



PARTICIPANT MANUAL

Building a Healthy and High-Performing Fire Department



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Building a Healthy and High-Performing Fire Department

nvfc.org/phfd-training-participant-resources/

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Agenda

- **Introduction and Background**
- **The Psychologically Healthy Fire Department Framework**
 - Member Involvement
 - Health and Safety
 - Member Growth and Development
 - Work-Life-Volunteer Balance
 - Member Recognition
 - Effective Communication
- **Creating a Psychologically Healthy Fire Department**
 - Process
 - Key Success Factors
 - Leveraging Fire Service Culture
- **Special Issues**
 - Leadership Support
 - Stress
 - Mental Health, Substance Abuse, Sleep, Trauma and Resilience
 - Counterproductive Behaviors
 - Diversity and Inclusion
 - Trust and Fairness
- **Additional Resources**
- **Wrap-Up and Discussion**

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The Psychologically Healthy Fire Department

The Psychologically Healthy Fire Department

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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



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Key Practices: Member Involvement

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



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- A circular inset photograph showing a firefighter in a white uniform and helmet, smiling and holding a baby. The firefighter's helmet has "500" and "MAY 11" on it. The baby is wearing a dark shirt with "100" and "200" on it. The background of the photo shows a fire truck with "CITY" and "FIRE" visible.



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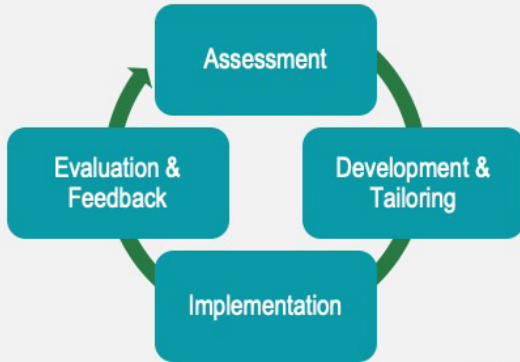
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- A circular inset image showing three men in a workshop or laboratory setting. One man on the left is seen from the back, wearing a blue shirt. Two other men, also in blue shirts, are facing him. One of the men on the right is holding a large, clear bag filled with a yellowish, granular material. They appear to be in a discussion or presentation.



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Creating a PHFD - the Process



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Assessment

- Determine strategy
- 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



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Development and Tailoring

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



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Implementation

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- People
- Processes
- Resources
- Leadership support
- Accountability
- Champions
- Resources
- Skills
- Goals
- Timeline
- Budget
- Metrics
- Reporting



Evaluation and Feedback

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



Creating a PHFD – Key Success Factors

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- 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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- o Follow best practices with behavioral health benefits
- o Make a robust EAP available and easily accessible
- o 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
- o Monitor member reactions following potentially traumatic incidents and follow up, as needed
- o Develop a peer support team
- o Offer chaplain services



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- 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
- Share tips for healthy sleep with your members
- Develop SOPs/SOGs for the critical injury of a member or a line-of-duty death
- Create an environment that promotes resilience



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Special Issues - Diversity and Inclusion

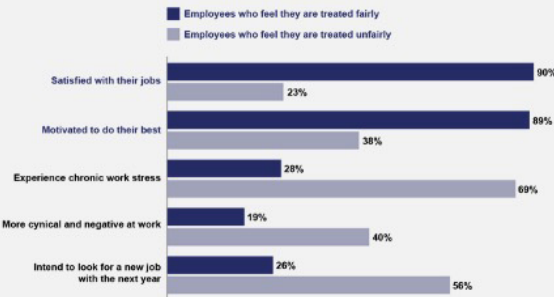
- Diversity
- Inclusion
- Why it matters
- Steps you can take to promote diversity and inclusion
 - Diversify your department
 - Promote connections
 - Share decision making
 - Give honest feedback and performance evaluations
 - Think broadly



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Special Issues - Trust and Fairness

% of Affirmative Responses by U.S. Workers



Source: American Psychological Association (2018); BASE: U.S. working adults; n=1512



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Special Issues - Trust and Fairness

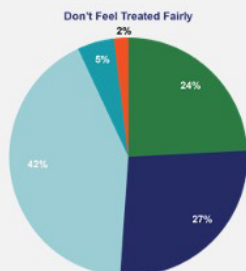
- Building trust
 - Consistency and reliability
 - Fairness
 - Transparency
 - Shared goals and values
 - Member recognition
 - Opportunities for involvement
 - Effective communication



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Category	Percentage
Light Blue	48%
Teal	21%
Orange	19%
Dark Blue	10%
Green	4%



Very Low Low Average High Very High

Source: American Psychological Association (2017); BASE: U.S. working adults; n=1512



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% Strongly Agree/Agree (Working Americans)

Decision-making procedures in my department/unit are applied consistently.

50%

Decision-making procedures are free of bias in my department/unit.

49%

The rewards, recognition, and other outcomes I receive are appropriate for the work I have completed.

50%

Rewards, recognition, and other outcomes I receive typically reflect the effort I have put into my work.

50%

The rewards, recognition, and other outcomes I receive reflect what I have contributed to the organization.

17%

Source: American Psychological Association (2016). BAFSE: U.S. working adults; n=1501.



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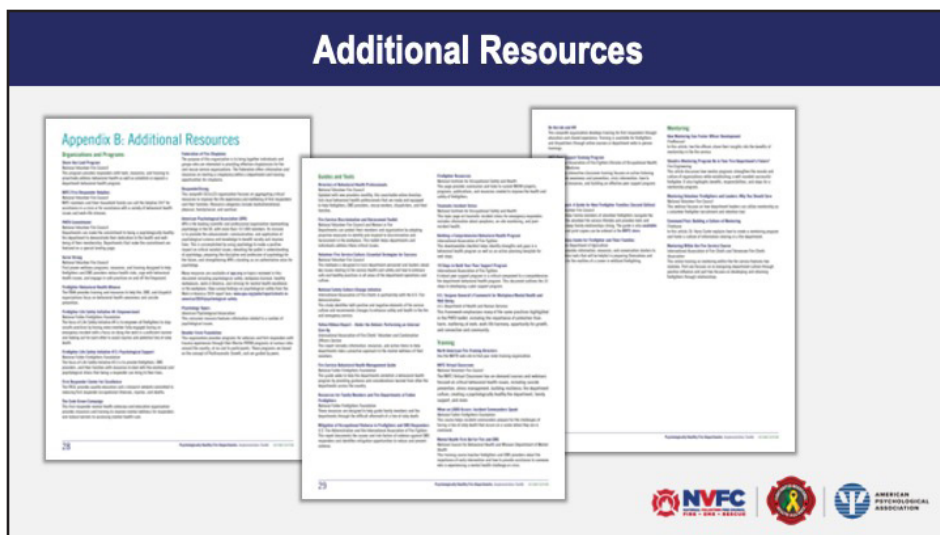
- Dignity and respect
- Open, transparent communication
- Reasonable explanations for decisions
- Opportunities for member input



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Additional Resources

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The PHFD Commitment Initiative

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Make the commitment to support your fire or EMS department's members! Take the following steps to show your commitment to creating or maintaining a psychologically healthy fire or EMS department:

- Submit this [form](#) 
- Complete the [Creating a Psychologically Healthy Fire Department](#) course
- Review the [PHFD: Implementation Toolkit](#)

Upon completion of the training and the commitment form, your organization's name and logo will be added to our [online list of departments](#) that are committed to establishing a healthy volunteer workforce. You will also receive a Committed to Health sticker and virtual logo to showcase your commitment to your members and community.



Q & A

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Please take our evaluation!



2024 Edition

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