

# Introduction\_Support4Resilience (S4R)

Strengthening resilience and mental wellbeing  
through the Support4Resilience toolbox for leaders  
in elderly care

Support **4**  
Resilience



Funded by  
the European Union

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# RESILIENCE

“The capacity to adapt to challenges and changes at different system levels, to maintain high quality care”

*Wiig, S.*

# PARTNERSHIP



# OBJECTIVES AND AMBITION\_01

## THE PROBLEM

European elderly care experiences labor shortages, lack of qualified healthcare workers and a **major mismatch of capacity and demands** in healthcare services.

Stress, burnout, and reduced mental health and wellbeing among healthcare workers, leaders, and informal caregivers.



## THE NEED

Healthcare leaders need **research-based tools**, interventions, and training to map, understand, and act upon capacity-demand challenges.



# THE AMBITION

The S4R project will go beyond current state of the art by **developing, implementing, and evaluating a research-based digital S4R Toolbox** to support healthcare leaders in promoting resilient performance and mental wellbeing.

## PRIMARY OBJECTIVE

To **support leaders** in elderly care across Europe to **improve resilience and mental wellbeing** in **healthcare workers and informal caregivers**, by integrating their perspectives and suggestions for improved working conditions.





# SECONDARY OBJECTIVES



## 01\_ To map and identify

resilience and mental wellbeing factors **in six European countries**, and to provide an integration of contextual related factors, geographical locations, gender aspects, and capacity/demands challenges.



## 02\_ To explore needs and perspectives

among healthcare workers and informal caregivers **to enable successful adaptations** to changing work conditions, ethical dilemmas, and adverse events, and to identify possible solutions.



## 03\_ To develop a digital Toolbox

for leaders based on healthcare workers' and informal caregivers' characteristics, needs, involvement, and suggestions for improvement.

# SECONDARY OBJECTIVES



## 04\_ To implement and evaluate

**use, relevance, effectiveness, and cost-effectiveness** of the S4R Toolbox in different healthcare systems in six European countries.



## 05\_ To establish new theory

to scientifically describe the relationship between individual and organizational resilience, mental wellbeing, and leaders' role in promoting it.



## 06\_ To develop empirically founded and context sensitive

**recommendations and cost-effective interventions for policy makers** and leaders through an open access online platform (**S4R Resource Bank**).

# NOVELTY BEYOND THE STATE OF ART\_02

**Innovative solutions**  
for daily work of leaders

**Cross-level**  
and **cross-context**  
approaches

Founding on  
mixed-methods  
**interdisciplinary**  
**research**

This approach provides **firm grounding** for policy recommendations and for the development of a holistic theoretical framework of resilience and mental wellbeing in elderly care.

# BEYOND THE STATE OF ART



## Organizational resilience

In need of tools for operationalization

**Beyond state of art:**  
Provides a toolbox for leaders to strengthen resilience in elderly care



## Individual resilience

Liability of coping is put on individuals.

**Beyond state of art:**  
Toolbox for leaders supporting staff through organizational structures



## Mental wellbeing

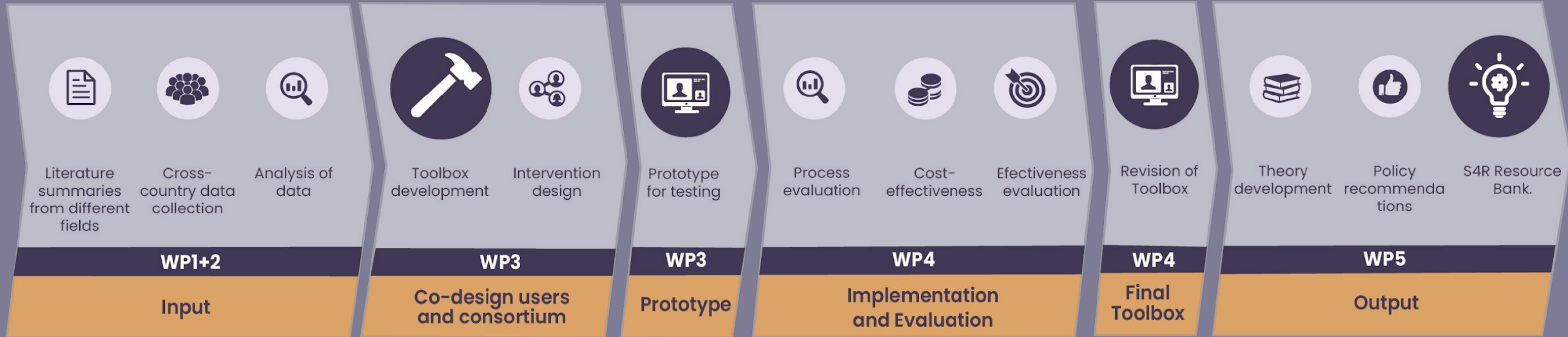
Interventions aiming at individuals less effective for change

**Beyond state of art:**  
Toolbox supporting cultural change and adaptive capacity from the organizational level

**Leaders – the catalyser for support and change**

# METHODOLOGY\_03

# DEVELOPEMENT PROCESS



Explorative longitudinal mixed-method co-design methodology

# INPUT

## Objective

To provide a holistic understanding of key factors to support leaders in elderly care.

## Key activities

Literature reviews, contextual mapping, development of data collection instruments.

## FOCUS

Ensure holistic, inclusive, and comprehensive data collection from frontline actors.

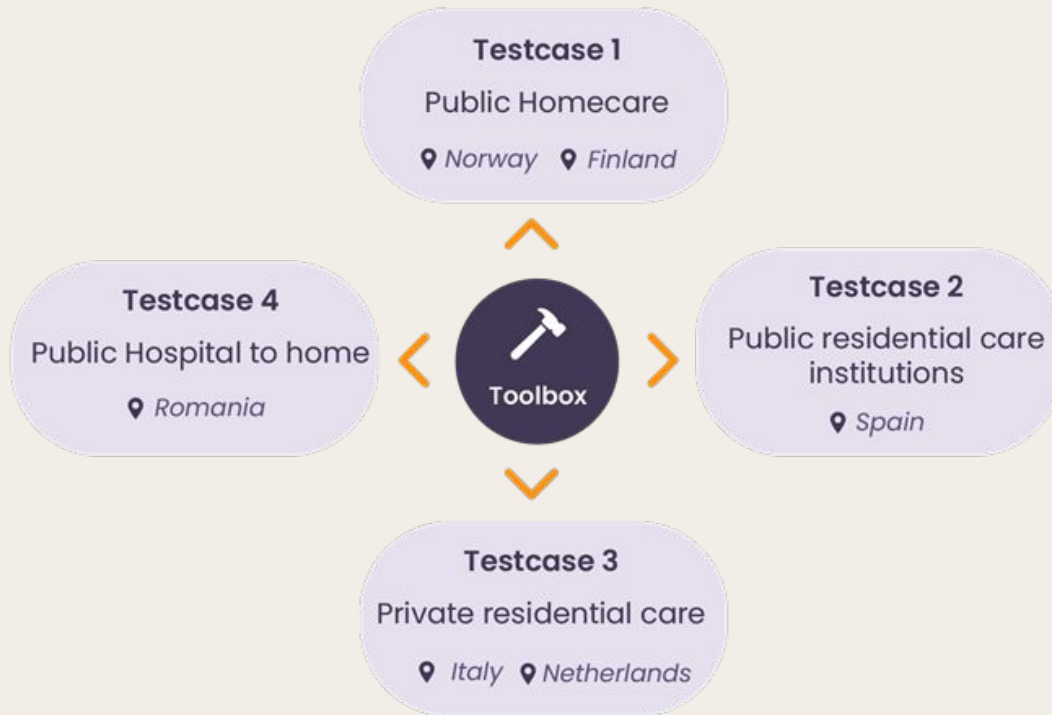




## DATA COLLECTION

	QUANTITATIVE DATA COLLECTION	QUALITATIVE DATA COLLECTION
<b>Participants</b>	Healthcare leaders, workers, and informal caregivers in six European countries	
<b>Focus</b>	Mapping of mental wellbeing, resilience, patient safety, job factors, and more.	Exploring challenges, ethical stress, adverse
<b>Recruitment</b>	2,500-3,000 participants across six countries.	3-5 focus groups per site, 10 individual interviews with informal caregivers.
<b>Analysis</b>	Data análisis conducted by UiS and presented to consortium partners	Deductive thematic analysis within each country, deductive-inductive thematic approach for cross-country analysis

# CONTEXTUAL SETTING



The diversity of healthcare systems included in this project provides a unique and comprehensive **understanding of elderly care in Europe.**



# TOOLBOX DEVELOPEMENT



## 1\_Mapping and identification Tool

Tool that will provide leaders with a holistic awareness of the current status of the organization.



## 2\_Reflection and education Tool

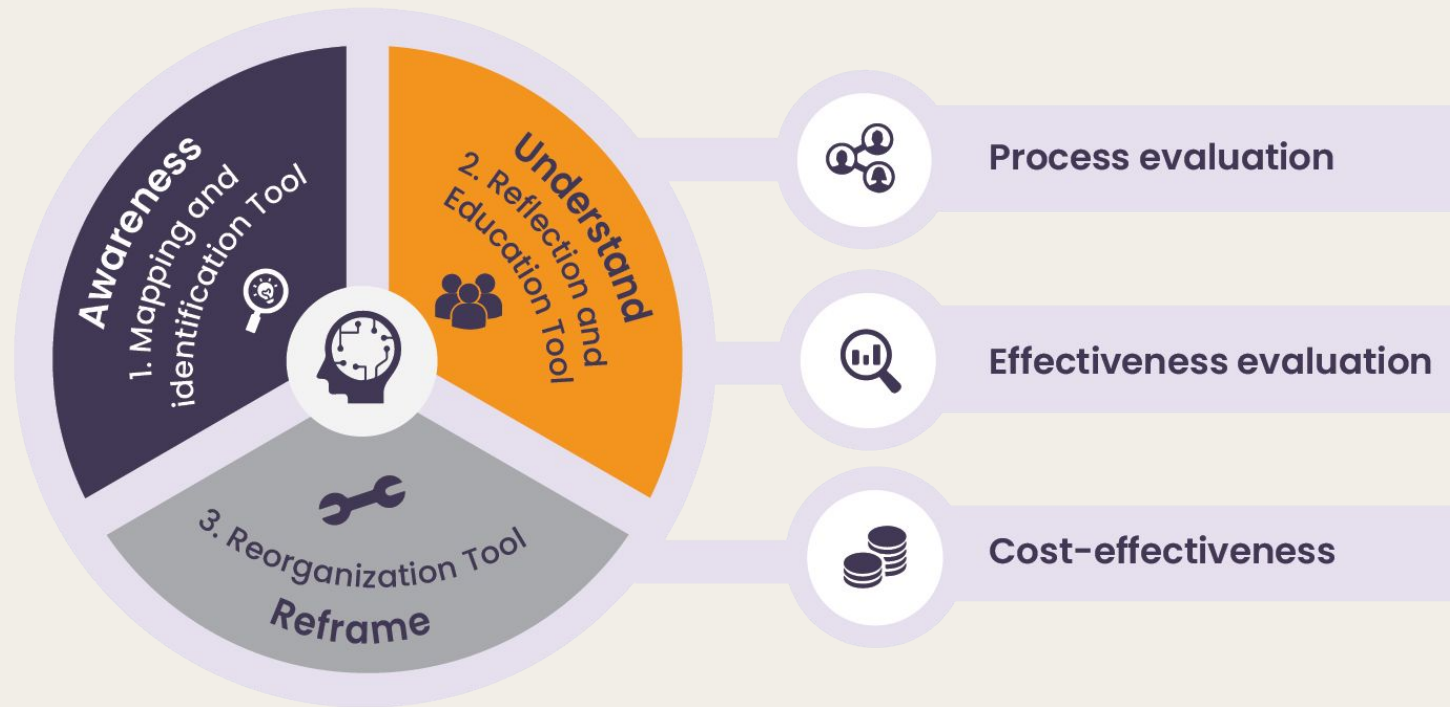
Contextuak understanding of 'work-as-done' and educational components to identify successful adaptations and solutions.



## 3\_Re-Organizational Tool

Will be designed to help reframing by identifying which practices to preserve, which to implement, and which to de-implement, resulting in detailed action plans.

# IMPLEMENTATION AND EVALUATION



# OUTPUTS

## 01 POLICY RECOMMENDATIONS

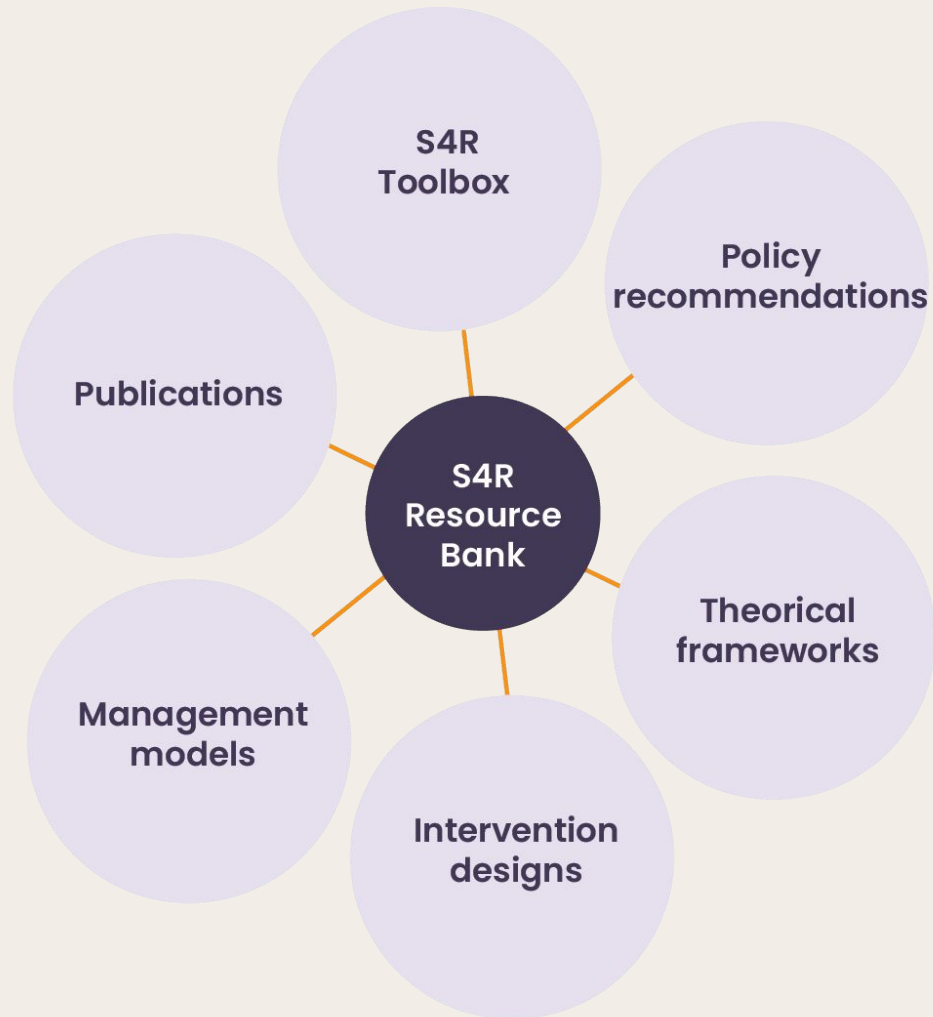
Empirically founded, context sensitive and act-oriented recommendations for healthcare policy makers.

## 02 THEORETICAL FRAMEWORKS

to obtain a holistic understanding of individual and organizational resilience

## 03 OPEN ACCESS RESOURCE BANK

that will be freely available and accessible in different European languages.



## OPEN ACCESS RESOURCE BANK

Results include an open access **S4R Resource Bank** that includes the **S4R Toolbox** and provides future users with adaptable and cost-effective interventions, management models, theory, and policy recommendations to ensure relevance across highly different elderly healthcare systems in EU.

# IMPACT\_04



## IMPACT

- Improved working conditions, resilience, mental wellbeing for workers and informal caregivers
- Leadership support and skills
- Reduced capacity demand gap
- Involvement of workers and informal caregivers
- Retaining and attracting workiers
- Cost-effective interventions



# TARGETS



## HEALTHCARE LEADERS

will be trained and equipped with the skills and competences to improve resilience and mental wellbeing



## HEALTHCARE WORKERS & INFORMAL CAREGIVERS

will be actively involved and their mental wellbeing will be improved.



## POLICY MAKERS

will be provided with a set of action-oriented and cost-effective policy guidelines



## RESEARCHERS

will get Access to theoretical frameworks and a new and innovative RSC to measure resilience capacity

# IMPLEMENTATION\_5

	Year 1												Year 2												Year 3												Year 4												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	
<b>WP1 - Preparation for data collection</b>																																																	
T1.1 - Literature summaries																																																	
T1.2 - Development of data collection tools																																																	
T1.3 - Translation of the instruments																																																	
T1.4 - Contextual mapping																																																	
<b>WP2 - Cross country data collection</b>																																																	
T2.1 - Recruitment of sites																																																	
T2.2 - Quantitative baseline measurement																																																	
T2.3 - Qualitative baseline exploration																																																	
T2.4 - Cross-country analysis																																																	
<b>WP3 - S4R Toolbox Development</b>																																																	
T3.1 - Developing the Toolbox																																																	
T3.2 - Intervention design																																																	
T3.3 - Pilot testing of the toolbox																																																	
<b>WP4 - S4R Toolbox Implementation &amp; Evaluation</b>																																																	
T4.1 - Toolbox implementation																																																	
T4.2 - Process evaluation																																																	
T4.3 - Effectiveness evaluation																																																	
T4.4 - Cost-effectiveness evaluation																																																	
<b>WP5 - Dissemination &amp; Communication</b>																																																	
T5.1 - DEC plan																																																	
T5.2 - S4R publications																																																	
T5.3 - Policy implications & recommendations																																																	
T5.4 - Stakeholder collaboration																																																	
T5.5 - S4R resource bank																																																	
T5.6 - Final international S4R symposium																																																	
T5.7 - Sustainability and exploitation strategy																																																	
<b>WP6 - Project management</b>																																																	
T6.1 - Management team & coordination																																																	
T6.2 - Ethics approval																																																	
T6.3 - Data protection & management																																																	
T6.4 - Expert Advisory Board																																																	

# WORK PACKAGES\_06

# WP1\_PREPARATION FOR DATA COLLECTION

## OBJECTIVES

1. To conduct **three literature reviews** on:
  - a) individual and organizational resilience
  - b) mental wellbeing
  - c) effectiveness and cost-effectiveness of interventions in elderly care.
2. To **scope and architect a protocol** for collecting quantitative and qualitative frontline data
3. To **map healthcare systems** of six included countries (NO, FI, NL, IT, RO, and ES) + Aus.



WP Lead: UEF (University of Eastern Finland)  
Duration: M1 – M8  
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# WP2\_CROSS COUNTRY DATA COLLECTION

## OBJECTIVES

1. To **recruit sites, collect and analyse qualitative and quantitative cross-country data** from informal caregivers, healthcare workers, and healthcare leaders in six different European healthcare settings (NO, FI, NL, IT, RO, and ES) + Aus, on key constructs that will underpin and inform the development of S4R Toolbox and to inform WPs 3, 4, and 5.



WP Lead: USV (University of Suceava)  
Duration: M4 – M16  
Contact : Florin Tibu  
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# WP3\_S4R TOOLBOX DEVELOPEMENT

## OBJECTIVES

1. To develop content and IT infrastructure for the S4R Toolbox.
2. To develop intervention design.
3. To perform pilot testing of the S4R Toolbox.



WP Lead: UCY (University of Cyprus)  
Duration: M5 – M28  
Contact : Georgia Kapitsaki  
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# WP4\_S4R TOOLBOX IMPLEMENTATION AND EVALUATION

## OBJECTIVES

1. To implement the S4R Toolbox in elderly care settings in six European countries.
2. To collect data and evaluate the S4R Toolbox for usability, technical features, performance, effectiveness, cost-effectiveness and provided support for leaders.
3. To revise and improve the S4R Toolbox based on the evaluation.
4. To validate the Resilience Capacity Scale (RCS).



WP Lead: UiS (  
Duration: M1 – M48  
Contact : Cecilie Haraldseid-Driftland  
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# WP5\_DISSEMINATION AND COMMUNICATION

## OBJECTIVES

1. To **disseminate and communicate tailor-made information** about research-based knowledge and the S4R Toolbox to relevant stakeholders, bringing EU and the international scientific community beyond the state of the art in resilience and mental wellbeing in elderly care.
2. To establish **policy recommendations and implementation guidance for EU policy makers and healthcare leaders** to promote resilience and mental wellbeing based on results from the S4R Toolbox evaluation.
3. To **develop new theoretical models to support future studies and practice** in integrating individual, organizational resilience, and mental wellbeing in healthcare.
4. To prepare for **future exploitation** and sustainability of the toolbox.



WP Lead: FUE (Fundación Universitat Jaume I - Empresa)  
Duration: M1 – 48  
Contact: : Anna Tolosa  
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# WP6\_PROJECT MANAGEMEN

## OBJECTIVES

1. To establish a management team, **coordinate, and conduct the project** according to the scientific plan, milestones, and deliverables.
2. To **ensure submission of ethical approvals** in each country involved in data collection (WP2) and S4R Toolbox evaluation (WP4).
3. To **foster a sound working environment** and collaborative climate in the consortium.
4. To **ensure project execution** in line with ethical standards and data protection regulations.
5. To **ensure quality assurance** of the project by consulting and involving the Expert Advisory Board (EAB).



WP Lead: UiS  
Duration: M1 – M48  
Contact : Siri Wiig  
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# WP7\_ETHIC REQUIREMENTS

## OBJECTIVES

1. The objective is to ensure compliance with the 'ethics requirements' set out in this work package.



WP Lead: UiS  
Duration: M1 – M48  
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# Join the journey!

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# THANK YOU!

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