

FarmSalus

Resource Guide

For rural professionals, catchment groups and agricultural extension teams.

beef+lamb new zealand

HILL COUNTRY FUTURES

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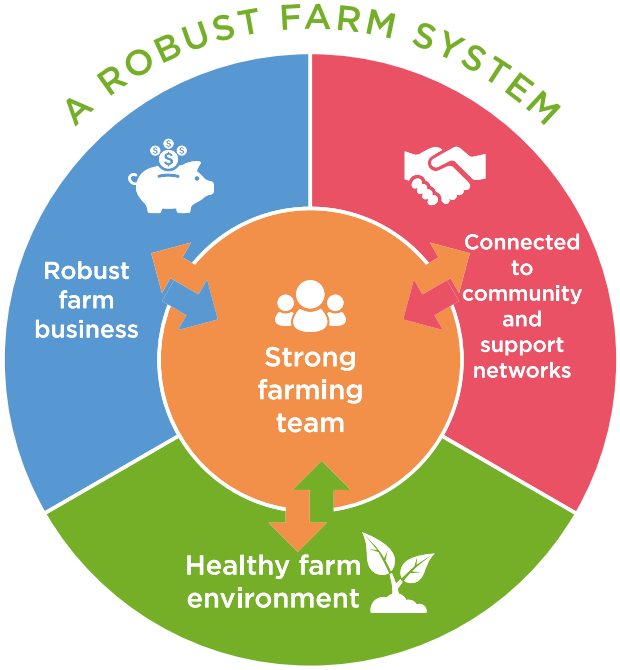
SECTION 1: An Introduction to FarmSalus

There are many agricultural support projects and programmes which are designed to support farmers through information and advice. As agriculture has become more specialised, however, the information and advice reaching farmers has become more complex and specific. The sheer volume of information being generated, combined with its increasing specialisation, can leave farmers trying to make sense of multiple messages that feel fragmented, overwhelming, or at times contradictory. FarmSalus was created to respond to this challenge.

Developed with farmers and tested in real-world programmes, FarmSalus brings the whole farm system back into perspective. It is a simple, farmer-informed framework that helps individuals, advisors, and organisations better understand what is working, where pressure sits, and where support can make the greatest difference.

Using practical, human-centred prompts, FarmSalus helps people explain their context more clearly and supports more grounded, useful conversations about their farming futures. It can be used for reflection, planning, reporting, and action, whether in one-on-one conversations, workshops, or wider programme design.

FarmSalus can be used in small or big ways, but even small shifts in how we see the farm system, can change what becomes possible for farmers, farming, and rural communities.



The FarmSalus Framework helps people consider the whole farming system through four connected aspects. It can be used to hold structured conversations about farming contexts, pressures, and support needed. By considering all four connected aspects together, FarmSalus promotes a systems view, helps avoid fragmented thinking and supports a more complete understanding of farming contexts.

Why use FarmSalus

- Supports farmer-led decision-making
- Technical advice works best when the wider context is understood
- Designed to fit into busy work schedules
- Keeping the whole farm system in view leads to better decisions
- Research-informed and field-tested
- Free, accessible, and easy to use.

FarmSalus

Supporting decision making across all aspects of farming

1:1 Conversations

- **Advisors & farmers**
- **Quick check-ins**
- **Farm planning**

Group Meetings

- **Catchment groups**
- **Strategic planning**
- **Group check-ins**

Programmes & Projects

- **Extension programmes**
- **Farmer led approach to strategy, design and reporting**



How to use FarmSalus in different scenarios

Using FarmSalus

FarmSalus can be used in different ways depending on the facilitator, the purpose of the conversation and the mode of communication and outreach.

1. **FarmSalus is a flexible framework** that can be applied in different ways depending on who is using it, the setting, and the purpose of the conversation. Whether you are working one-to-one, facilitating a group, or designing a wider programme, it provides a practical way to keep the whole farming system in view.

2. **FarmSalus is designed to work alongside existing practices.** It is designed to add value to the conversations, tools, and processes already in use by providing a simple, flexible framework to guide conversations. The FarmSalus structure enables users to identify and understand the connections between pressures, priorities and support needs, leading to clearer discussions.

3. **FarmSalus has been designed to be simple, accessible and flexible.** The framework can be used for something as small as a short conversation or as large as a multi-year project plan.

Common contexts for using FarmSalus

Supporting one-to-one conversations (rural professionals and advisors)

FarmSalus can be used to strengthen conversations you are already having with farmers by helping to make connections across the whole farm system more visible.

It can support advisors to:

- Explore how different parts of the farm system interact
- Guide farmer-led reflection on priorities and pressures
- Identify realistic, context-specific next steps.

For quick conversations, The FarmSalus Quick Check-In provides a simple way to open meaningful discussion in a short amount of time.

Where there is more time available, the resource The FarmSalus Scan offers a deeper way to explore specific areas of the system.

Supporting group discussions (catchment and community groups)

FarmSalus can be adapted to support facilitated group conversations and planning processes, particularly where multiple perspectives and priorities need to be brought together.

It can be used to:

- Guide strategic discussions and shared goal setting
- Support regular “check-ins” on how a group is tracking
- Explore the conditions that help groups stay strong and effective over time.

In group settings, FarmSalus provides a shared structure for conversation, helping participants connect different aspects of their work without overcomplicating the process.

Supporting projects and programmes (extension teams and organisations)

FarmSalus can be used to strengthen project and programme design, delivery, and reflection by keeping farmer realities and system interactions visible throughout.

It can support teams to:

- Design initiatives that align with the realities farmers are navigating
- Deliver advice and activities that are practical and context-aware
- Reflect on progress across the whole farm system, not just technical outcomes.

Used in this way, FarmSalus helps shift focus from what is being delivered to how it is experienced and applied, supporting more effective and enduring outcomes.



SECTION 2: Instructions for using FarmSalus

This section of the guide contains resources that support the use of the FarmSalus framework. FarmSalus can be used in meetings, workshops or project planning sessions. The resources in this section can be utilised individually or together in any combination.

Guidance on how to use FarmSalus

The FarmSalus Quick Check-In p6
FarmSalus Quick Check-In is a resource to support one-on-one and workshop conversations. Ideal for rural advisors wanting to talk to farmers about where their time and energy is being invested. A quick way to hear farmer views and gain insight into strengths and pressure points.

The FarmSalus Scan p8
The FarmSalus Scan often used as a follow up after the Quick Check-In resource. It provides a structured way to take a deeper dive and talk through each component of the farm system.

Turning Insight into Action p13
The Turning Insight into Action resource is a worksheet with a series of prompts to generate a list of practical actions from a discussion. This worksheet can be completed as a written exercise or simply used as a conversational prompt.

Catchment Group Support p14
Recommendations on how to adapt the FarmSalus resources for use by catchment groups.

Using FarmSalus in Projects and Programmes p17
Recommendation on how to apply the FarmSalus framework and resources in the design and delivery of extension projects and programmes.

Facilitators' Guidance: A Robust Farm System p20
Background notes for advisors and facilitators on the terms that are commonly used in the FarmSalus resources.



Where to go for more support

External Organisations p21
A list of organisations and contact details for additional support related to farmer health and wellbeing.

FarmSalus Quick Check-In

Never used the FarmSalus Framework before? Start here.
This check-in exercise can take as little as 10 minutes.

It is a simple way to for rural advisors to hold a structured conversation that gets below the surface and asks farmers what matters most to them.

Purpose

A quick conversational exercise that helps a farmer to identify where strengths, pressures and opportunities exist across the entire farm system.

Instructions

1. Introduce the FarmSalus framework

Show the diagram of the FarmSalus framework and explain that it splits the farming system into four interconnected parts. Name the parts and give the key message: changes in one part of the system can influence what happens in the others.

2. Ask an open question:

"Looking at the four parts in this FarmSalus Framework, where is most of your time and energy going at the moment?"

Suggested follow-up prompts:

- Which part of the farm system feels strongest right now?
- Which part feels under the most pressure?
- If one part is improved, what would make the biggest difference?

If a visual prompt is needed, a simple diagram such as four buckets can be drawn and labelled to represent the four parts of the FarmSalus Framework. This can be used with the instruction:

- Can you fill in each bucket to represent how much time you spend thinking about each one.

3. Explore a little deeper

Having got a sense of what is happening across the farm system, drill down a little more. The aim here is to support farmer-led understanding of how their own farming system is functioning and where external support may be helpful. Try to ask open ended questions, rather than offer advice. Some example questions with follow up prompts are:

- How are things feeling for you at the moment?
  - What is giving you energy? What feels draining?
- How comfortable do you feel about the business at the moment?
  - What financial pressures are on your mind?
- What parts of the farm system are working well?
  - Are there any environmental challenges creating pressure?
- Who do you turn to when making decisions?
  - Do you feel well supported?

4. Encourage reflection on the connections between different parts of the farm system

Again, try to ask open ended questions. Some suggestions are:

- If this area improved, what else might improve?
- If pressure increases here, where else might it show up?
- What support might make the biggest difference?

5. Wrap up the conversation by identifying a practical next step

The intention of FarmSalus is to end conversations with a practical outcome. A suggested conversation wrap-up is: **"What is one step that would move things in the right direction for you right now?"**

- Who could support you with that step?
- What else do you need to be in place?

Where is most of your time and energy going at the moment?

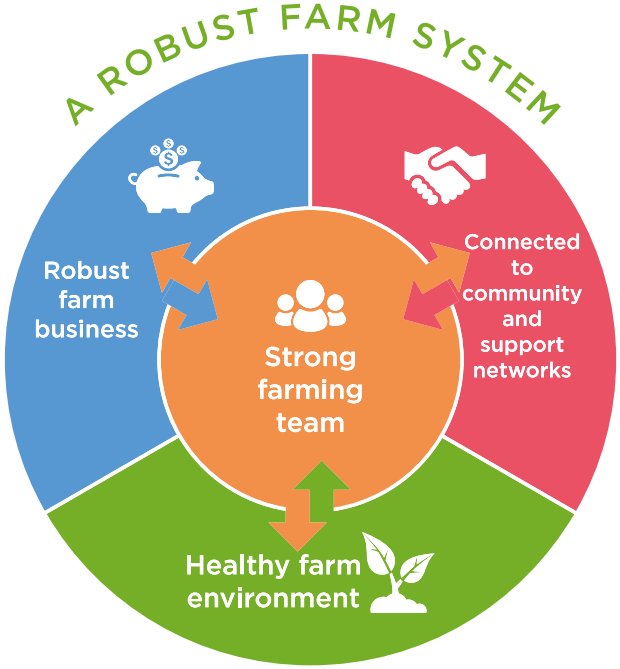
A farm system can be viewed as having four parts. These are interconnected:

Farmer or farming team
Energy, motivation, decision-making capacity.

Farm business
Financial sustainability and long-term viability.

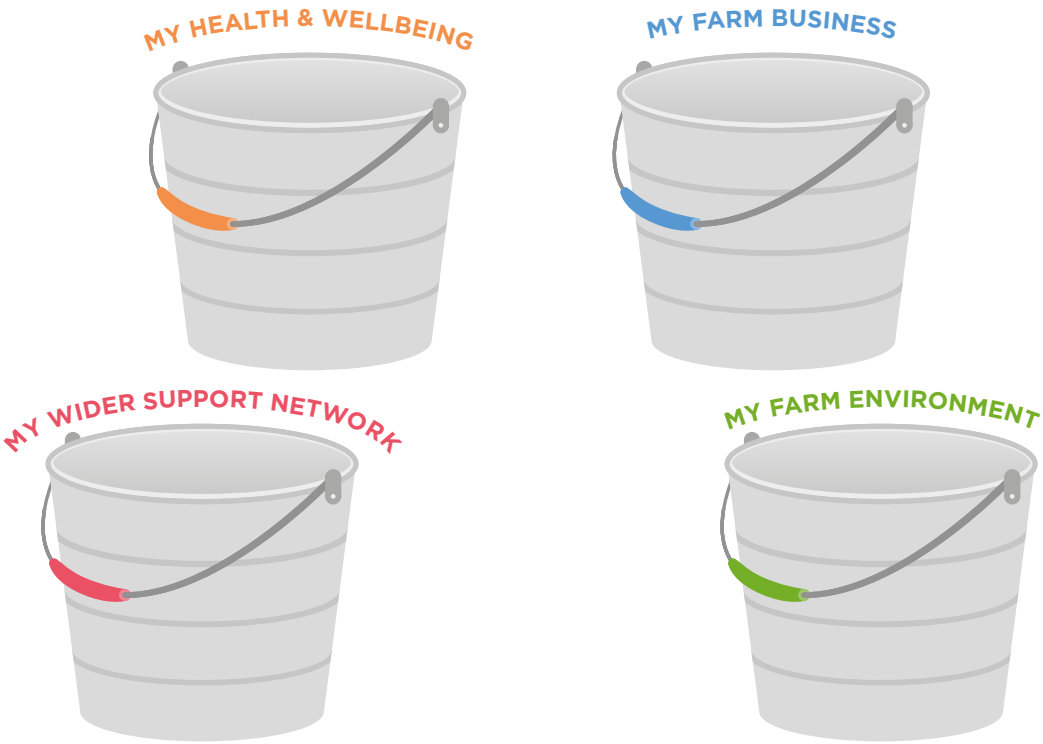
Support networks
Family, community and farm advisors

Farm environment
Animal health, soils, water, biodiversity.



Where do you invest your energy?

Each of the buckets below represents a part of a robust farm system.
Fill in each bucket to represent how much time you spend thinking about each one.



A question to think on....

If you could make one investment of time and energy, where would it be?

The FarmSalus Scan

Purpose

The FarmSalus Scan provides a structured way to explore each part of the farm system using four short survey-like sets of questions. It can be used in one-to-one conversations between farmers and advisors, or as a personal reflection exercise in a facilitated group setting.

The FarmSalus scan is not a diagnostic tool, and it does not produce a score. It is best viewed as a set of conversation prompts that helps surface where strengths exist, where pressure may be emerging, and where support may be helpful.

Instructions

1. Select the part of the farm system that the farmer would like to discuss first

We recommend selecting the parts of the farm that the farmer view as their priority. If you are unsure which part of the farm system to work with, use the FarmSalus Quick Check-In resource to gain insight about the farmer's priorities.

2. Facilitate the farmer to work through the sheet of questions

Choose a question to start with. Ask the farmer to mark an "x" on the scale where they think it would be the best fit for them. Normally facilitators will ask farmers to work through all questions on the sheet before moving onto discuss the responses. In some instances, for example where there is a lot of deliberation, facilitators may prefer to hold a short discussion after the completion of each question.

3. Prompt reflection and discussion

The intention of the FarmSalus scan is to prompt reflection and conversation, not assign numbers or score issues in any way. With that in mind, the reflection after completion of the questions is the most important part of this. Some suggestions for reflection questions are:

- What did you notice when completing this scan activity? Is this what you expected?
- Where do you see challenges? Where are the strengths?
- What support do you think would be helpful to you?
- Who is best placed to provide this support?

FarmSalus Scan: Farm Business

FarmSalus

For each statement, mark roughly where you feel things sit at the moment.

Cost of regulation

I have no concerns about the costs of regulation, it's BAU.

I'm concerned about rising costs of regulation and the impacts on my business.

Personal risk profile

I am comfortable taking on more risk with my farm business, walking close to the edge does not bother me.

I prefer to play it safe and take less risks with my farm business.

Current business risk

There is low risk in my farm strategy.

There is high risk in my farm strategy.

Coping with the markets

I'm confident that my farm business can soak up market volatility.

I don't know how my business will cope with market volatility.

Farm Finances

I sleep well, I am content with my finances and feel in control.

I worry about farm finances and feel uncertain about the future.

Prepared for farm succession

I feel at ease about the future of the farm. I've got an agreed plan in place for the next generation / next step.

I feel uneasy about the future of the farm. It's really hard to talk about it.

Adaption and change

I feel open to making changes, it's part of the natural way of things.

I am comfortable with the status quo. I have no need to make changes.

Overall, how are things with your farm business?

100% happy.
Content and proud.

Very worried.
Things are not good at all.

What else about your farm business is on your mind?

What impacts is this having?

FarmSalus Scan: Farm Environment

FarmSalus

For each statement, mark roughly where you feel things sit at the moment.

Your animals

I'm very proud of our animals, they're doing as well as they could be.

There's room for improvement, my animals aren't doing as well as they could be.

Increasing weather variability

I feel prepared and comfortable with how the farm and animals will cope with changes in weather

I am very concerned about how the farm will be affected with variability in the weather and seasons.

Being present in the environment

I frequently pause and appreciate the environment on the farm.

I don't usually pause to appreciate the environment on the farm.

Observing the environment

I believe it's important to observe the farm environment. I change my management practices based on what I see.

The health of the farm environment does not really influence my farm practices.

Environmental work and planning

My journey towards making environmental improvements are well underway. This is part of how we farm and is a high priority here.

This is not really a priority here. I don't invest a lot of time in environmental improvements.

Overall thoughts about farm animals and environment

Life is good. The way I farm suits me well. The farm is going well and I am going well.

How I am farming doesn't really suit me. There's a lot I want to change.

What else about your farm environment is important to you?

How is this impacting you?

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FarmSalus Scan:
Farmer or Farming Team

FarmSalus

For each statement, mark roughly where you feel things sit at the moment.

Physical Health

I am feeling fit, healthy and pain free. — My physical health is holding me back.

Energy and motivation

I feel rested and energetic. — I feel tired and lethargic.

Feeling understood and valued

I feel totally understood. People understand and value farming. — I feel misunderstood. People don't really understand or value farming.

Stress and worry

My stress and worry levels feel healthy. I can deal with stress in a healthy way and move on. — My stress and worry feel unhealthy. It is impacting my health, thoughts, relationships, and sleep.

Enjoyment

I have a lot to look forward to. I have a huge sense of enjoyment and fun. — I haven't had fun in ages. I don't feel that I've that much to look forward to at the moment.

Connected

I'm social and feel connected to my community. — I feel a bit isolated. I'm not that social at the moment.

Decision making

I know my priorities and can make decisions efficiently. — It's hard to know what to do next. I'm unsure, there's a lot of options.

Overall, how are you tracking?

I'm going great. — If I'm honest, not too good.

What else is on your mind right now?

FarmSalus Scan:
Community & Support Networks

FarmSalus

For each statement, mark roughly where you feel things sit at the moment.

Trusted information

I know where to go to find information that will support my goals and aspirations on the farm.

I'm sceptical about a lot of information that is supposed to help me. It's hard to find trusted information.

Trusted partners

I've got really robust relationships with the people who support me and my farm business. They've got the best interests of me and the farm at heart.

It's really hard to find trusted partners. Farm advisors don't seem truly independent and I'm not sure I trust their advice.

Community

My community is cohesive and flourishing.

My community is fragmented and in a state of decline.

Society

What we need and how we farm is well supported by society.

I wish there was better support for farming from wider society

Overall, how are things with you support networks?

(Friends/whānau/community)

No concerns at all. My support team on and off the farm is exceptional.

I feel like I go it alone. I don't have many people that I can rely on for help.

What else about your community and support networks is important to you?

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Turning Insight to Action

Purpose:

After exploring the different parts of the farm system, it is useful to pause and identify one practical step forward.

This exercise is a facilitated conversation that helps translate discussion into action. The conversation prompts will be useful for facilitators that want to support farmers in identifying priorities and focusing on a step that feels realistic and achievable.

The aim here is not to try to solve all challenges at once. Instead, this exercise helps farmers to identify one practical step that moves them and their farm system in a positive direction.

Leading a facilitated conversation

After exploring the challenges and opportunities in different parts of the farm system, advisors and facilitators can work through the following conversation prompts to identify priorities and next steps.

- What is already working and what would happen if that was lost or compromised?
- What part of the system would make the biggest difference if it improved?
- What would success look like?
- What is currently getting in the way?
- What is within your control right now?
- What is the first step you could take?

When holding this conversation, the aim is to end with a small, practical and achievable next step. Advisors and facilitators are encouraged to keep the conversation focused on practical steps. Some useful follow-up prompts to encourage a focus on practical action are:

- What is one thing that would make this next month easier?
- In our earlier conversation you identified _____ as a top priority for you, what would progress in that area look like from your perspective?
- Who would be helpful to involve?

Catchment Group Support

The FarmSalus framework can be adapted for use with catchment groups to facilitate conversations that recognise the importance of the "people factors" needed to keep each group strong and resilient.

Why FarmSalus works well for catchment groups

FarmSalus was originally developed for rural professionals to support one-to-one conversations with farmers but can be easily adapted to use with catchment groups and other collaborative initiatives.

An adapted version of the FarmSalus can be a used by catchment groups to provide a simple framework to guide conversations about priorities, pressures, opportunities and the factors that help groups remain strong over time.

Getting Started: Adapt the framework to fit your catchment group(s)

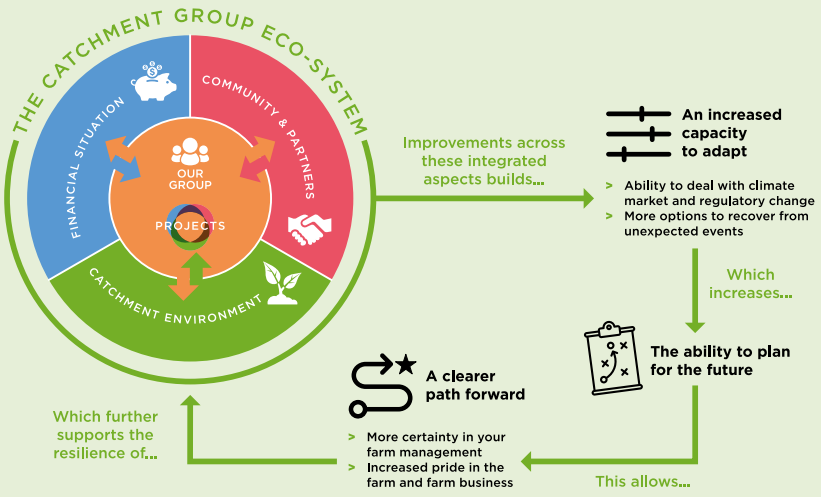
Although the FarmSalus framework was originally designed for farm systems, it was intentionally developed to be flexible and adaptable and catchment groups are encouraged to adjust the language or aspects of the framework so that it reflects their own context and priorities.

Introduce the framework as a starting point and invite group members to discuss whether the four aspects represent their system.

Suggested prompts include:

- When thinking about the different components of our catchment group, does this framework capture what is important to us?
- Are our cultural, environmental, or community dimensions represented?
- Do we need to adapt the language or add another aspect, so the framework reflects our context?

This conversation allows the group to develop shared ownership of the framework before using it in discussions or planning.



An example of how the FarmSalus framework can be adapted for use by a catchment group. We recommended using the FarmSalus framework as a starting point for conversations about the "people factors" that keep catchment groups strong and resilient. The FarmSalus resources were designed to be adaptable, and the language and aspects of the framework can be changed to represent the values and perspectives of each groups own unique context.

Ensure that your group has a shared understanding of the language in the framework

When working with a group, it will be important to have a shared understanding of the wording used in the framework.

Take time to discuss what each aspect means for the individual in your group and agree on a common definition.

Emphasise the interconnections between the aspects of the FarmSalus framework

The strength of the FarmSalus approach lies in understanding how the four-aspects of the framework interact.

When facilitating group discussions, encourage participants to explore links between the different parts of the catchment system.

Some conversations prompts are:

- If we see improvements in this aspect, what else would strengthen?
- If this aspect is under pressure, where else will we feel it?
- What small change in one aspect could unlock progress in another?

Use FarmSalus resources for a "check-in" conversation

FarmSalus can be used as a simple, structured check-in during a committee meeting or planning session. It provides an easy way to reflect on how the group is tracking across all aspects of the catchment group ecosystem.

Regular check-ins using the FarmSalus framework can be incorporated into your groups planning and reporting processes. This could be as simple as a short five-minute check-in at each board meeting or as involved as a full day workshop as part of an annual strategic planning process.

Rather than aiming to do a formal assessment, you could use the FarmSalus framework in a group meeting to ask:

- What is working well for us right now?
- What feels under pressure or stretched?
- What is one practical priority for strengthening over the next 6–12 months?

Identify the "people factors" that are important to your group

A great way to use the FarmSalus framework with a group is to identify the "people factors" for each aspect that led to your group being robust and strong. These factors are not pre-defined leaving scope for catchment groups to define what matters most in their own context.

For example, under "Our group", your group might identify factors such as stable leadership, committed volunteers, etc. as the things that are important to keep you strong into the future.

A simple way to identify the "people factors" is to do a brainstorm exercise for each aspect. Suggested brainstorm prompts are:

- When thinking about the long-term future of our group, what are things that we need to put in place?
- Which of these would we consider to be about the people in our group or wider community?
- Imagining the best possible future for our group, what is happening? Who are the people involved and what are they doing?

Assess and prioritise action

Having identified the people factors, facilitators can lead a discussion on what is working well and what is not working well for each aspect and factor. This could be done through a facilitated group conversation or a more structured facilitated voting technique to gather individual views before going into a group discussion to decide on priorities and actions.

Keep the focus on staying strong and robust into the future

The FarmSalus approach places people at the centre of the farm system or catchment group ecosystem and prompts a review of the wellbeing of these people. The word "wellbeing" can be off putting for some people because it can imply that there is a challenge that needs to be fixed. When using FarmSalus to facilitate group conversations, keep the focus positive by using words such as "robust" or "strong". This tends to be more engaging than a focus on wellbeing and ensures that the focus of the workshop is maintaining strength in the group.

Example questions for group facilitators:

- What keeps our catchment group strong and functioning well?
- Where are we already robust and performing well?
- What could strengthen us further over the next two to three years?

Use an external facilitator when possible

An independent person can create a neutral space, encourage quieter voices to contribute, and help the group navigate sensitive topics such as leadership capacity, funding pressure, or succession.

Feedback from FarmSalus workshops with catchment groups suggests that having an external facilitator to guide meeting discussions led to faster, clearer action planning.



Using FarmSalus in Projects and Programmes

FarmSalus can be used to support the design and delivery of agricultural projects and programmes by helping teams understand how different parts of the entire farm system interact. Many agricultural extension projects are focused on adoption of new tools or technologies. The success of adoption often depends on how well the new tool accommodates the realities and limitations that farmers face. Using FarmSalus as a check-in tool throughout the project life cycle ensures that farming realities will not be overlooked.

Integrating FarmSalus across the project lifecycle

FarmSalus can support all stages of a project or programme lifecycle. The framework provides a consistent way for programme teams to keep the whole farm system and the people within it in view throughout its life, from scoping and designing the programme through to evaluating its success. The FarmSalus resources prompt the question "how can we better support the farmers within this system" and keep this question front of mind through project design, delivery and evaluation.

Supporting stronger programmes

When used across the project lifecycle, FarmSalus helps programme designers and delivery teams maintain a clearer view of the wider system within which their initiatives operate.

By encouraging conversations about how different parts of the system interact, the framework can help programmes remain practical, responsive, and grounded in farmer realities.

In this way, FarmSalus becomes a tool for strengthening programme design, improving delivery, and supporting project outcomes that will remain effective over time.

Programme scoping and design

During the early stages of programme development, FarmSalus can help teams build a clearer understanding of the system they are working within.

Programme designers can use the framework to explore questions such as:

- What are all of the positive things already happening in this community?
- What pressures are farmers currently managing within their farm systems?
- How might these pressures influence their ability to engage with this programme?
- What support networks do farmers rely on?
- Are there system constraints that could affect adoption or participation?

Using the framework during programme scoping helps ensure initiatives are designed with a realistic understanding of the context farmers are operating in.

This can reduce the risk of programmes that are technically sound but difficult to implement in practice.

Programme delivery

During programme delivery, FarmSalus can help extension practitioners and delivery teams align technical advice with farmer realities.

Using the framework in conversations with farmers and rural professionals can help identify how technical recommendations interact with other parts of the farm system.

For example, delivery teams may explore questions such as:

- How do proposed changes interact with existing farm management pressures?
- Are there practical constraints affecting implementation?
- What types of support would make these changes easier to implement?

These conversations help ensure that programme delivery remains responsive to the conditions farmers are navigating.

Communication and engagement

FarmSalus can also support the design of communication and engagement approaches within projects and programmes.

Messages that align with farmers real life experiences are often more effective than messages that focus solely on technical outcomes.

The framework can help programme teams consider:

- How technical messages connect to farmer priorities
- Whether advice reflects the wider realities farmers are managing
- How communication can strengthen confidence and decision-making.

Framing communication in ways that acknowledge the broader farm system can help programmes develop messages that feel relevant and credible to farmers.

Monitoring, reflection, and learning

FarmSalus can also support programme monitoring and learning.

Rather than relying solely on technical indicators, programme teams can use the framework to reflect on progress across the four parts of the farm system.

Examples of reflective questions include:

- What aspects of the programme appear to be working well?
- Where are participants experiencing pressure or uncertainty?
- What adjustments could strengthen programme outcomes?

These reflections can help programme teams identify emerging challenges early and adapt delivery approaches over time.

This type of reflection can be particularly valuable in complex programmes where technical, economic, and social factors interact.

System insights that FarmSalus conversations can reveal

When FarmSalus is used across a programme, the conversations it generates often reveal patterns that are difficult to see through technical monitoring alone. These insights can help programme teams better understand how their initiatives are interacting with farm systems and rural communities.

Examples of insights that may emerge include:

1. Adoption barriers that are not technical

Barriers to change are often not related to the technical solution itself, but to factors such as workload pressure, financial uncertainty, timing constraints, or limited advisory support.

Understanding these dynamics can help programmes adjust delivery approaches so that solutions are more practical for farmers to implement.

2. Pressure points within farm systems

FarmSalus discussions can reveal where farmers may be experiencing pressure across different parts of their systems. For example:

- Financial uncertainty may affect willingness to invest
- Labour shortages may affect implementation capacity
- Family or community pressures may influence decision-making.

Recognising these dynamics can help programme teams avoid unintentionally increasing pressure on farmers.

3. Gaps in support systems

FarmSalus conversations may also highlight gaps in advisory networks or support services.

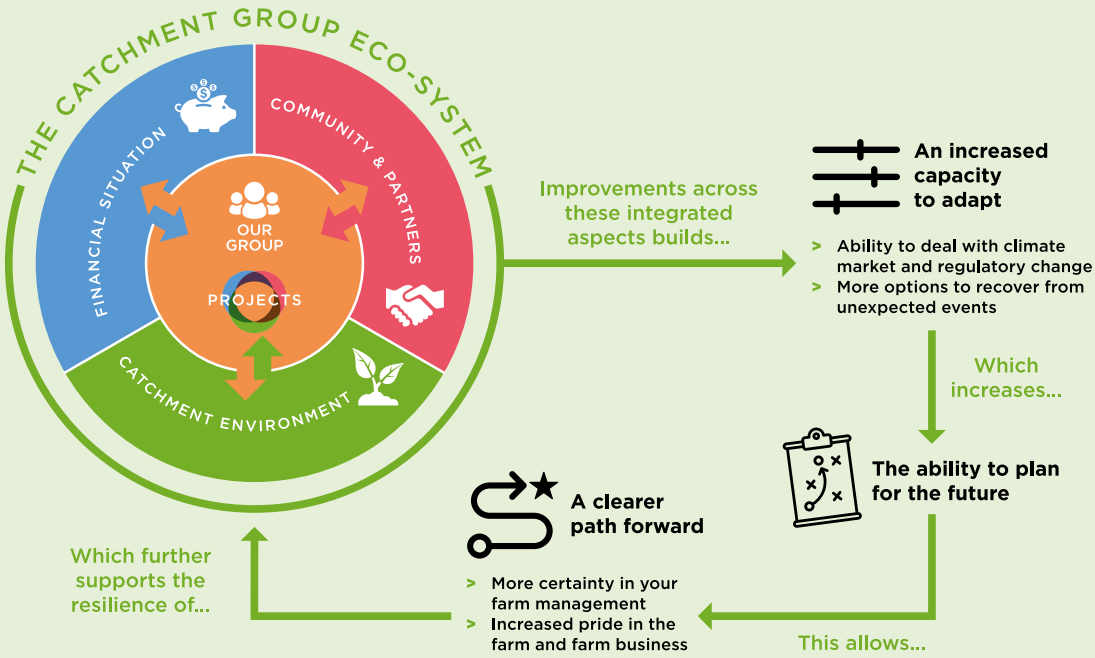
These insights can help programme teams identify where:

- Additional advisory coordination may be helpful
- Peer learning networks could strengthen confidence
- Partnerships between organisations could improve support.



Facilitators' Guidance: A Robust Farm System

Purpose **This sheet is intended as background information for advisors and facilitators who are using FarmSalus. It is not a worksheet.**



What do we mean by a robust farm system

A robust farm system is a positive and practical way to describe a resilient farm business. In a robust farm system, farmers or farming teams are supported by strong foundations across the business, environment, social networks, and personal wellbeing. This enables them to respond to challenges as they arise and make decisions with confidence, without feeling constantly stretched or overwhelmed. A robust farm system can prepare for, cope with, and recover from unexpected events or periods of rapid change because its economic, social, environmental, and personal foundations are cared for holistically, with sufficient buffers in place to absorb shocks.

What makes a farm system robust?

We acknowledge that every farm is different, and there is no single pathway to making a farm system more robust. What is clear, however, is that good farmer wellbeing is a core part of any robust farm system. When farmers have the time, capacity, and support to look after themselves and their team the robustness of the farm business and other aspects of the farm system are strengthened. The farming team can be thought of as sitting at the centre of a robust farm system. A decline in farmer wellbeing can lead to impacts that ripple through the wider farm system, impacting the farm business, farm environment and time spent in their local community.

How can we assess if a farm system is robust?

We understand that farming involves balancing many demands at once, including farm finances, family life, environmental responsibilities, stock needs, staffing pressures, and life beyond the farm gate. When these needs are supported and kept in balance, the farm system is generally more robust and better positioned to withstand unexpected events.

Maintaining the balance in a farm system is ongoing work and it is not always easy to see where the weak spots are. The FarmSalus framework provides a structured way to introduce systems thinking into agribusiness conversations, helping farmers, farming teams, and advisors explore how different parts of the farm system interact, and where things are working well or under pressure. Under the FarmSalus Framework, resources have been developed that can help guide targeted conversations ending in an assessment of what is going well or not so well across the whole farm system.

Where to go for more support

It's always okay to ask for more support. If you need to talk to someone, or someone you know needs help, these resources might assist.

Level 1: Self-care and helping others	
FarmStrong	**www.farmstrong.co.nz** for wellbeing tips
Rural Support Trust	**www.rural-support.org.nz** - rural people helping rural people
Māori Health Providers	**www.terauora.com/directory-maori_provid** - Māori health provider directory
Te Whatu Ora Keeping well	**www.healthnz.govt.nz/health-topics/keeping-healthy**
Men's Health	**www.menshealth.org.nz**
Mental Health Foundation	**www.mentalhealth.org.nz** for information about working toward recovery

Level 2: Professional care – but it's not an emergency		
1713 to talk to a trained counsellor for free	1737 - call or text 24/7	**www.1737.org.nz**
Depression Helpline	0800 111 757 or free text 4202 - 24/7	**www.depression.org.nz**
LifeLine	0800 LIFELINE (0800 543 354) or free text HELP (4357) - 24/7	**www.lifeline.org.nz**
Youthline	0800 376 633 or free text 234	**www.youthline.co.nz**
Outline for rainbow specialist counselling	0800 OUTLINE (or 0800 688 5463) 6-9pm	**www.outline.org.nz**
Alcohol Drug Helpline	0800 787 797 10am-10pm	**www.alcoholdrughelp.org.nz**
Gambling Helpline	0800 654 655 or free text 8006 - 24/7	**www.gamblinghelpline.co.nz**
Women's refuge crisis line for women living with family violence	0800 REFUGE (or 0800 733 843)	**www.womensrefuge.org.nz**

Level 3: It's an emergency - anyone is in a crisis or immediate physical danger		
Emergency Services	111 or go to your nearest hospital emergency department	
Suicide crisis helpline	0508 828 865 - 24/7	
Local DHB Mental Health Crisis Team	Call the crisis assessment team for your area or call Healthline 0800 611 116	**www.healthnz.govt.nz/health-topics/mental-health/crisis-assessment-teams**



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