Mental Health Response Toolkit for Agricultural Crises

CRISIS LIAISONS

CANADIAN CENTRE FOR
AGRICULTURAL WELLBEING

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MENTAL HEALTH RESPONSE TOOLKIT FOR AGRICULTURAL CRISES

CRISIS LIAISONS

The information and resources included in this toolkit are based on research conducted through the Canadian Centre for Agricultural Wellbeing (CCAW), which sought to identify processes, resources, and recommendations for supporting farmers' mental health during times of agricultural crisis (e.g. animal disease outbreaks, extreme weather events, and financial crises, among others).

Building on previous work that sought to identify, develop, and strengthen more formal mental health support structures for farmers (Hagen et al., 2021; 2022), CCAW is working with partners in the agricultural industry to coordinate and connect farmers with the mental health support they need during times of crisis. To understand the kinds of support farmers need, CCAW wanted to learn from individuals involved in agriculture.

To start this process, in 2022-2023, a CCAW research team interviewed 17 farmers and individuals working in various aspects of the agricultural industry. Of these individuals, 12 were agricultural industry professionals, four were farmers, and one worked as both a farmer and a professional. The focus of these initial interviews was African Swine Fever. In subsequent years, the research team has conducted further studies in order to expand the toolkit to be appropriate for a range of agricultural crises.

A poignant theme in this data pointed to a major opportunity to support farmers' mental health during agricultural crises through designating a crisis liaison.

A "crisis liaison" was described by participants as an individual who has been identified by the agricultural community or commodity group in their region with a strong grounding in agricultural literacy as well as in mental health who can assist in coordinating responses to agricultural crises, while simultaneously evaluating and responding to the affected farmers' mental health and wellbeing.

A living template

This toolkit has been developed for use by crisis liaisons to support farmer mental health during specific agricultural crises, and should be considered a 'living template' that will evolve as it is expanded to include other crises and threats.

We will continue to update this toolkit as needed based on feedback from future partners and collaborators, pilot testing, and evolving research and knowledge related to the crises in question.

The CCAW has also developed a companion toolkit for medical and mental health professionals supporting farmers in times of crisis.

This evidence-informed toolkit outlines recommendations focused on how to select a crisis liaison, their roles and responsibilities, and recommended processes to follow during agricultural crises.

Quotes from interviewees are used throughout this toolkit to illustrate key concepts, guidelines, and tips for crisis coordination and management.

Farmers serve a crucial role in society. It is our hope that this toolkit will serve as a resource for crisis liaisons to connect and strengthen support structures throughout agricultural organizations, healthcare, and government to best support farmers, farm families, and agricultural communities as they work through agricultural crises and disasters.

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PART 1

IDENTIFYING A CRISIS LIAISON

OVERVIEW

Part 1 of this toolkit has been designed to be used by impacted agricultural organizations to select a crisis liaison.

A crisis liaison is an individual who has been identified in partnership with the agricultural community or commodity group in their region as someone with a strong grounding in agricultural literacy as well as mental health who can coordinate responses to agricultural crises, while simultaneously evaluating and responding to farmers' mental health and wellbeing.

During agricultural crises, farmers may be in shock and unable to process what is happening to them and their farms in order to coordinate their own crisis responses in a timely, organized manner. Farmers may also have variable desires for mental health support. They may experience both emotional and physical barriers to engaging in talking about mental health and seeking out support for themselves.

WHY WORK WITH A CRISIS LIAISON?

Family members, employees, friends, and industry partners all hold important knowledge about the farmer, their farm, and the agricultural industry in general. However, these individuals often do not have the training, skills, or capacity to provide adequate mental health support for farmers during an agricultural crisis, especially if they themselves are also dealing with the impacts of the crisis.

Conversely, while health professionals, government partners, and financial institutions have resources and expertise that can support farmers during crisis times, they often do not have training or adequate knowledge around the culture of farming (i.e.., agricultural literacy), and thus their support may not be appropriate for the context, or accessible to the farmer.

This is where the crisis liaison comes in.

A crisis liaison works with the individuals in the farmer's network to learn and gather the necessary information to use to guide responses and actions that will support the farmer and their wellbeing.

The crisis liaison will be responsible for synthesizing this information and presenting a clear plan to the farmer to help facilitate their wellbeing during the crisis, by assisting with coordinating their practical and mental health responses to the crisis, as well as connecting them with relevant and accessible mental health supports and resources.

HOW TO IDENTIFY A CRISIS LIAISON: *REQUIRED KNOWLEDGE & EXPERIENCE*

1

Agricultural Background

Participants conveyed that it is imperative for the crisis liaison to have an understanding of the 'culture of agriculture' to build rapport and connect meaningfully with the farmer in crisis, and to ensure the farmer is confident that they have the knowledge and skills to be helpful (as defined by the farmer) in a time of crisis.

Ultimately, the crisis liaison must understand farms and farming lifestyles in general; commodity-specific knowledge and experience are not necessary.

If the crisis liaison does not have lived experience working in agriculture, they will need to have completed an evidence-based agricultural literacy training.

"They need to have a basic understanding of the connection of farming itself and the connection between the farmer and farming."

"So like someone who's got an understanding of farming background, but also some at least therapy or some sort of training, and at least knowing the questions to ask and... how that might guide where they would suggest you might go to get more help with the particular issue."

2 Mental Health Literacy

The crisis liaison should have, at minimum, successfully completed the "In the Know" mental health literacy training program. They must be trained in mental health and possess significant mental health literacy in order to appropriately assess the mental health of farmers and interact with farmers in shock and/or crisis.

Mental health literacy training in agricultural contexts ensures that they will be well-placed to evaluate and respond to farmers' mental health needs. The crisis liaison should also be able to understand the unique stressors as well as nuances of existing conditions that may make farmers hesitant to engage in conversations around mental health.

3 Understanding of Potential Crisis-Related Impacts on Farms and Farmers

In addition to having a basic understanding of agriculture and common on-farm stressors, as well as agricultural mental health literacy training, the crisis liaison must be able to fully appreciate the wide range of impacts that a crisis could have on a farmer. These impacts include details about animal diseases in general, but also the potential life-altering impacts that a crisis could have on the farmer, their way of life, their sense of self, and their livelihood.

Understanding these impacts will help the crisis liaison provide targeted support that is realistic and sensitive to the needs and emotional state of the farmer.

Check out more resources from the CCAW for dealing with agricultural crises, including crisis-specific fact sheets.

"They would need to know that I don't just lose my job, I lose my whole life...I would just need them to understand the consequential impact that something like this could have on a farm. And a person who owns that farm, or who's been farming since they were five years old."

HOW TO IDENTIFY A CRISIS LIAISON: *RELATIONAL SKILLS AND QUALITIES*

1

Collaboration

The crisis liaison must be willing and able to collaborate across individuals, groups and sectors, as animal disease responses are multifaceted. Having existing connections within the agricultural sector would be beneficial.

They must also be willing to involve the farmer in making decisions about moving crisis responses forward if and when the farmer is ready.

"Everyone works in these separate silos and then there's a lot of work that is very much overlapping, and it's beneficial to be networked."

"...it needs to be somebody that we trust as well, or have at least, you know, a little bit of a relationship with."

2

Vetted by the Farming Community

It would be helpful for the crisis liaison to have existing connections with the farming community, for example with dealers, veterinarians, and other farmers.

Recommendations from within the farming community that support the liaison's "farm credibility", usefulness, and tact can make farmers more willing to engage with them and accept their recommendations and/or support (Hagen et al., 2022).

3 Personal Connections and Trustworthiness

It would also be beneficial for the crisis liaison to build personal connections and trust with farmers and their families.

Much like being vetted by the farming community, these personal connections and trust can make farmers more willing to engage with the crisis liaison and to accept their recommendations and/or support.

These connections can be built from previous vetting by the farming community and/or be built organically by connecting with the farmer on a personal level.

"I also feel like with a lot of farmers, like, there has to be a trust, right? I think they have to be able to trust you to do it."

4 Empathy, Compassion, and Active Listening Skills

Along with mental health literacy, the crisis liaison should also possess empathy and active listening skills, and approach their interactions with farmers with compassion and kindness.

These forms of relational skills may help reinforce personal connections and trust with farmers, leading to more effective collaboration.

"Just being human, being kind. That's what you need."

5

Relatability

To best connect with farmers in crisis, the crisis liaison must possess relatable qualities that may allow them to integrate more effectively into a farm.

Relatability may differ depending on the farm(er). Still, overall, the crisis liaison should be comfortable speaking and communicating with farmers (e.g. clear and to the point), be non-judgmental, and arrive in attire that fits the environment.

Crisis liaisons could strengthen their relatability skills by drawing upon personal experiences to relate to the farmer, demonstrating that they truly understand the crisis and the emotional tolls it can have.

"I think you have to make sure that the help is...you can somewhat relate to the situation, I guess...professionals are not welcome because they can't relate to the situation. And so they only cause more anxiety. So I guess to make sure that whoever's involved in it has some kind of background, and can kind of talk the talk."

PART 2

ROLE OF A CRISIS LIAISON

WHAT DOES A CRISIS LIAISON DO?

Part 2 of this toolkit has been designed to be used by the crisis liaison.

A crisis such as animal disease or natural disaster has the potential to have catastrophic impacts on a farm and a farmer's overall wellbeing.

A crisis liaison can help to ensure that the farmer (and their family) who has been thrown into crisis and who may be in shock is not also having to take on the added mental load of coordinating the crisis response, which can lead to psychological distress.

As the crisis liaison, you will coordinate responses to agricultural crises using this toolkit as a guide. Responsibilities of a crisis liaison include:

- Familiarizing themselves with the current crisis and its potential impacts for farms, farmers, and agriculture more broadly.
- Understanding the processes involved in the crisis response, and identifying what information and resources are needed in order to mediate farmer mental health.
- Completing regular assessments of the farmer's mental state, and intervening if necessary.
- Identifying who is responsible for each action and activity involved in the response, and making all necessary phone calls and arrangements.
- Keeping track of all response actions and activities.
- Acting as a liaison between the farmer and all parties involved in the response (e.g. family, friends, industry, government).
- Gathering, synthesizing, and organizing information in a clear, concise way, which the farmer can use to navigate tasks and priorities during times of crisis.
- Drawing upon formal training in mental health to offer targeted mental health support (e.g. watching for red flags, providing resources/supports, having mental health-related conversations).
- Becoming a regular presence on the farm, and providing or coordinating additional on-farm assistance as needed.

Support for farmer wellbeing can take many forms, and ultimately must be perceived as beneficial to the farmer and tailored to their specific needs.

"So how they're gonna support is they're gonna be the liaison between everything...this liaison person would need that communication piece to be able to talk to the family members, to be able to talk to the vet. So they would need to be adaptive in all situations."

QUALITIES OF EFFECTIVE AND APPROPRIATE CRISIS SUPPORT

1

Responsive and Useful

Ultimately, the support you provide must be perceived as useful by the farmer, and be responsive to their needs.

It is likely that responding to a farmer's needs during a crisis may involve tasks that are not explicitly related to mental health, but rather are focused on lightening the load of the farmer in any way in order to support their overall mental health (i.e. reducing overwhelm). In the course of providing support, conversations around mental health may take place.

"Helpful support has been a mental health professional who has been on-site in a supportive capacity, not specifically for mental health, but there to help address the challenges that are being faced at the time, whether that's shoveling hay, or filling sandbags, or whatever it is, but being available to help. And then listen while they're there."

2

Ongoing

You should understand the range of potential responses to an on-farm crisis and provide responsive, tailored support throughout this period and into its aftermath, acknowledging that the support and resources required may change as the crisis progresses and stressors shift and change.

"...as they're getting their feet back under them as they're realizing they've lost all their stuff, that's when the mental aspect will hit home, right, like it's the stages of grief and the hard part is that the first couple can take a very short period, and then it's getting through the rest of it that really impacts people."

3 Tailored

You should also offer support that is tailored to the unique needs of the farm and the farmer. You should focus on building personal connections and trust with the farmer as well as gathering information ahead of time could be helpful in determining what kind of support could be best received and most helpful.

"I would define appropriate support as tailored resources that are focused, are tailored to the farmer, to the outbreak, to the herd/animals, to the farmer, the situation."

4 Confidential

You and the support you offer must also be sensitive to confidentiality and as anonymous as possible. By ensuring confidence in the confidentiality of conversations, you may inherently encourage the farmer to be more candid in their reflections.

"We want to respect confidentiality. There does need to be a connection between the organizations while maintaining confidentiality."

5 Accessible

You and the support that you offer must also be accessible to the farmer without creating any additional burdens. Support should be available almost immediately when it is needed, low-cost, in-person, and any resources that you offer must be up-to-date and easy to find.

"Availability would be a key word for me...making sure that we could connect people with the appropriate resources quickly at any time of day."

6 Local

It would also be useful for you to be able to provide access to local support and resources, to ensure they are as accessible and useful for farmers as possible. As a crisis liaison, you may also want to consider putting farmers in contact with local peers and/or healthcare providers who could be especially understanding of stressors and strains in a local context.

"They're gonna have to have some knowledge of other resources within the area, and local to the producer."

7 Incremental

The support you offer should be presented carefully in an incremental manner, to avoid overwhelming the farmer. Focus on helping the farmer navigate the steps related to responding to the crisis, and/or the steps related to responding to their own mental health concerns.

"...when somebody like that is in a crisis, they can't see beyond the situation and if there's a way that you can kind of slow it down, and just take it step-by-step, lay out the steps, and not put too much, too many steps ahead, I guess."

8

Realistic

Building off of a solid background in agriculture, you must only offer support that would be perceived as realistic in a farming context. For example, mental health support should not include recommendations for farmers to engage in frivolous forms of self-care or to take time away from the farm, as these options would not be possible for farmers under normal circumstances, let alone during a catastrophic crisis.

Providing realistic support and/or suggestions that demonstrate your understanding and appreciation for agriculture could increase the farmer's willingness to engage and better support their mental health overall.

"You want the farmer to understand like, yes, your mental health is really important, and we do recognize the magnitude of what you're going through, because if you give them the suggestion that 'Oh, just go in, you know, take a day or two, leave the farm,' like, that's not plausible, and I think for many people that would just completely shut them down and they couldn't even continue to participate in any further conversation which is not going to help them in any way."

PART 3

RESPONSE TOOLKIT

Part 3 of this toolkit has been designed to be used by the crisis liaison.

Everything you, as the crisis liaison, can do to ease the pressure and burdens on farmers during an agricultural crisis is a form of mental health support. As such, your work may involve both direct and indirect mental health support.

This response toolkit contains an overview of key contacts, guidance on how to prepare for visiting the farm and farmer in crisis, suggested processes to follow once on the farm, as well as templates for you to use to gather, organize, and synthesize relevant information to share with the farmer and coordinate the crisis response.

TOOLKIT NAVIGATION GUIDE

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OVERVIEW OF KEY CONTACTS

This section includes a list of key individuals and groups you will need to contact to coordinate the crisis response, organized by when you will need to contact them. Details on each contact and questions to ask them are provided in the following pages.

These contacts are listed below in order of priority, informed by research findings. The first priority contacts will be the key people you and the farmer will liaise with to coordinate the crisis response. The second priority contacts will be those who can give you more context and information about the farmer and their situation.

Note that the order of priority will depend on the situation and context, and some flexibility and adaptability will be required on your part depending on who is most available and accessible.

Before Visiting the Farm:

1. Veterinarian
2. Commodity groups
3. Federal and provincial agencies
4. Family members *(if possible)*
5. Friends and neighbours *(if possible)*

While on the Farm:

1. Family members
2. Friends and neighbours
3. Dealers and operators (e.g. contacts for feed supply, equipment, processing, and shipping)
4. Financial institutions
5. Healthcare providers, specifically mental health professionals
6. Insurance providers
7. Employees

BEFORE VISITING THE FARM: *WHO DO YOU NEED TO CONTACT, AND WHAT DO YOU NEED TO DO?*

As a crisis liaison, it is important to gather as much information as possible before visiting the farm.

When you arrive, the farmer may be in shock, too busy, and/or unwilling to answer detailed questions; gathering this information in advance will help you to better understand what kind of support may be required and how best to approach and connect with the farmer.

Note that it is important to ask some of the same questions of different contacts to ensure you are gathering as much and as accurate information as possible to coordinate a holistic crisis response.

For instance, asking both veterinarians and commodity groups about animal health is helpful, as they may each provide you with different yet valuable vantage points on the situation to inform what actions are needed.

Please refer to Handout 1 (pages 52-59) for a template to help you organize responses.

Table 1: Key contacts to reach out to before visiting the farm, and corresponding types of information they will likely be able to provide to help inform the crisis response.

TYPE OF INFORMATION	FIRST PRIORITY			SECOND PRIORITY	
	Veterinarian	**Commodity Groups**	**Federal and Provincial Agencies**	**Family Members**	**Friends and Neighbours**
Crisis Information	✓	✓	✓	×	×
Farm History	✓	✓	×	✓	✓
Farm Operations	✓	✓	×	✓	✓
Farmer Health and Wellbeing	✓	✓	×	✓	✓
Animal Health and Wellbeing	✓	✓	✓	✓	✓
Finances	×	✓	×	✓	×
Insurance	×	✓	×	✓	×
On-farm Support	✓	×	×	✓	✓

Veterinarian

Farmers tend to have close relationships with their veterinarians, and as such veterinarians often will have a lot of information related to the farm and farmer that could be useful in crisis situations.

Veterinarians will be the point people in dealing with the animal side of the crisis, as they will be able to provide information about the animals and actions required.

Veterinarians may also be able to provide broader insights on the farm and farmer.

KEY QUESTIONS TO ASK VETERINARIANS:

1 Crisis information

- ☐ Have you dealt with similar crises before in your practice?
- ☐ Do you know if the farmer has any existing emergency/crisis response plans, including for dealing with other types of crises?
- ☐ What information can you provide about crisis responses in this particular situation and location?
  - ☐ *What are some key actions, contributors, and potential stressors we should be aware of?*
- ☐ Do you have any relevant resources and/or response plans you could share with me?

2 Farm history

- ☐ Is this a family-run farm?
  - ☐ *If so, how long has the farm been in the family?*
  - ☐ *Are there plans to keep it in the family?*
- ☐ Are there any other partners or stakeholders involved in farm operations?
- ☐ Are there other family members, friends, and/or partners whose financial livelihoods may be impacted by a crisis?
- ☐ How have the last few seasons been for the farmer?
  - ☐ *What challenges have they experienced on the farm?*

KEY QUESTIONS TO ASK VETERINARIANS (CONTINUED):

3 Farm operations

- [ ] What is produced on this farm?
- [ ] How does this farm operate (e.g. where are the animals housed, what is the size of the operation, how many animals do they have)?
- [ ] What are their typical production cycles like, based on the commodities they produce?
- [ ] Who has permission/authority to share information and make decisions about farm operations?
- [ ] Who are their dealers and suppliers?
- [ ] What is the hierarchy of the farm (e.g. are there employees)?
    - [ ] *If there are employees, how many are there?*
    - [ ] *Who is responsible for what activities on the farm?*
- [ ] Who else will the farmer be supporting during this crisis (e.g. family, employees)?

4 Farmer health and wellbeing

- [ ] Does the farmer live with any mental or physical health conditions that you are aware of?
- [ ] How would you describe how the farmer typically handles stresses/crises?
- [ ] Has the farmer experienced any traumatic events, health crises, or other crises that may make it more challenging to respond to this crisis (e.g. financially, emotionally, physically)?

5 Animal health and wellbeing

- [ ] What is the status of the animals' health?
    - [ ] *What was the status of their health before the crisis?*
- [ ] Has the farmer experienced major animal health issues and/or crises before?
    - [ ] *If so, what happened?*
    - [ ] *What did the farmer learn from that situation that might be helpful for guiding this response?*

KEY QUESTIONS TO ASK VETERINARIANS (CONTINUED):

6 On-farm support

- [ ] Who and/or what is part of the farmer's support system?
- [ ] What additional on-farm resources are you aware of that are available to the farmer to support their day-to-day work and/or implementation of specific crisis response actions?
- [ ] What specific kinds of support is the farmer likely to need?

Commodity Groups

You will need to determine which provincial commodity group is linked with the farm (e.g. Ontario Pork, Manitoba Chicken, Les Producteurs de bovins du Quebec, SaskWheat, etc.).

Commodity groups will likely be heavily involved in the crisis response, so it is important to contact them early, prior to visiting the farm.

Some commodity groups are creating crisis response plans that include detailed information on farms and farmers, which could be very useful to a crisis situation and save you the trouble of having to gather this information from other contacts.

KEY QUESTIONS TO ASK COMMODITY GROUPS:

1 Crisis information

- ☐ Have you dealt with similar crises before in your region?
- ☐ What information can you provide about crisis responses in this particular situation and location?
  - ☐ *What are some key actions, contributors, and potential stressors we should be aware of?*
- ☐ Do you have any relevant resources and/or response plans you could share with me?
- ☐ Do you know if the farmer has any existing emergency/crisis response plans, including for dealing with other types of crises?

2 Farm history

- ☐ Is this a family-run farm?
  - ☐ *If so, how long has the farm been in the family?*
  - ☐ *Are there plans to keep it in the family?*
- ☐ Are there any other partners or stakeholders involved in farm operations?
- ☐ Are there other family members, friends and/or partners whose financial livelihoods may be impacted by a crisis?
- ☐ How have the last few seasons been for the farmer?
  - ☐ *What challenges have they experienced on the farm?*

KEY QUESTIONS TO ASK COMMODITY GROUPS (CONTINUED):

3 Farm operations

- [ ] What is produced on this farm?
- [ ] How does this farm operate (e.g. where are the animals housed, what is the size of the operation, how many animals do they have)?
- [ ] What are their typical production cycles like, based on the commodities they produce?
- [ ] Who has permission/authority to share information and make decisions about farm operations?
- [ ] Who are their dealers and suppliers?
- [ ] What is the hierarchy of the farm (e.g. are there employees)?
    - [ ] *If there are employees, how many are there?*
    - [ ] *Who is responsible for what activities on the farm?*
- [ ] Who else will the farmer be supporting during this crisis (e.g. family, employees)?

4 Farmer health and wellbeing

- [ ] Does the farmer live with any mental or physical health conditions that you are aware of?
- [ ] How would you describe how the farmer typically handles stresses/crises?
- [ ] Has the farmer experienced any traumatic events, health crises, or other crises that may make it more challenging to respond to this crisis (e.g. financially, emotionally, physically)?

5 Animal health and wellbeing

- [ ] What is the status of the animals' health?
    - [ ] *What was the status of their health before the crisis?*
- [ ] Has the farmer experienced major animal health issues and/or crises before?
    - [ ] *If so, what happened?*
    - [ ] *What did the farmer learn from that situation that might be helpful for guiding this response?*

KEY QUESTIONS TO ASK COMMODITY GROUPS (CONTINUED):

6 Finances

- [ ] Who besides the farmer is responsible for sharing information and making decisions about the farm's finances?
- [ ] What financial institutions does the farmer work with?
- [ ] What financial commitments does the farm/farmer have related to their farm and home operations?

7 Insurance

- [ ] Who besides the farmer is responsible for sharing information and making decisions about the farm's insurance policies?
- [ ] What insurance providers does the farmer work with?
- [ ] What financial commitments does the farm/farmer have related to their insurance providers?

Federal and Provincial Agencies

Depending on the crisis, the response may be driven by a federal agency (e.g. the Canadian Food Inspection Agency) or provincial agency (e.g. Manitoba Chief Veterinary Officer). Once you determine who is responsible, they will be able to provide you with an overview of what the response processes will involve, and what to expect at each stage of the process.

KEY QUESTIONS TO ASK FEDERAL AND PROVINCIAL AGENCIES:

1 Crisis information

- ☐ Have you dealt with similar crises before in this region?
- ☐ What information can you provide about crisis responses in this particular situation and location?
  - ☐ *What are some key actions, contributors, and potential stressors we should be aware of?*
- ☐ Do you have any relevant resources and/or response plans you could share with me?
- ☐ In general, what can we expect the crisis response processes to be like?
  - ☐ *What should we be prepared to expect at different stages of the process?*

2 Animal health and wellbeing

- ☐ What is the status of the animals' health?
  - ☐ *What was the status of their health before the crisis?*
- ☐ Has the farmer experienced major animal health issues and/or crises before?
  - ☐ *If so, what happened?*
  - ☐ *What did the farmer learn from that situation that might be helpful for guiding this response?*

Family Members

The farmer's family members are likely to have the best background information on the farm and farmer, but will also likely be the most highly impacted by any on-farm crises. Family members are also likely to be the primary supporters for farmers experiencing a crisis, but are also likely to require support themselves.

The amount of information farmers disclose to their families may vary, so be mindful of this as you are gathering information.

It may not be possible to connect with family members prior to visiting the farm, in which case it will be important to connect with them as early as possible upon arriving.

KEY QUESTIONS TO ASK FAMILY MEMBERS:

1 Farm history

- ☐ Is this a family-run farm?
  - ☐ *If so, how long has the farm been in the family?*
  - ☐ *Are there plans to keep it in the family?*
- ☐ Are there any other partners or stakeholders involved in farm operations?
- ☐ Are there other family members, friends, and/or partners whose financial livelihoods may be impacted by a crisis?
- ☐ How have the last few seasons been for the farmer?
  - ☐ *What challenges have they experienced on the farm?*

2 Farmer health and wellbeing

- ☐ Does the farmer live with any mental or physical health conditions that you are aware of?
- ☐ How would you describe how the farmer typically handles stresses/crises?
- ☐ Has the farmer experienced any traumatic events, health crises, or other crises that may make it more challenging to respond to this crisis (e.g. financially, emotionally, physically)?

KEY QUESTIONS TO ASK FAMILY MEMBERS (CONTINUED):

3 Farm operations

- [ ] What is produced on this farm (e.g. only pigs, pigs and grain, pigs and other livestock, etc.)?
- [ ] How does this farm operate (e.g. where are the animals housed, what is the size of the operation, how many animals do they have)?
- [ ] What are their typical production cycles like, based on the commodities they produce?
- [ ] Who has permission/authority to share information and make decisions about farm operations?
- [ ] Who are their dealers and suppliers?
- [ ] What is the hierarchy of the farm (e.g. are there employees)?
    - [ ] *If there are employees, how many are there?*
    - [ ] *Who is responsible for what activities on the farm?*
- [ ] Who else will the farmer be supporting during this crisis (e.g. family, employees)?

4 Animal health and wellbeing

- [ ] What is the status of the animals' health?
    - [ ] *What was the status of their health before the crisis?*
- [ ] Has the farmer experienced major animal health issues and/or crises before?
    - [ ] *If so, what happened?*
    - [ ] *What did the farmer learn from that situation that might be helpful for guiding this response?*

5 Finances

- [ ] Who besides the farmer is responsible for sharing information and making decisions about the farm's finances?
- [ ] What financial institutions does the farmer work with?
- [ ] What financial commitments does the farm/farmer have related to their farm and home operations?

KEY QUESTIONS TO ASK FAMILY MEMBERS (CONTINUED):

6 Insurance

- [ ] Who besides the farmer is responsible for sharing information and making decisions about the farm's insurance policies?
- [ ] What insurance providers does the farmer work with?
- [ ] What financial commitments does the farm/farmer have related to their insurance providers?

7 On-farm support

- [ ] Who and/or what is part of the farmer's support system?
- [ ] What additional on-farm resources are you aware of that are available to the farmer to support their day-to-day work and/or implementation of specific crisis response actions?
- [ ] What specific kinds of support is the farmer likely to need?
- [ ] Are you able and willing to offer any support yourself?
    - [ ] *Who else would you recommend I reach out to about providing support?*

Friends and Neighbours

As with their family members, the amount of information farmers share with their friends and neighbours may also vary depending on the nature of their relationships and their willingness to open up.

Friends and neighbours of the farmer will likely be able to provide important details about the farmer, farm history, and operations. Start by asking the farmer's family members for a list of friends and neighbours they would recommend you reach out to. This may also include faith communities if the farmer is a practicing member of a religion.

As with the farmer's family members, it may not be possible to connect with their friends and neighbours prior to visiting the farm, in which case it will be important to connect with them as early as possible upon arriving.

KEY QUESTIONS TO ASK FRIENDS AND NEIGHBOURS:

1 Farm history

- ☐ Is this a family-run farm?
  - ☐ *If so, how long has the farm been in the family?*
  - ☐ *Are there plans to keep it in the family?*
- ☐ Are there any other partners or stakeholders involved in farm operations?
- ☐ Are there other family members, friends, and/or partners whose financial livelihoods may be impacted by a crisis?
- ☐ How have the last few seasons been for the farmer?
  - ☐ *What challenges have they experienced on the farm?*

2 Farmer health and wellbeing

- ☐ How would you describe how the farmer typically handles stresses/crises?
- ☐ Has the farmer experienced any traumatic events, health crises, or other crises that may make it more challenging to respond to this crisis (e.g. financially, emotionally, physically)?

KEY QUESTIONS TO ASK FRIENDS AND NEIGHBOURS (CONTINUED):

3 Farm operations

- [ ] What is produced on this farm?
- [ ] How does this farm operate (e.g. where are the animals housed, what is the size of the operation, how many animals do they have)?
- [ ] What are their typical production cycles like, based on the commodities they produce?
- [ ] Who has permission/authority to share information and make decisions about farm operations?
- [ ] Who are their dealers and suppliers?
- [ ] What is the hierarchy of the farm (e.g. are there employees)?
    - [ ] *If there are employees, how many are there?*
    - [ ] *Who is responsible for what activities on the farm?*
- [ ] Who else will the farmer be supporting during this crisis (e.g. family, employees)?

4 Animal health and wellbeing

- [ ] Has the farmer experienced major animal health issues and/or crises before?
    - [ ] *If so, what happened?*
    - [ ] *What did the farmer learn from that situation that might be helpful for guiding this response?*

5 On-farm support

- [ ] Who and/or what is part of the farmer's support system?
- [ ] What additional on-farm resources are you aware of that are available to the farmer to support their day-to-day work and/or implementation of specific crisis response actions?
- [ ] What specific kinds of support is the farmer likely to need?
- [ ] Are you able and willing to offer any support yourself?
    - [ ] *Who else would you recommend I reach out to about providing support?*

WHILE ON THE FARM: *WHAT DO YOU NEED TO DO?*

Arrive Prepared

As a crisis liaison, you should arrive at the farm as prepared as possible. Using Handout 1 as a guide, gathering and organizing responses to the questions listed in the previous section will help you to prepare for the specific context of each farm you visit and to tailor your approach to each farmer.

Please refer to Handout 1 (pages 52-59) for a template to help you to organize responses.

You may find it helpful to prepare resources for the farmer in advance. Ensure that these resources are accessible (e.g. in print) and relevant to the commodity and to the region that you are visiting. It is also strongly recommended that you print and bring along this toolkit, along with your organized notes from the conversations you've had in preparation for your visit to the farm.

You should approach the farmer with a clear and neutral agenda, to ensure they understand your role as crisis liaison and the support you are able to offer. It is important to be as direct in your communication as possible.

It is also important to dress appropriately for the weather and farm, and be prepared to be outside whenever you are visiting the farm.

Connect with the Farmer and their Family

Emphasize that, as crisis liaison, your role is to support the farmer's mental health and wellbeing in whatever way is most useful and meaningful to them. Take special care to connect with the farmer and their family however you can.

Be mindful that you are entering into a crisis and the atmosphere may be tense. The farmer may also be in shock; speak clearly and concisely and provide concrete examples wherever possible.

Fill in the Gaps

Connect with the farmer and/or their family, friends and neighbours to fill in any gaps in the information you've gathered in response to the questions listed in the "Before Visiting the Farm" section above. Be mindful that the farmer and those close to them are in crisis and they may be hesitant or unable to share information with you.

Take Action

Determine what actions you will be taking to support the farmer. If possible, start a conversation with the farmer and let them know what your plans are. Use the information that you have collected to inform your suggestions, and be open to what farmers tell you they need.

Keep in mind that your primary goal is to support the overall mental health and wellbeing of the farmer — this may or may not involve directly addressing mental health concerns. Each individual will experience and react to crises differently, so it is crucial to be agile and responsive to the particular needs of the farmer and their family. These needs may also shift over time as the crisis and response evolves.

The interviews conducted to inform this toolkit suggest that helpful support for farmer wellbeing during a crisis may include documenting and coordinating the crisis response, liaising with stakeholders, and documenting and coordinating all stakeholders and available support. Please note that there will be some overlap across these activities.

DOCUMENTING AND COORDINATING THE CRISIS RESPONSE

Documenting relevant information and coordinating the crisis response for the farmer can indirectly support their mental health and wellbeing. By doing this work for the farmer, you can help them focus on one task at a time, reduce potential feelings of overwhelm, and reassure them that nothing is falling through the cracks.

Based on the information that you have gathered, clearly document (in writing) all of the steps involved in the crisis response and any other key information, such as details on quarantine area.

Create a to-do list or crisis response checklist, using the template provided in Handout 2 (page 60). Review this list with the farmer, and update it frequently.

As the response evolves and tasks require action, provide frequent updates to the farmer on the status of the overall response, including what has been done and what is coming up. Be prepared to provide reminders of upcoming or ongoing tasks, to gather additional information, and to add new tasks as they emerge.

If helpful to the farmer, you could also provide updates to family and/or other farm stakeholders on the crisis response.

"When somebody like that is in a crisis they can't see beyond the situation and if there's a way that you can just kind of slow it down, and just take it step by step, and lay out the steps... And just say 'Okay. First thing we need to do is clean this up. And then the next thing we need to do is...' Whatever we can take off the farmer, we do. So we identify what the steps are, and who looks after them."

IMMEDIATELY LIAISING WITH STAKEHOLDERS

Liaising with suppliers on the farmer's behalf can also support their mental health and wellbeing. If the farmer doesn't have to worry about contacting and coordinating their suppliers, they can focus on important on-farm tasks. Further, contacting suppliers during times of crisis can be a major source of stress for farmers, so by taking care of these tasks for them, you are helping to mitigate a lot of this stress.

Based on the information that you have gathered, contact all suppliers and/or dealers who may be due to visit the farm or who may be waiting for product from the farm to inform them of the crisis, including possible disruptions to service.

Create a list of which suppliers have been contacted and track any follow-ups, using the template provided in Handout 3 (page 61). After creating this list, you may need to add new items to your crisis response checklist in Handout 2.

Suppliers include but are not limited to:

1. **Feed suppliers**
2. **Processors**
3. **Shipping suppliers/truckers**
4. **Equipment suppliers**
5. **Any other suppliers identified through conversations with stakeholders involved in the crisis response.**

DOCUMENTING AND COORDINATING ALL COMMITMENTS, STAKEHOLDERS, AND SUPPORT

Again, by taking care of documenting and coordinating all people and tasks involved in the crisis response, you can reduce the farmer's workload, and stress load, a great deal. The emotional and physical resources a farmer might have spent to take care of these tasks can now be directed toward taking care of themselves, and their overall mental health and wellbeing.

Based on the information that you have gathered, contact all stakeholders involved with the farm. Ensure each stakeholder is informed of the crisis and its impacts, and gather information on supports that are available to the farmer specific to their providers and their needs.

"...there's just such a volume of stuff that [the] mental health person can document the supports that can be offered by the industry or the community...and keep a running log of that."

Organize the information you collect using the template provided in Handout 4 (pages 62-63). Present options to the farmer in terms of how to proceed, and help them navigate any follow-ups. Integrate action items into your crisis response checklist as appropriate (Handout 2).

Stakeholders include but are not limited to:

1. **Dealers and suppliers**
    - Gather information on existing financial commitments and payment schedules
    - Gather information on potential accommodations to alleviate financial stress (e.g. extended payment timelines)
2. **Financial institutions**
    - Gather information on existing financial commitments (including terms, payments, etc.)
    - Financial commitments may be related to farm operations (e.g. with dealers, suppliers) and to the farm household (e.g. mortgage, vehicle payments, loans, etc.)
    - Gather information on potential accommodations (e.g. interest breaks, payment freezes, paying interest-only, additional credit, etc.)
3. **Insurance (farm insurance, and/or health insurance)**
    - Health: Gather information on health resources available to the farmer/their family/their employees
    - Farm: Gather information on crisis-related coverage, as well as the process and timeline for making a claim
4. **Medical and mental health professionals**
    - Gather information about available services, appointments, resources where possible
5. **Community support**
    - Gather information about available community supports

Support Farmer Mental Health

As the crisis liaison, you are primarily responsible for directly and indirectly supporting the mental health of the farmer experiencing a crisis.

The activities listed in the above sections *indirectly* support farmer mental health and wellbeing by reducing overwhelm and making the crisis easier to navigate.

DIRECT SUPPORT FOR FARMER MENTAL HEALTH

More direct support for farmer mental health may include:

- Ensuring that the farmer and their family are meeting their basic needs (sleep, food, water, etc.)
- Engaging in conversations around mental health
- Acting as a mental health care provider (within the scope of your education and training)
- Recommending strategies and coping skills to help the farmer support their mental health
- Connecting the farmer to appropriate, accessible mental health resources
- Ensuring that the farmer has a support system to lean on
- Providing other 'useful' help around the farm; jumping in as needed to ensure that 'normal' life can continue to the greatest degree possible.

You are uniquely placed to use your training in mental health, agricultural knowledge and connection with the farmer to provide support that is both beneficial and accepted by the farmer.

The section below outlines more specific mental health support strategies, as well as additional information to help you tailor your approach.

MENTAL HEALTH CHECK-INS: *WHAT DO YOU NEED TO ASK?*

As a crisis liaison, you are responsible for regularly assessing the mental health and wellbeing of the farmer as they navigate this crisis.

1

Farmer Reactions

To prepare for and guide your approaches to checking in on the farmer's mental health, it is important to understand how farmers may react when faced with a crisis, as it may be helpful in tailoring your approach to connecting with the farmer and to discussing and supporting their mental health and wellbeing.

STRESS

When facing an on-farm crisis, the farmer is likely to be experiencing extreme levels of stress as they respond to the crisis and consider the wide range of stressors and potential impacts.

This stress can be amplified by constant exposure to the crisis, as most farmers live on-farm.

"...just the impact of the stress of it. But then also the longer term stress and what it means business-wise and everything...which is a different kind of stress."

DESIRE TO TAKE IMMEDIATE ACTION

Farmers may also have a strong desire to take immediate action in response to the crisis, powering through days, weeks, or months of challenging, stressful, and overwhelming actions without considering their own wellbeing or mental health.

"...when we've had a significant disease outbreak, I look at my husband, and how he manages it...Just have to focus on whatever current fire, so to speak, is being dealt with."

OVERWHELM

Farmers may be overwhelmed by the crisis and its response. They may be unsure of which step to take, paralyzed by too much information and/or too many options, or overwhelmed by the acute crisis and extreme response and impacts.

"...there's so much information overload that they don't know how to process it, and they don't even know how to ask the questions because they don't feel confident in breaking down what is going on at that particular time."

OTHER EMOTIONS

Farmers may also experience a range of complicated emotions related the crisis and subsequent response including fear, isolation, powerlessness, grief, and failure.

They may also be responsible for supporting the mental health of family members and employees who are also impacted by the crisis.

"Did I fail with that security to let this in? Did I fail economically to have a strong enough vault to get me through this? Did I fail my family? All that kind of stuff."

2 Barriers to Accessing Mental Health Support

Farmers also experience unique barriers to accessing mental health support that could prevent them from wanting to explicitly engage in conversations around mental health. These barriers could be the result of previous experiences, as well as be related to stigma and beliefs within the agricultural community more broadly. As crisis liaison, it is important to understand these barriers and work to overcome or avoid them to best support the wellbeing of the farmer.

Emotional Barriers

PRIDE

Due to the independent nature of their work, farmers are self-reliant. They also take great pride in their work. As a result, they may be less willing to reach out for help, or unsure of how to do so.

They may also be concerned about showing weakness, 'staying strong' for family and employees, and burdening others with their feelings and worries.

"They're used to being able to count on themselves and get themselves through any problems, and when you suddenly can't it's quite devastating."

SHAME

There may also be shame or stigma associated with seeking support for mental health and/or around the crisis, particularly if animal-related, that could decrease farmers' interest in engaging in discussions and pursuing support.

"...when you look at some of the diseases in the swine industry over the years, there's that stigma where it's like it was their fault for letting it into the barn."

PROTECTIVENESS

Many farmers feel protective of their farms and livestock and may be unwilling to have unfamiliar people visit for fear that they may have negative ulterior motives.

"They're really just like 'Don't let anybody [come to the farm].' they get really nervous about it and really guarded."

Physical Barriers

COST

Mental health care can be expensive, and many farmers do not have access to benefit packages that would cover mental health services.

Agricultural crises are also often extremely financially taxing, so farmers may be unable to devote their own resources towards mental health care.

"I think it needs to be no cost to farmers to reach out to mental health services. I'm not saying that farmers won't pay, but I think a large portion probably won't."

NEEDS OF THE ANIMALS

If it is an animal-related farm operation, the needs of the animals will be prioritized, and farmers will not be able to participate in services that are rigidly scheduled. It can also be extremely challenging for farmers to take time away from the farm, as there are constantly duties related to animal care that must be completed to ensure the welfare of the herd.

"No one seems to understand that we're dealing with live animals that need care at specific times, and their needs come first."

DISTANCE

Many farmers live in rural communities where they may have to travel long distances to access mental health resources. It may not be possible for them to do so if they do not have reliable transportation or enough help that would allow them to take time away from the farm and their animals.

"...everything meant that we were driving to access any kind of support."

TECHNOLOGY

Many farmers live in rural communities where internet access may be unreliable. Online-only mental health resources may be difficult to access when needed. Additionally, some farmers hold religious beliefs that do not allow them to utilize technology such as the internet.

"Everything is digital now, and when you don't have an internet connection, access to a computer, power, they're no good to anyone."

3 Engagement Strategies

Due to the unique barriers to mental health support faced by farmers, as crisis liaison you may need to employ some creative engagement strategies. Coupled with your training in mental health, understanding of agriculture, and connection with the farmer, these strategies may encourage the farmer in crisis to engage in more direct conversations around mental health and wellbeing.

CONSISTENT CHECK-INS

Engage in regular check-ins around mental health and offer support in a neutral way with no expectations. Be persistent. It may take time for the farmer to become willing to participate in conversations around mental health.

"We keep offering. They keep saying 'No, I'm good.' We'll keep offering. 'No, I'm good.' And then the next time, 'Yeah, I'll take that card.'"

PEER RECOMMENDATIONS

Make sure the farmer is aware if you have existing agricultural connections, positive recommendations, and/or testimonials from industry partners or farming peers. These kinds of connections may make you seem more credible and trustworthy. In turn, farmers may be more receptive to your support, and willing to engage in conversations around mental health more readily and to connect with resources you recommend.

"So, if you have [another] farmer that says 'This is why it's important.' Then they're much more, from a farmer perspective, willing to participate."

BUILDING MENTAL HEALTH LITERACY

Take advantage of opportunities to strengthen the farmer's mental health literacy wherever possible. For example, you could have conversations with them about red flags or warning signs to watch for in others that may indicate signs of stress, anxiety, or depression, as well as strategies to use when interacting with other people who may be dealing with their own mental health concerns.

"...trying to get people to look externally more than internally, and hope that they do turn it on, you know, mirror on themselves at the same time."

As you engage with the farmer through these kinds of conversations, you have potential to build the farmer's awareness about mental health in general that they could then reflect on and use to apply to themselves and their own situations.

This awareness may also be helpful in allowing farmers to better support the mental health of family members and employees who are also navigating the agricultural crisis.

4

Questions to ask the Farmer

You may find it helpful to pose the following check-in questions to assess the wellbeing of the farmer, as well as to determine what kind of support may be most useful.

PERSONAL MENTAL HEALTH

- [ ] How are you doing?
- [ ] What has this experience been like for you?
- [ ] Are you or is anyone around you in danger?
- [ ] Who do you lean on as your support system?

SUPPORT

- [ ] What kind of support do you need?
- [ ] How can I support you?
- [ ] What kind of help do you need?
- [ ] How can I assist you?
- [ ] Is there anything that you need in this moment (e.g., resources, items, people)?
- [ ] Is there anything specific that I need to be aware of so I can help you to access the right people/right resources?

5 "Dos" and "Don'ts"

Findings from the interviews conducted to inform this toolkit suggested that farmers may be more willing to engage around mental health if the crisis liaison demonstrated an understanding of the realities of agriculture and of their crisis they are experiencing.

You may find it helpful to follow these suggested "dos" and "don'ts" in your interactions with the farmer.

DO:

- Be empathetic
- Demonstrate that you understand agriculture
    - *Including the many demands on the farmer, the impacts of an on-farm crisis, and the importance of the animals to the farm and to the farmer.*

DON'T:

- Suggest that farmers take a break away from the farm during the crisis
    - *They may feel unable to do so and become overwhelmed*
    - *They may not feel that taking time away is a productive action*
- Suggest that everything is going to be 'okay'
    - *It is possible that the crisis will have catastrophic impacts*
- Encourage a 'healthier' work-life balance
    - *It may be insulting to farmers who are unable to disentangle their work and their life*
- Suggest that farmers find more on-farm help to alleviate stress and/or workload
    - *It can be very challenging to find qualified, reliable employees*
    - *Employees are not always able to take on the duties of the owner-operator*
- Presume that you know what the farmer needs, what they are thinking, or what they need to do

FOLLOW-UP: *WHAT DO YOU DO WHEN YOU LEAVE THE FARM?*

Once the crisis response is complete, you should ensure that all of the documentation has been handed over to the farmer.

Leave behind copies of any documents, handouts, and guides that you have created to ensure that they can revisit them if any questions emerge. If you have been given access to any additional documents, ensure that you also hand those over to the farmer; do not retain copies of confidential documents (e.g. bank documents, contracts, etc.).

Review any active checklists with the farmer to ensure that they understand what needs to be done and have capacity to take the next actions.

As a crisis liaison, your primary objective is to ensure that the farmer's mental health and wellbeing is supported, both during and after the crisis. Based on your interactions with the farmer, connect them with mental health resources and providers who may be able to provide them with sustained care and support. If the farmer is unwilling to accept these connections and resources at the time you offer them, ensure that you leave behind information on how to find them in the future.

CANADIAN CENTRE FOR

AGRICULTURAL WELLBEING

RESOURCES & CONTACTS

PORK COMMODITY GROUPS

Alberta

Alberta Pork
780-474-8288
https://www.albertapork.com/

British Columbia

British Columbia Pork
604-287-4647
https://www.bcpork.ca/

Manitoba

Manitoba Pork
204-237-7447
https://www.manitobapork.com/

New Brunswick

New Brunswick Pork
506-458-8051
https://www.porcnbpork.nb.ca/

Nova Scotia

Pork Nova Scotia
902-893-7455
https://porknovascotia.ca/

Ontario

Ontario Pork
519-767-4600
https://www.ontariopork.on.ca/

Québec

Les Éleveurs de porcs du Québec
450-679-0530
https://www.leseleveursdeporcsduquebec.com/

Prince Edward Island

PEI Hog Commodity Marketing Board
902-892-4201
https://peipork.com/

Saskatchewan

Sask Pork
306-244-7752
https://www.saskpork.com/

POULTRY COMMODITY GROUPS

Alberta

Alberta Chicken Producers
780-488-2125
http://chicken.ab.ca/

Alberta Turkey Producers
780-465-5528
https://albertaturkey.com/

Egg Farmers of Alberta
403-250-1197
https://eggs.ab.ca/

British Columbia

British Columbia Chicken Marketing Board
604-859-2969
https://bcchicken.ca/

British Columbia Turkey Marketing Board
604-534-5644
https://bcturkey.com/

British Columbia Egg Marketing Board
604-556-3348
https://bcegg.com/

Manitoba

Manitoba Chicken Producers
204-488-4603
https://www.manitobachicken.ca/

Manitoba Turkey Producers
204-489-4635
https://www.mb.canadianturkey.ca/
Manitoba Egg Farmers
204-488-3544
https://eggs.mb.ca/

New Brunswick

Chicken Farmers of New Brunswick
506-452-8085
https://pouletnbchicken.ca/

Turkey Farmers of New Brunswick
506-451-2121
https://nb.canadianturkey.ca/

Egg Farmers of New Brunswick
506-458-8885
https://nbegg.ca/

Newfoundland & Labrador

Chicken Farmers of NL
709-747-0544
https://nlchicken.ca/

Egg Farmers of NL
709-722-2953
https://nleggs.ca/

Nova Scotia

Chicken Farmers of Nova Scotia
902-681-7401
https://nschicken.ca/

Turkey Farmers of Nova Scotia
902-582-7822
https://turkeyfarmersofnovascotia.com/
Egg Farmers of Nova Scotia
902-582-7822
https://turkeyfarmersofnovascotia.com/

Ontario

Chicken Farmers of Ontario
905-637-0025
https://www.ontariochicken.ca/en/

Turkey Farmers of Ontario
519-748-9636
https://turkeyfarmers.on.ca/

Egg Farmers of Ontario
905-858-1589
https://getcracking.ca/

Québec

Éleveurs de volailles du Québec
450-679-0530
https://volaillesduquebec.qc.ca/

Fédération des producteurs d'œufs du Québec
450-679-0530
https://oeuf.ca/

Prince Edward Island

Chicken Farmers of PEI
902-218-1872

Egg Farmers of PEI
902-892-8401
https://eggspei.ca/

Saskatchewan

Chicken Farmers of Saskatchewan
306-242-3611
https://saskatchewanchicken.ca/

Turkey Farmers of Saskatchewan
306-931-1050
https://saskturkey.com/

Saskatchewan Egg Producers
306-664-4131
https://saskegg.ca/

NATIONAL AGRICULTURE

General

Canadian Food Inspection Agency / Agence canadienne d'inspection des aliments
226-217-1200
https://inspection.canada.ca/eng/1297964599443/1297965645317

Pork-Related

Canadian Pork Council / Conseil canadien du porc
613-236-9239 or 1-800-300-1825
https://www.cpc-ccp.com/default

Canada Pork / Porc Canada
613-236-9886
https://canadapork.com/

Poultry-Related

Chicken Farmers of Canada
613-241-2800
https://www.chickenfarmers.ca/

Turkey Farmers of Canada
613-812-9326
https://turkeyfarmersofcanada.ca/

Egg Farmers of Canada
https://eggfarmers.ca/

MENTAL HEALTH

Do More Ag - Crisis Contacts
https://www.domore.ag/crisis-contacts

HANDOUT 1

The blank pages that follow are meant to be a tool to help you keep track of information gathered from each contact, so you can compile and synthesize their responses in one place to inform a crisis response plan.

A. CRISIS INFORMATION

Veterinarian ***(Refer to list of questions on pgs. 22-24)***	
Commodity Groups ***(Refer to list of questions on pgs. 25-27)***	
Federal and Provincial Agencies ***(Refer to list of questions on pg. 28)***	

B. FARM HISTORY

Veterinarian ***(Refer to list of questions on pg. 22-24)***	
Commodity Groups ***(Refer to list of questions on pg. 25-27)***	
Family Members ***(Refer to list of questions on pg. 29-31)***	
Friends and Neighbours ***(Refer to list of questions on pg. 32-33)***	

C. FARM OPERATIONS

Veterinarian ***(Refer to list of questions on pg. 22-24)***	
Commodity Groups ***(Refer to list of questions on pg. 25-27)***	
Family Members ***(Refer to list of questions on pg. 29-31)***	
Friends and Neighbours ***(Refer to list of questions on pg. 32-33)***	

D. FARMER HEALTH AND WELLBEING

Veterinarian ***(Refer to list of questions on pg. 22-24)***	
Commodity Groups ***(Refer to list of questions on pg. 25-27)***	
Family Members ***(Refer to list of questions on pg. 29-31)***	
Friends and Neighbours ***(Refer to list of questions on pg. 32-33)***	

E. ANIMAL HEALTH AND WELLBEING

Veterinarian ***(Refer to list of questions on pg. 22-24)***	
Commodity Groups ***(Refer to list of questions on pg. 25-27)***	
Federal and Provincial Agencies ***(Refer to list of questions on pg. 28)***	
Family Members ***(Refer to list of questions on pg. 29-31)***	
Friends and Neighbours ***(Refer to list of questions on pg. 32-33)***	

F. FINANCES

Commodity Groups

(Refer to list of questions on pg. 25-27)

Family Members

(Refer to list of questions on pg. 32-33)

G. INSURANCE

Commodity Groups

(Refer to list of questions on pg. 25-27)

Family Members

(Refer to list of questions on pg. 29-31)

H. ON-FARM SUPPORT

Veterinarian ***(Refer to list of questions on pg. 22-24)***	
Family Members ***(Refer to list of questions on pg. 29-31)***	
Friends and Neighbours ***(Refer to list of questions on pg. 32-33)***	

HANDOUT 2

The blank table below can be used as a tool for you to collect all action items related to the crisis response and track progress (refer to guidelines on page 35).

Task	Priority level	Key contacts	Assigned to	Complete by	Notes

HANDOUT 3

The blank table below can be used to collect contact information for all suppliers and/or dealers and track ongoing communications and follow-ups (refer to guidelines on page 36).

Supplier	Contact information	Assigned to	Date contacted	Follow-up?	Notes
Feed					
Shipping					
Equipment					
Processor					
Other					

HANDOUT 4

The blank table below can be used to collect information on financial commitments, stakeholders, and potential supports that can be offered to the farmer to alleviate stress during crisis (refer to guidelines on pages 37-38).

Stakeholder	Contact information	Existing commitments	Resources, coverage, and accommodations available	Contact by
Feed supplier				
Shipping supplier				
Equipment supplier				
Processor				
Other supplier(s)				

Stakeholder	Contact information	Existing commitments	Resources, coverage, and accommodations available	Contact by
Financial institution(s)				
Farm insurance				
Health insurance				
Medical professionals				
Community support				