Workforce Resilience in Times of Change

Midwest Stream Forum

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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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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
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
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?
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?
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)
Best Performance

Area of Best Performance

- Unchallenged
- Bored
- Unmotivated

- Overwhelmed
- Unhappy
- Struggling
Stages of Burnout

- **Honeymoon Phase**
  - High Satisfaction and motivation

- **Balancing Act**
  - First signs of anxiety, fatigue, irritability

- **Chronic Stress**
  - Stress levels increase and become frequent

- **Burnout/Crisis**
  - Behavioral changes that impact mind/body

- **Enmeshment/Habitual Burnout**
  - Chronic physical symptoms/emotional distress

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

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
Mental Health Resource Hub

- 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
- Resources for Ag Workers
- Resources for Agriculture Employers, Health Care & Service Providers
- Combating COVID-19: Promising Practices
- Demonstration Project Grants

Call For Health Program

Una Voz Para La Salud Call for Health

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Questions?

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Resources

• Maslach, Christina. Understanding Job Burnout presented at DevOps Enterprise Summit. Las Vegas, NV. https://www.youtube.com/watch?v=gRPBkCW0R5E. Published October 24, 2018. Accessed February 3, 2022


Resources