

Building a Healthy and High-Performing Fire Department









PARTICIPANT MANUAL



Agenda

- Introduction and Background
- The Psychologically Healthy Fire Department Framework
 - o Member Involvement
 - Health and Safety
 - o Member Growth and Development
 - Work-Life-Volunteer Balance
 - o Member Recognition
- Effective Communication
- Creating a Psychologically Healthy Fire Department
 - o Process
 - Key Success Factors
 - o Leveraging Fire Service Culture

- Special Issues
 - o Leadership Support
 - o Stress
 - Mental Health, Substance Abuse, Sleep, Trauma and Resilience
 - o Counterproductive Behaviors
 - o Diversity and Inclusion
 - o Trust and Fairness
- Additional Resources
- · Wrap-Up and Discussion







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The Psychologically Healthy Fire Department Work-Life-Volunteer Balance Health & Safety Communication Member Growth & Department Functioning The Psychologically Healthy Fire Department The Psychologically Healthy Fire Department

How Members Benefit

- Physical health
- Mental health
- Job satisfaction
- Morale

- Motivation
- Stress management
- Resilience







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How the Department Benefits

- Performance
- Productivity
- Member attraction and retention
- Public service and satisfaction
- Absenteeism
- Presenteeism
- Turnover
- Accident/injury rates







Key Practices: Member Involvement

- - o Empower members, give them a voice in decision making, and encourage them to work together to make the department better.
- - o Increase satisfaction, morale, and commitment
 - o Improve performance
 - o Reduce absenteeism and turnover
- - o Participation in problem solving, decision making, and goal
 - o Time-limited problem-solving teams, task forces, and work
 - o Member committees for ongoing or major department
 - o Open-door policy with department leaders
 - o Multi-level performance evaluations











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Key Practices: Health and Safety

What

 Improve the physical and mental well-being of members through the prevention, assessment, and treatment of potential health risks and problems; encouraging and supporting healthy lifestyle and behavior choices; and emphasizing safety in all aspects of training and operations.

Why

- o Better performance
- Less absenteeism
- o Fewer accidents and injuries

How

- o Health and safety issues in new member orientations and other trainings
- o Programs and policies to prevent harassment and discrimination
- o Educational seminars on physical and mental health issues
- o Tobacco free policy and cessation resources







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Key Practices: Health and Safety

· How (continued)

- Healthy food options
- o Physical activity during shifts
- o Promotion of healthy sleep habits
- Safety and ergonomic checks
- Standard operating procedures/guidelines aligned with occupational safety and health policies
- Disease management programs for chronic health conditions
- Clear information about covered mental health and behavioral health services
- o EAP and chaplaincy services
- o Stress management training and resources
- o Safety culture
- o Regular health screenings
- Health and wellness benefits extended to members' families and domestic partners









Key Practices: Member Growth and Development

• What

 Help members expand their knowledge, skills, and abilities and apply the competencies they have gained to new situations.

Why

- o Increase motivation and satisfaction
- o Help members manage stress
- o Enhance effectiveness
- o Attract and retain high-quality members
- o Improve members' experience
- o Develop personnel to their full potential

• How

- o In-house training that goes beyond mandated drills and requirements
- o Tuition reimbursement or discounted educational opportunities
- o Career counseling and development support







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Key Practices: Member Growth and Development

· How (continued)

- o Training and certifications through outside training centers
- Online or virtual training and education resources
- o Trade show and conference attendance
- o Opportunities for advancement and promotion
- Coaching and mentoring
- Leadership/management training
- o Brief educational seminars
- o Member or leadership retreats
- o Job enlargement and enrichment
- Succession planning
- o Diversity issues included in training









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Key Practices: Work-Life-Volunteer Balance

· What

 Provide flexible scheduling options and resources to help members manage their other life demands.

• Why

- o Reduce work-life-volunteer conflict
- Improve morale, job satisfaction, performance, and family relationships
- Reduce absenteeism and turnover
- o Strengthen members' commitment to the department

How

- o Reasonable, predictable, and flexible scheduling
- Orientation sessions and materials for families of new members
- o Childcare and eldercare resources
- o Extended leave options
- o Phased transitions
- o Comp time
- Discounts or special arrangements with local businesses









Key Practices: Member Recognition

What

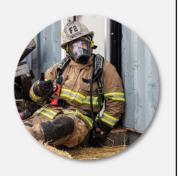
 Reward members both individually and collectively for their contributions to the department and the community.

• Why

- o Increase satisfaction, morale, and self-esteem
- o Improve engagement and performance
- Reduce turnover
- o Attract and retain high-quality members

How

- Rewards for exceptional performance or notable accomplishments
- Award ceremonies or recognition events
- o Highlighting member accomplishments
- o Leader training in effective recognition practices
- Verbal acknowledgement and reinforcement during day-to-day department activities
- o Member referral program
- o Peer-to-peer recognition









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Key Practices: Effective Communication

- · Bottom-up communication (from members to leadership)
 - o Gets member input and feedback
 - o Provides information about member needs, values, perceptions, and opinions
 - o Helps the department select and tailor practices to meet the needs of members
- · Top-down communication (from leadership to members)
 - o Keeps members informed
 - o Can improve use of department resources
 - o Demonstrates leadership support
- · How Communication between members and leadership
 - o Communicate the department mission, values, and goals
 - Set clear expectations
 - o Provide opportunities for members to provide feedback to leadership
 - o Keep members updated on progress toward department goals
 - o Monitor member satisfaction and make changes, as needed
 - Be open and transparent







Key Practices: Effective Communication

- · How Opportunities for members to provide feedback to department leadership
 - o Conduct regular member surveys
 - o Host all-hands, crew, and department meetings
 - o Implement a formal suggestion system
 - o Conduct after-action review sessions
 - o Establish an anonymous hotline or whistleblower mechanism
 - Schedule one-on-one sessions between members and leaders
- · How Communicating support for psychologically healthy practices
 - o Incorporate member health and well-being in the department's vision/mission statement
 - Identify a point person or committee
 - o Tailor department policies and practices to fit member needs
 - o Communicate the role of members in achieving department success
 - o Provide the necessary resources
 - o Ensure department leaders visibly participate







Key Practices: Effective Communication

- How Keeping members informed about psychologically healthy practices
 - Include information about psychologically healthy practices in new recruit orientation
 - o Include content in a department newsletter
 - o Share information about community resources
 - Promptly inform members about any changes to programs or policies
 - When appropriate, recognize member participation and successes
 - o Share information about outcomes
 - o Provide a department web site or intranet page
 - o Use multiple communication methods







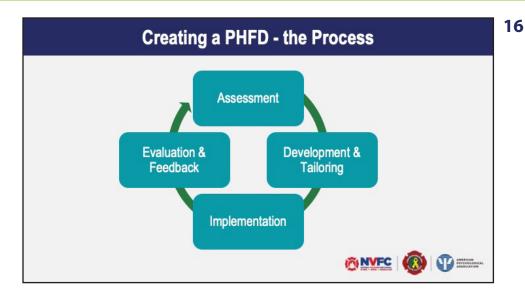


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Assessment

- Determine strategy
 Get input
- Use multi-method approach
- Include qualitative and quantitative tools
- Start with data you already have
- · Identify and fill gaps

- · Get input from members
- Look for convergence of data
- Understand strengths and limitations of instruments
- Integrate findings
- · Provide feedback of results







Development and Tailoring

- Member needs
- · Department needs
- Unique characteristics
- Member involvement
- · Readiness for change







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Implementation

- People
- **Processes**
- Resources
- · Leadership support
- Accountability
- Champions
- Resources

- Skills
- Goals
- Timeline
- Budget
- Metrics
- Reporting







Evaluation and Feedback

- Relative to:
 - o vision, mission and goals
 - o baseline
 - o emerging opportunities and challenges
- · Program refinement
- Course correction
- Balancing outcomes
- Addressing barriers







Creating a PHFD – Key Success Factors

- · Aligned with department mission, values, and goals
- Comprehensive
- Custom tailored
- · Involve members
- · Leadership support
- · Effective two-way communication
- · Ongoing evaluation
- · Continuous improvement approach







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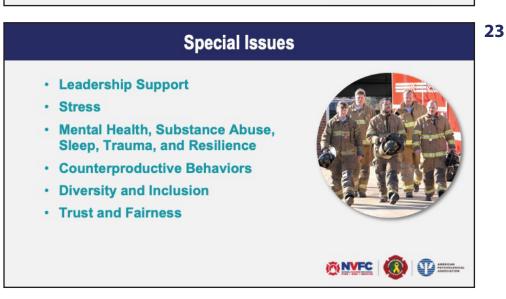
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Creating a PHFD - Leveraging Fire Service Culture
Service mentality
Loyalty
Seniority and experience
Command and control leadership
Assertiveness, courage, and risk taking



Special Issues - Leadership Support

With Support from Senior Management

Without Support from Senior Management

Regularly participate in health and wellness efforts

Positive relationship with supervisor

Positive relationship with coworkers

72%

Motivation

Job satisfaction

Job satisfaction

30%

Feel valued

Would recommend as a good place to work

Turnover Intent

25%

Source: American Psychological Association (2016)

BASE U.S. working adults; #-1301.

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Special Issues - Leadership Support

- · Supportive leadership behaviors
 - o Setting clear expectations and providing constructive performance feedback
 - o Managing conflict effectively
 - o Demonstrating an interest in members' personal lives and career development
 - o Directing members to relevant resources and programs
 - Providing members with sufficient autonomy and control
 - o Involving members in problem solving and decision making
 - o Being transparent in communications
 - o Monitoring overwork and scheduling conflicts
 - o Ensuring that all department members have the opportunity to engage in meaningful tasks
 - o Recognizing outstanding performance and service excellence







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Special Issues - Stress

- The impact
 - o Physical
 - o Mental
 - o Functioning and performance
- Recovering from stress and preventing burnout
 - o Time off
 - o Relaxation
 - Non-work activities
 - o Healthy sleep
 - o Additional support
- Individual-level efforts
- Organizational-level efforts









Special Issues - Mental Health, Substance Abuse, Sleep, Trauma, and Resilience

- Mental health
 - Why it matters
 - o Stigma
 - Underutilization of behavioral health resources
- Substance Abuse
- Sleep
- Trauma and PTSD
- Resilience









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Special Issues - Mental Health, Substance Abuse, Sleep, Trauma, and Resilience

· Steps you can take to promote psychological well-being

- o Follow best practices with behavioral health benefits
- o Make a robust EAP available and easily accessible
- Post crisis hotline numbers and information about mental health resources in common areas
- o Cover mental health topics during new recruit orientation
- o Provide ongoing mental health training for all members
- o Train department leaders and supervisors
- o Ensure leaders visibly participate in mental health programs and activities
- Monitor member reactions following potentially traumatic incidents and follow up, as needed
- o Develop a peer support team
- o Offer chaplain services







Special Issues - Mental Health, Substance Abuse, Sleep, Trauma, and Resilience

- Steps you can take to promote psychological well-being (continued)
 - o Provide information about alcohol and substance use in your wellness communications
 - Remind members of department policies related to alcohol, tobacco, and other substance use and encourage them to use available supports
 - Train department leaders to identify signs of potential alcohol or other substance use problems
 - Encourage members who are struggling with alcohol or other substance use to talk to their primary care physician
 - Refer members who need help with alcohol and other substance use to a qualified behavioral health professional
 - o Share tips for healthy sleep with your members
 - o Develop SOPs/SOGs for the critical injury of a member or a line-of-duty death
 - o Create an environment that promotes resilience







Special Issues - Counterproductive Behaviors

- · Incivility
- Bullying
- Harassment
- Discrimination
- Steps you can take to prevent and address negative behaviors
 - o Adopt policies that are fair and clear
 - o Communicate policies regularly
 - o Train witnesses to speak up
 - o Build a positive department culture









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Special Issues - Diversity and Inclusion

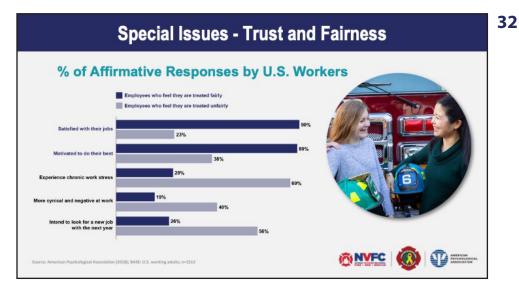
- Diversity
- Inclusion
- · Why it matters
- · Steps you can take to promote diversity and inclusion
 - o Diversify your department
 - o Promote connections
 - o Share decision making
 - o Give honest feedback and performance evaluations
 - o Think broadly







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Special Issues - Trust and Fairness

- Building trust
 - o Consistency and reliability
 - o Fairness
 - o Transparency
 - o Shared goals and values
 - o Member recognition
 - o Opportunities for involvement
 - o Effective communication





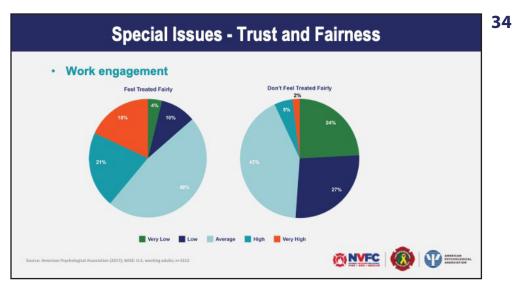


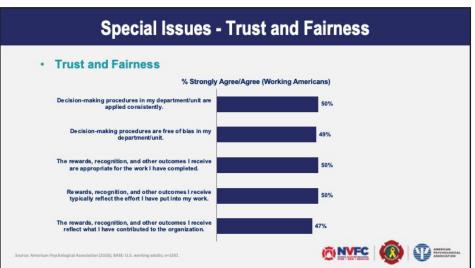
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Special Issues - Trust and Fairness

• Promoting organizational justice

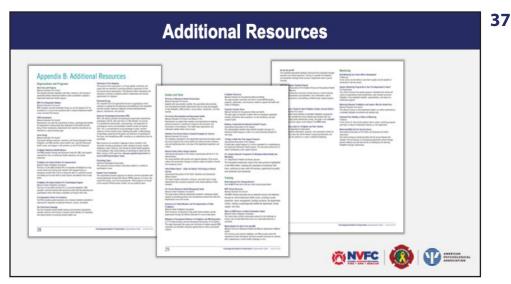
• Dignity and respect

• Open, transparent communication

• Reasonable explanations for decisions

• Opportunities for member input

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