyone equally
- Reward – Does someone see my value?
- Community - Do I belong with this organization?
- Mismatch of Values – Am I asked to do things that conflict with my values?
- Control - Can I take the initiatives I need to be effective?



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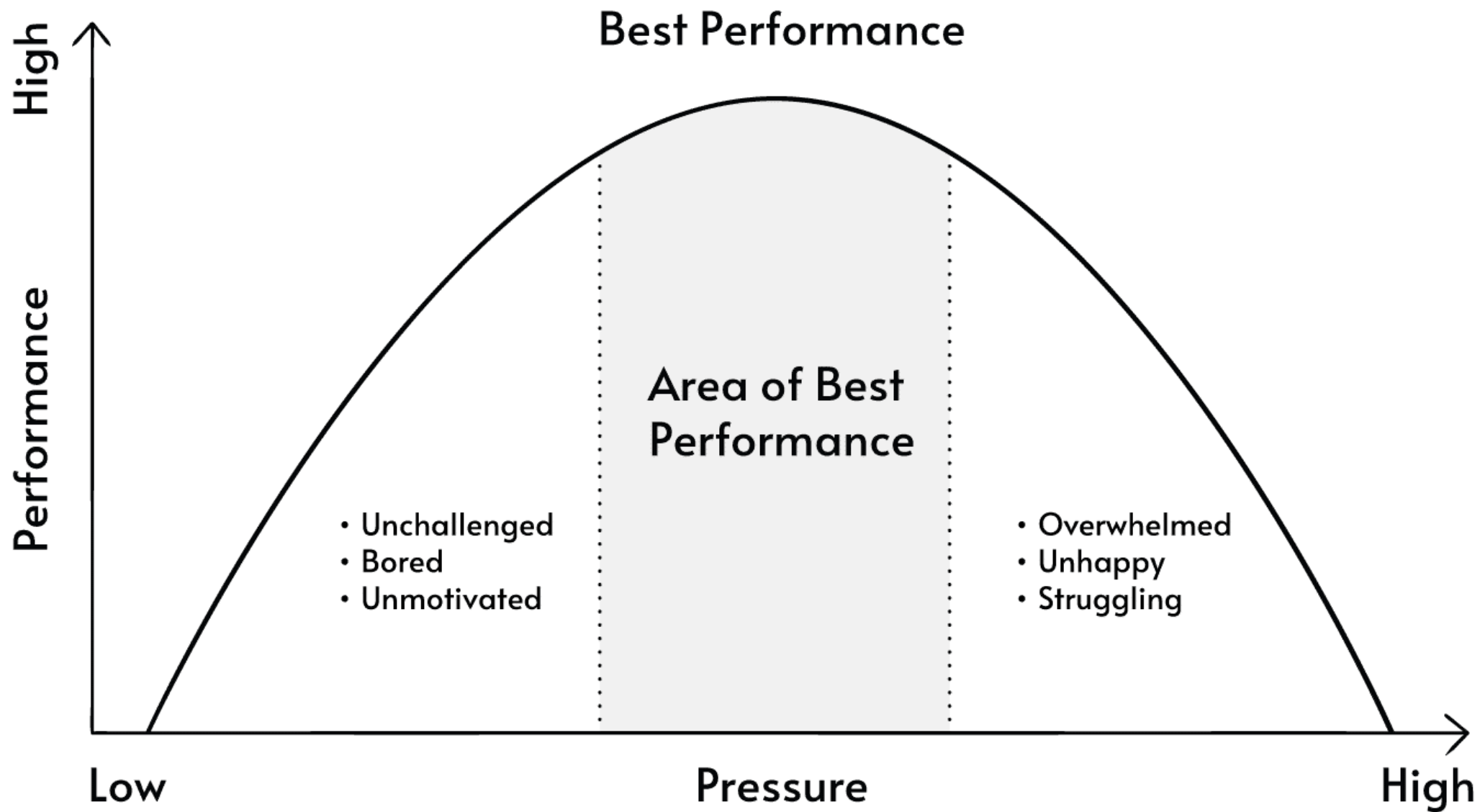
# Conditions that Lead to Burnout

What are some conditions of working in health centers that can lead to getting burned out?



# Conditions Causing Chronic Stress

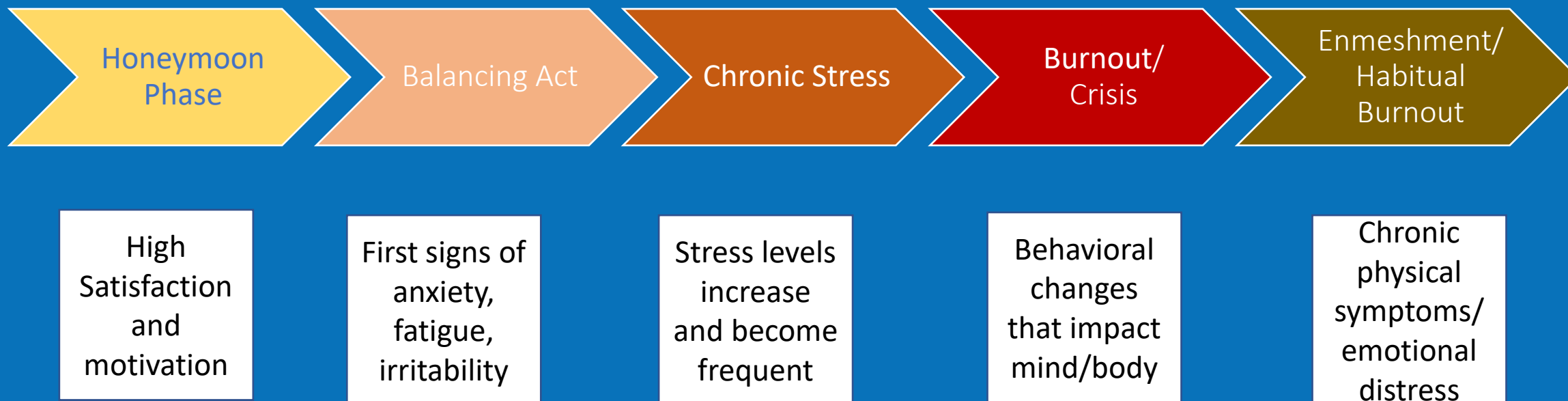
- Monotony or Extremes of Activity
- Unpredictability/Chaos
- Bullying/Undermining
- Unclear job expectations
- Unclear authority of managers or dysfunctional workplace dynamics
- Vicarious Trauma (compassion fatigue)







# Stages of Burnout





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## **Resiliency**

"the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress"



# Four Domains of Resilience

Physical

Emotional

Mental

Spiritual

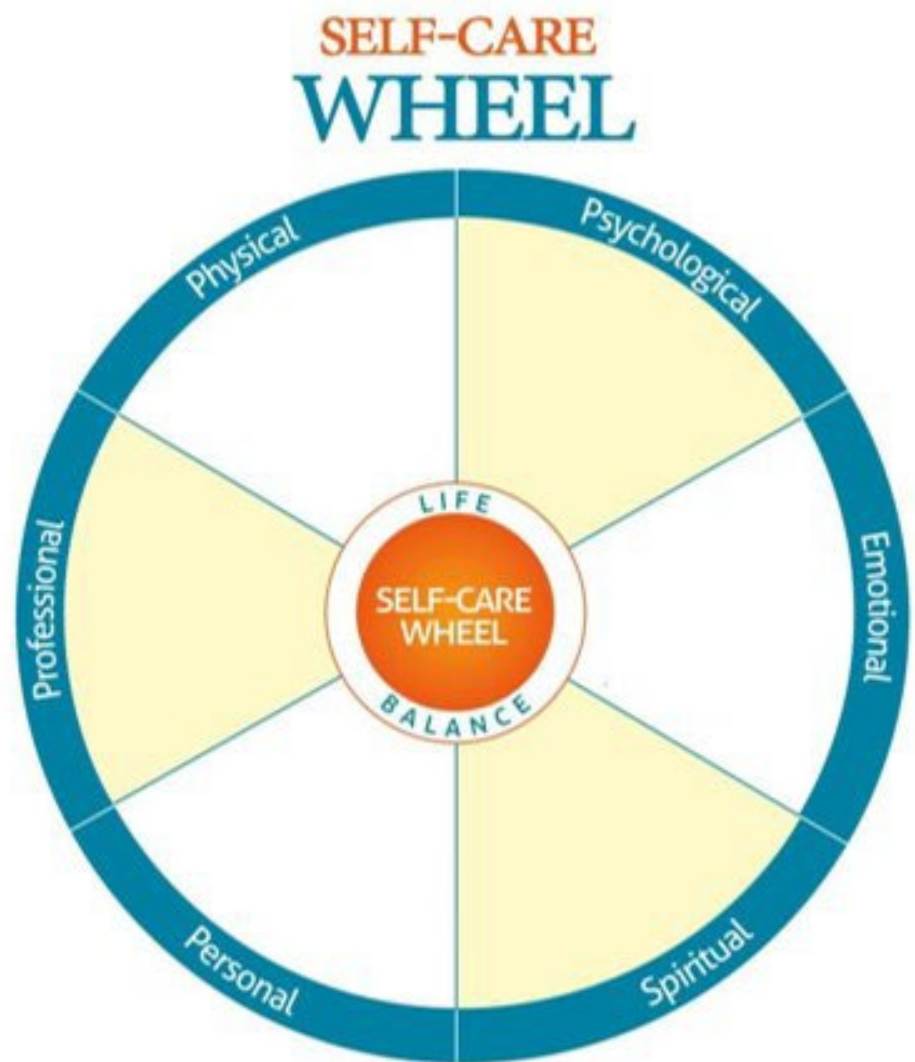


# Self-Care Activity

Fill in your own self-care wheel.

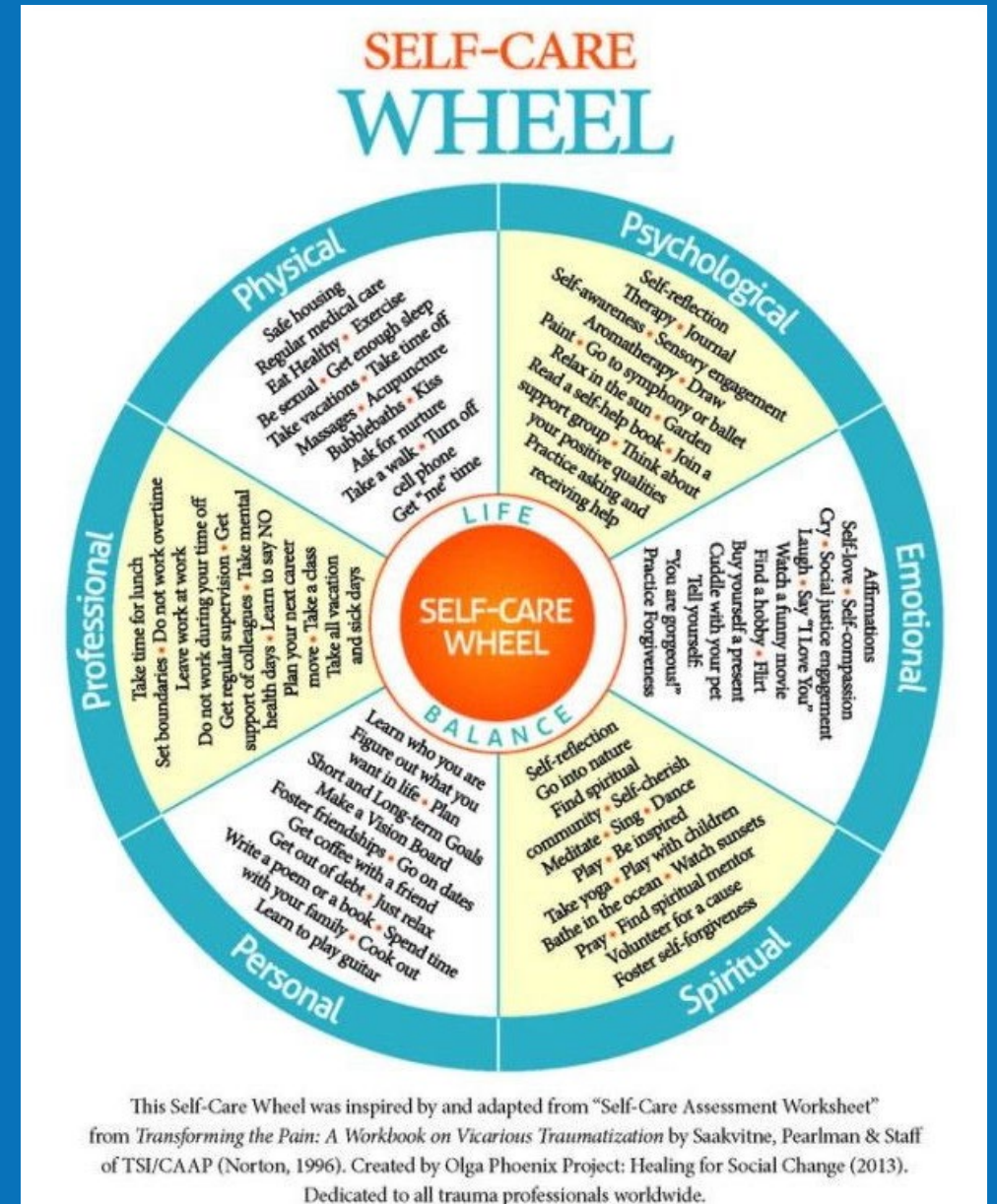
Questions to consider:

- How can you practice self-care in each of these domains at work? At home?




# Self-Care Domains

- Physical
- Psychological
- Emotional
- Spiritual
- Personal
- Professional







**What are the costs of low workforce resilience to organizations?**

- Excess Turnover
- Absences
- Illness and injury
- Additional employment related costs
- Inefficiency and opportunity costs
- Low Morale
- Employee satisfaction
- Low Patient Satisfaction



**"Employers  
reap the  
rewards of  
increased  
productivity."**

A healthy workplace helps:

- Foster resilience among employees
- Develop protective factors against stress
- Increase job satisfaction, work happiness, and employee engagement
- Increases productivity and organizational commitment



# Employee Satisfaction

What does employee satisfaction look like in individuals and teams?  
(I really like my job because...)



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# Healthy Work Environment

What conditions foster a healthy work environment?



# Preventing Burnout at the Team Level: CHW Team Example

## **Awareness, Training, Informed Supervision, Team and Colleague Storytelling, Integration with Care Team**

- Raising awareness of self-care to be mindful of while assisting patients with complex needs.
- Focused training for CHW supervisors: Making sure supervisors “check in” effectively and prevent high workloads.
- Quarterly trainings where CHWs get to connect with leadership (have visibility)
- Morning Huddles
- Recorded reflections after care encounters.
- Training on second-hand trauma and trauma informed care.
- Fixing communication barriers with providers
- Team based care and interdisciplinary case conferences to prevent CHW from having to do individual case conferences





# Exercise

## Promoting Resilience at the Organizational Level

Management & Leadership

Team Dynamics/Structure

Values Mismatch

Social Support and Community at Work

Making Decisions and Choices

Workflow and HIT

Workplace Culture

Workloads/Job Demands



# Strategies to Build Workforce Resilience

## Individual Level

- Flexibility with Scheduling
- Respect Boundaries
- Allow Autonomy
- Manage Workloads
- Provide positive feedback/recognition
- Normalize mental health support

## Organizational Level

- Offer more PTO
- Employee Assistance Programs
- Wellness Events or programs
- Mental Health Informational sessions/trainings
- Create culture of wellness/resilience
- Employee appreciation events/incentives



# NCFH Upcoming Resource

## **Strategies to Foster Workforce Resilience**

- Implement a company-wide wellness mindset
- Create solutions at the organizational level
- Create sustainable workloads
- Fix inefficiencies
- Incorporate self-care practices and provide support.

# *Self-care is healthcare!*



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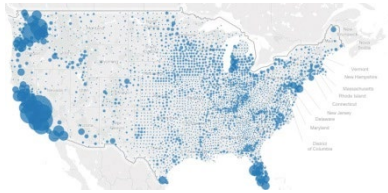
## Self-Care Resources:

- [Self-Care: Taking Care of Ourselves So We Can Take Care of Others](#) and [Organizational Self-Care](#) from Health Outreach Partners
- [Self-Care Start Kit](#) from University of Buffalo School of Social Work
- [Self-Care for Sustainability and Impact](#) from Move to End Violence
- [Self-Care Tips](#) from Active Minds
- [Self-Care Resources for Your Whole Health](#) from U.S. Department of Veterans Affairs
- [Taking Care of Your Emotional Health](#) from the Centers for Disease Control and Prevention

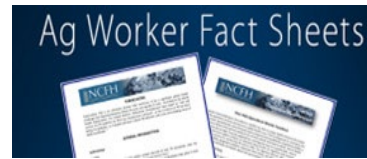


# National Center for Farmworker Health

## Population Specific



[Population Estimation](#)



[Fact Sheets & Research](#)



[Health Center Learning Collaboratives](#)

## Health Education/Patient Education Resources



[Resource Hubs](#)  
[Diabetes](#)  
[Mental Health](#)  
[SDOH](#)



[Digital Stories](#)



[Patient Education Materials](#)

## Governance/ Workforce Training



[Health Center ToolBox](#)



[Archived Webinars](#)



Governance Tools

[Board Tools, Resources & Templates](#)



# Mental Health Resource Hub



ABOUT AG WORKER HEALTH RESOURCES TRAINING ACTION ESPAÑOL COVID-19



- Patient Education Materials
- Mental health screening tools
- National resources that support mental health outreach
- Integrated behavioral health interventions





# NCFH Additional Resources

## COVID-19 webpage

**COVID-19**

**Our COVID-19 Response**  
#MASKS4FARMWORKERS

**Resources for Ag Workers**  
Protegerse contra el coronavirus

**Resources for Ag Employers, Health Care & Service Providers**  
WORKPLACE SAFETY FOR COVID-19

**Combatting COVID-19: Promising Practices**

**Demonstration Project Grants**

## Call For Health Program

**Una Voz Para La Salud  
Call for Health**

Phone: 1 (800) 377-9968  
WhatsApp: 1 (737) 414-5121

 [www.facebook.com/UnaVozParalaSalud](https://www.facebook.com/UnaVozParalaSalud)

 [www.instagram.com/UnaVozParalaSalud](https://www.instagram.com/UnaVozParalaSalud)



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# Questions?

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# NCFH Newsletters

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**About** See All

- Dedicated to improving the health status of Ag worker families: providing info services, training/technical assistance & a variety of products to health centers, organizations, universities, researchers, & other Ag worker health advocates nationwide.
- The National Center for Farmworker Health proactively supports the work of health centers and the empowerment of

National Center for Farmworker Health, Inc. added an event. 58m ·

**WEBINAR**

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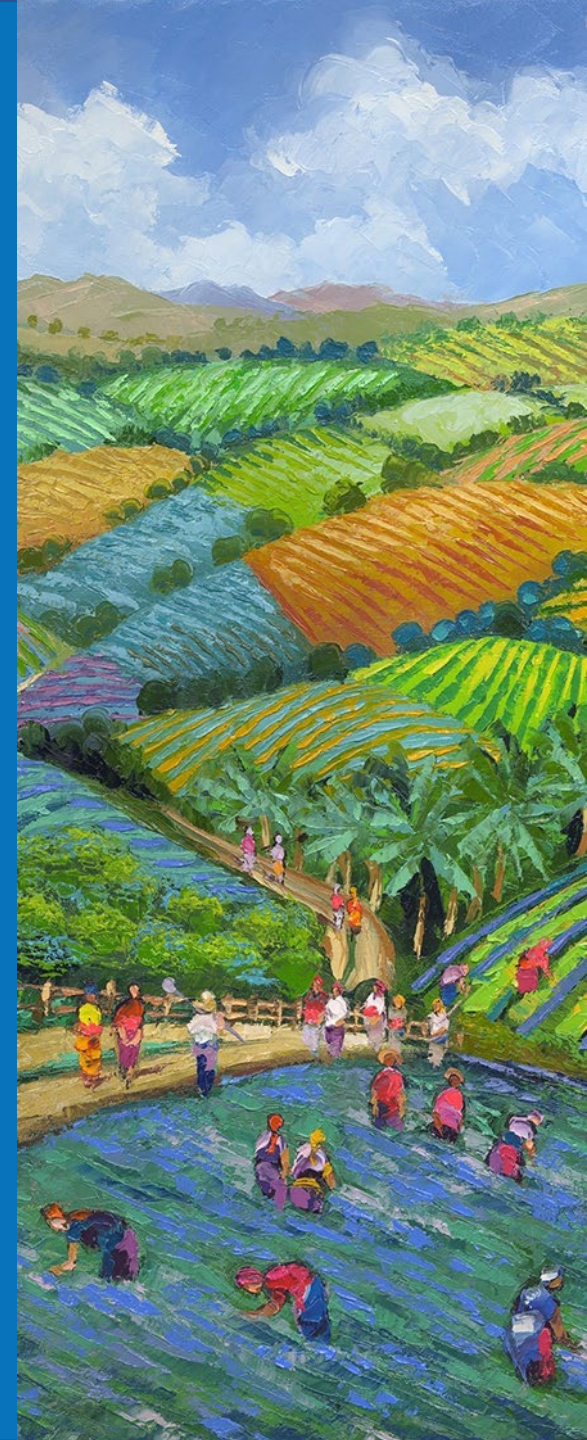
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# Thank you!

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$1,916,466 with 0 percentage financed with nongovernmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS or the U.S. Government.

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# Resources

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