



Royal College  
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Future  
Hospital

# The Resilience and Wellbeing Programme: increasing workplace engagement

This Future Hospital Programme (FHP) case study comes from Betsi Cadwaladr University Health Board (BCUHB), one of the eight development sites chosen by the Royal College of Physicians (RCP) to launch the new model of care devised by the FHP. Dr Dee Gray details how training in resilience and wellbeing offered to the Future Hospital team at BCUHB helped to secure a successful project and is having a long term positive impact on workplace performance.

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# Developing the workforce

## Key recommendations

- Coaching NHS staff in achieving the right mind-set can help them to perform their duties to the best of their abilities.
- Management should value staff by taking responsibility for their wellbeing in the workplace. This will also reduce the risk of workplace burnout or staff disengagement.
- Increase staff knowledge and skill sets regarding self, peer and team coaching to improve individual and organisational resilience and wellbeing at work.

## Local context

Following our hospital being chosen to participate in the FHP, enduring organisational change risked the potential for reduced resilience and wellbeing among participating staff. Dr Olwen Williams, clinical lead, took the proactive step to counter this by arranging for members of the Future Hospital team (FHT) to undertake resilience and wellbeing training.

## The solution

To this end I developed The Resilience and Wellbeing Programme©. This programme has evolved from my earlier research which looked into supporting staff to re-engage with their work where they have been involved in workplace errors. The Resilience and Wellbeing Programme was tailored specifically for the FHT, building on empirical research to identify a wellbeing coaching model to support professional coaching practice. The programme was constructed around the known transition challenges facing the FHT at BCUHB. Face-to-face delivery of the Resilience and Wellbeing Programme was arranged around FHT workloads, and importantly had sufficient time between sessions to enable actions to be implemented and reflected upon.

You can download the [published paper here](#).

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Dr Olwen Williams, Future Hospital project lead, Betsi Cadwaladr University Health Board

The aim of providing resilience and wellbeing training was to develop knowledge and skills that would assist the FHT individually and collectively. The assistance is two-fold:

1. Improve their [FHT] resilience to organisational stressors.
2. Increase their [FHT] workplace wellbeing.

Teaching these two facets to the FHT resulted in an increased workplace engagement and contributed to a timely delivery of BCUHB's projected plan for the FHP.

The programme is designed for optimal learning access and requires no prior knowledge or experience of coaching and/or supporting scientific theories. We expected a barrier to the success of the programme would be that participants would not be able to take time away from demanding workloads.

## Developing the workforce

In practice, there were no barriers experienced in conducting the programme because all participants were fully engaged with the programme.

### Outcomes

The resilience and wellbeing training was evaluated through the collection of qualitative data during delivery, as well as through qualitative questionnaires post-delivery. It was beyond the remit of this study to capture data that identified the programme intervention with improved patient outcomes, however as the connection between staff wellbeing and clinical outcomes is known we may infer that improved wellbeing has had a positive impact on clinical outcomes for the FHT at BCUHB. This may be encapsulated in the statement below;

The following outcomes have been noted:

- improved knowledge and skills regarding resilience and wellbeing at work
- developed new knowledge and skills regarding self, peer and team coaching to improve resilience and wellbeing at work
- improved overall performance of the FHT so that the delivery of the FHP, being undertaken by BCUHB, had a greater chance of success. This in turn has contributed to the successful delivery of a new service
- reduced the challenges of workplace burnout and disengagement
- made staff feel valued during a difficult time of organisational change
- provided an intervention that has long-term impact, so that the positive effects continue to play out in the future.

### Participant feedback

*The programme has helped me to recognise and think about my state of mind and the ways in which I use this self-knowledge to improve my performance and wellbeing. When I'm having a 'bad day', I have a framework to identify the way forward.*

### Key learning

The provision of resilience and wellbeing coaching skills and knowledge can have a positive impact on staff. The message the organisation sends to the staff is that they are valued. By valuing them the organisation also demonstrates that they place a high value on the quality of care the staff delivers.

The lasting impact of the project is that the FHT and the organisation know that in order to provide optimal patient care they must also look after the staff who deliver this. When staff resilience to workplace stressors is eroded and their wellbeing suffers, there is an impact on the quality and quantity of patient care that can be delivered. When trying to implement innovative ways of service delivery we can improve the chances of success if we coach our NHS staff into being in the right mind-set and by sharing the responsibility for their workplace wellbeing.

### Future Hospital Programme

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