

The logo for icare, featuring the word "icare" in a bold, lowercase, sans-serif font with a trademark symbol. The background of the entire page is a grayscale photograph of a person's hands typing on a laptop keyboard, with a coffee cup on the desk to the left.

Health & Community Engagement Report

Workplace Wellbeing & Resilience Program

A collaboration between icare, Blueberry Institute, ITW Residential and the University of Melbourne

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Blueberry Institute

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Workplace Wellbeing and Resilience Program Evaluation Report

More and more, research is showing that employee wellbeing is critical. Yet, many workplace wellbeing programs take a narrow focus on the individual employee and lack meaningful evaluation. Organisations are looking for guidance and practical solutions on how they can support staff resilience and improve workplace wellbeing.

With this project, we took a workplace and team approach to developing wellbeing and resilience resources that effectively contributed to a healthy, safe and productive work culture.

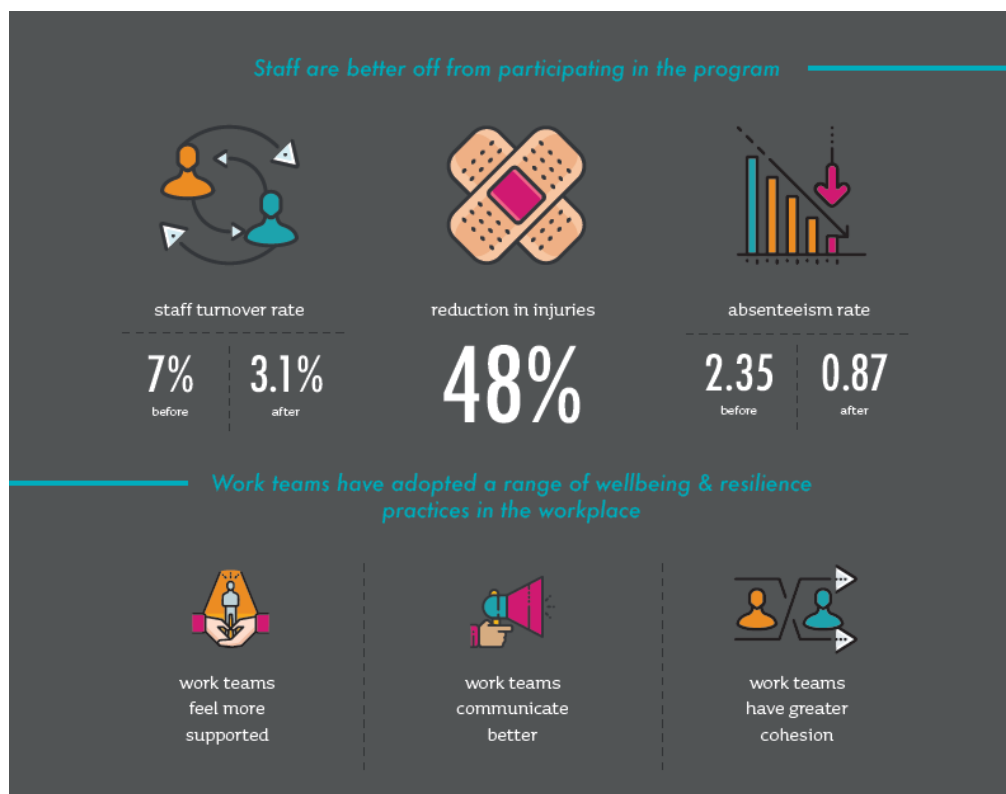


1 Executive summary of achievements

With extensive quantitative and qualitative data, it is evident that the workplace wellbeing and resilience program contributed positive and tangible outcomes.

Key Findings:

1. We demonstrated a robust process for diagnosing and determining a workplace wellbeing and resilience strategy and the selection of appropriate measures for determining the effectiveness of activities.
2. We identified key implementation factors for success including both the enablers and barriers to introducing workplace wellbeing and resilience.
3. Leadership sponsorship and linking to vision, culture and business strategy provided context, rationale and acceptance of the program.
4. Staff are better off from participating in the program. Work teams have greater cohesion, are communicating more effectively, feeling more supported, and adopted a range of wellbeing and resilience practices in the workplace.
5. The business performed strongly with revenue and profit growth and improved HR and safety metrics.



ITW Residential is pleased with the twelve-month progress and committed support to a second year. They acknowledge that embedding positive culture change, safety and wellbeing is a three to five-year process.

1.1 Achievements

As summarised below, the program achieved many positive outcomes, with a few areas that can be improved as we move forward.

Achievements	Work in Progress
Created a workplace wellbeing and safety language and literacy	Management group skills, confidence and cohesion in delivering wellbeing and resilience activities
Provided visible organisational permission to care and prioritise wellbeing at work	Maintaining impact with work teams during busy periods
Created a wellbeing measurement culture	Consistent implementation and reinforcement
Increased personal awareness of wellbeing for self and understanding others	Embedding and sustaining
Increased team participation, engagement and empowerment for contributing to positive culture	
Improved relationships, connectedness and team cohesiveness	
Increased team participation, engagement and empowerment for contributing to a positive culture	
Positive trends in HR, safety and resilience metrics	

1.2 Project outcomes

The workplace wellbeing and resilience program achieved positive and tangible outcomes. With rich quantitative and qualitative data, we have a greater understanding of effectiveness, implementation factors and participant experiences of the workplace wellbeing and resilience program.

1.2.1 What effects does the intervention have on workplace wellbeing, resilience and improving stress?

Quantitative data shows the program had positive impacts on workplace culture, wellbeing, resilience and safety.

Measure	Quantitative outcomes
Business, HR and Safety metrics	Business revenue and profit growth versus previous year and budget. Reduced absenteeism days from 2.35 to 0.87 days for the research group Reduced staff turnover from 7% to 3.1% for the research group Reduction in injuries by 48% for the business (HR data includes managers and their direct reports; safety data is for the full division. Time period 30 September 2016–30 October 2017)
Management group wellbeing workshop (May 2017)	The management group training workshop had positive impacts: Positive R@W assessment for: Resilience, Purpose, Perspective, Staying Healthy, Building Networks
Work teams' wellbeing workshop (August 2017)	The work teams' wellbeing introduction workshops had positive impacts: Positive R@W assessment for: Resilience, Values, Purpose, Perspective, Managing Stress, Interacting Cooperatively, Building Networks
R@W assessment (Nov 2016 – Nov 2017)	Total group trend: brought people together and built networks Management group positive trend: Staying Healthy Teams positive trends: Resilience, Values, Perspective # Challenge sustaining resilience gains in November 2017 # Challenge improving stress

Quantitative data shows that we still have work to do with:

1. Sustaining resilience assessment gains for the busy business cycle period of October – December 2017
1. Although we maintained high levels of flourishing and vitality, stress fluctuated.

1.2.2 What are the enablers and barriers to implementing the knowledge and skills from the program?

Qualitative research highlighted a number of **enablers** that can be leveraged ongoing for the successful implementation of knowledge and skills from this program.

Process enablers	Overall enablers
Full participation of the management group in the training workshops	Leader and Leadership team support <ul style="list-style-type: none"> Group General Manager project sponsor HR Director and leadership team prioritisation and communication supporting the program
Safe environment - participants had trust and confidence in the expert facilitator, experiential activities and were able to share vulnerabilities	Integration with ITW Resi’s culture, vision, values and safety strategy and plans <ul style="list-style-type: none"> Complementary national Stop for Safety event 20 October
Facilitation and coaching support for managers running their first team workshops.	Wellbeing and Resilience scorecard: <ul style="list-style-type: none"> Showed the business was serious about wellbeing Identified issues and measured progress
Wide participation and engagement of work teams: <ul style="list-style-type: none"> Managers invested in bringing together their geographically dispersed teams. Voluntary inclusion of staff beyond direct reports (not mandatory in Year 1) 	

Qualitative research also revealed some **barriers** to implementation.

Process barriers	Overall barriers
Content overload which was addressed by simplifying the calendar of topics.	Seasonality posed obstacles as October - December (Q4) are naturally busy and stressful months.
Understanding the link and relevance of wellbeing as an enabler of business performance.	Implementation quality, quantity and consistency was a challenge in Q4 with 4 out of 16 stress team workshops implemented.
Lack of confidence in holding ‘fluffy’ conversations by the management group.	Ongoing inclusion was more difficult for geographically dispersed teams.
Manager facilitation & coaching: <ul style="list-style-type: none"> Mix in manager confidence in delivering wellbeing content in Q4 Greater team engagement with an external facilitator 	

With ITW Residential support to proceed with a second year of the program, these barriers will be addressed as the process and program continues to be refined.

1.2.3 What are the salient and transformative participant experiences during and after the program?

There was a positive shift in the attitudes, team work and engagement of both the manager group and their team members. This was most evident through their verbatim feedback and the actions taken to include wellbeing and resilience into their day-to-day practices.

Management group transformation points

Stages of Change	Salient activities
Personal understanding (Training workshop 1)	<ul style="list-style-type: none"> • Self-awareness quizzes for stress, resilience and balance • Personal resilience training focus in first workshop • Discussing workplace stressors, strengths and identifying where they need help
Interest (Training workshop 2)	<ul style="list-style-type: none"> • Reviewing their own wellbeing and resilience scorecard data • Psychological safety, strengths spotting and positive feedback activities
Buy-in (Training workshop 2)	<ul style="list-style-type: none"> • Providing the evidence linking wellbeing with business performance • Training in the importance of positive leadership as a leader • Developing action plans to share with their own teams
Engagement (Team workshops)	<ul style="list-style-type: none"> • Experiencing first hand their teams’ overwhelmingly positive responses to the wellbeing workshop • Energy and engagement generated by RUOK? conversation training across the workplace.

Management team feedback – post-team workshops

“Working together, we have the knowledge, ability and power to change and improve our part of the business. And in doing so we have a positive impact on the whole business.”

“The general consensus was that the workshop was great and they were happy that the business took their wellbeing seriously. Ongoing, I have noticed an increase in co-operation, concern for each other’s health/state of mind and offers of help.”

“Cohesion in [the] team has been reinforced. Everyone enjoyed the session and felt that it allowed everyone to bond and open up.”

“Emphasised to never be afraid to ask for help. Also for team members to be more aware of their and other’s strengths and weaknesses.”

“Originally people were sceptical of the program but were very positive and complimentary post workshop.” “Got more out of it than they expected.”

Team member feedback – post-team workshops

“We have the opportunity to help create a positive culture.”

“Loved today, this has to be done as a team – the more of us in the team, the better we will flow”

“Doing this workshop makes me realise that the business cares about us as people.”

“I now feel supported and appreciated.”

“Psychological safety is an important part of safety”

“By focusing on recognising the positives – we will feel more positive, learn more, enjoy work more.”

“Prioritising wellbeing helps our productivity.”

“We have all the answers we need in our team, we just need to ask.”

“We think we know what it is going on, but we don’t necessarily know what is going on for others unless we take the time to ask”

“I feel like these last few years we lost the Pryda care, but can now see we are starting to get Resi care”

What teams are doing differently as a result of the training

Initiative	Actions
Team meetings and check ins	Making use of regular catch ups to improve communication, understand team concerns, and share success.
Greater team involvement and recognition	Consciously including the team in planning and decision making, providing more opportunities for autonomy, and improving recognition.
Wellbeing support	Increasing flexibility to work from home, limiting communication outside of work hours, and encouraging team activities.
Wellbeing reinforcement	Following up on offers of help, discussing health and wellbeing, and celebrating success.
Wellbeing inclusion	Operations managers and supervisors requesting a wellbeing program to support factory and warehouse staff.

2 Project Overview

Name: Workplace Wellbeing and Resilience Program – ITW Residential managers and their teams

Dates: November 2016 to December 2017

2.1 Our Team

Blueberry Institute (BBI):

- Fleur Heazlewood, Managing Director
- Dawson Grace and Rowan Jacques-Hamilton, Research Assistants

ITW Residential Australia and New Zealand (ITW Resi):

- Gavan McKenna, Group General Manager
- Colleen O'Connor, HR Director

icare Health and Community engagement (icare):

- Eugene McGarrell, General Manager, Health and Community Engagement
- Andrew Ellery, Program Manager, Health and Community Engagement

University of Melbourne:

- Professor Lindsay Oades, Director, Centre for Positive Psychology, Graduate School of Education

2.2 Our Project Vision

To expand icare's understanding of workplace wellbeing and support the development of workplace health promotion resources.

To provide an integrated and systematic wellbeing and resilience training program that supported individual managers, their work teams and ITW Resi workplaces.

To use realist evaluation and implementation science frameworks, to measure and evaluate what approaches to workplace wellbeing work in real world conditions.

With a view to sharing learning across other workplaces, the project was a collaboration between BBI, ITW Resi and icare using best practice methodology and rigorous scientific evaluation with the University of Melbourne.

2.3 Program Goals

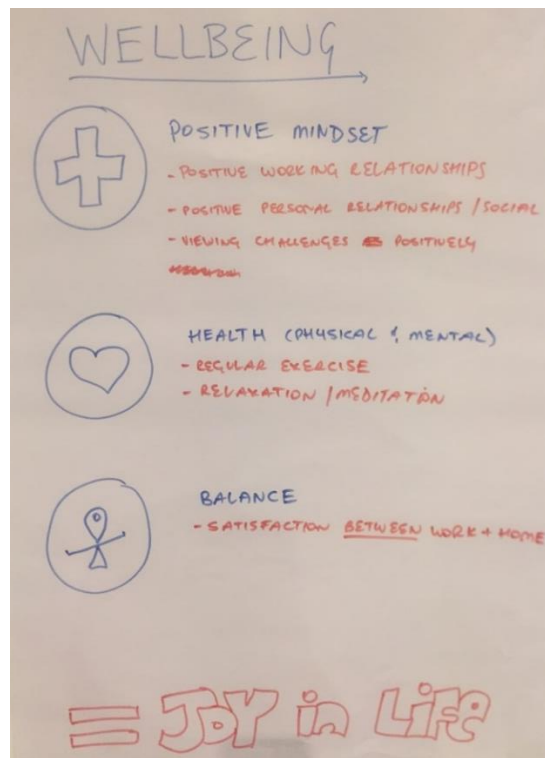
We delivered a program of wellbeing literacy, resilience skills, workplace wellbeing strategies and peer support:

1. To support managers who are experiencing change fatigue, workplace stressors and potential burn out.
2. To provide wellbeing and resilience leadership-skills training for managers and a resilience-building program for them to implement with their work teams.
3. To develop a common language of wellbeing and resilience in the workplace and encourage the development of positive work practices.
4. To contribute to the improvement of key organisational HR metrics and safety trends.
5. To create sustainability by integrating the program with workplace processes, including the ITW Resi vision, values, HR processes and initiatives, communication.

2.4 Project Goals

To understand the effectiveness, implementation factors and participant experiences of a workplace wellbeing and resilience program, with the view to:

1. Informing the development of workplace wellbeing and resilience strategies for a potential icare wellbeing resources kit and roll out across NSW workplaces.
2. Contributing to the NSW Mental Health Commission Wellbeing framework, knowledge and promotion with case studies.
3. Providing rigorous scientific evaluation for the wellbeing and resilience program, with an aim of publishing the findings in scientific journals.



3 Literature Review

We conducted a literature review to:

1. Determine the evidence-base to inform the workplace wellbeing program design.
2. Inform our understanding of what training works and what doesn't.
3. Select appropriate project measures and assessment.

3.1 Literature Overview

Work can be a source of empowerment, satisfaction, and achievement (Butts et al., 2009), but also stress and related negative consequences such as burnout, reduced performance, turnover, and poor health. Such outcomes cost individuals (Levi, 1996) and the organisations in which they work (Goetzel et al., 2004).

Resilience, which is, broadly speaking, the ability to positively adapt to adversity (Fletcher & Sarkar, 2013), is of increasing interest to the business community due to its potential benefits for the health and wellbeing of both individuals and the organisations in which they work (ref). In light of the global financial crisis and its ramifications, workers are under increasing levels of stress (Houdmont et al., 2013) the need for resilience in and beyond the workplace has never been greater.

A range of biological, psychological, social, and environmental protective factors have been shown to contribute to resilience (Meredith et al., 2011; O'Dougherty Wright et al., 2013). Resilience-building programs have typically focused on psychosocial factors believed to be amenable to change such as self-efficacy, optimism, social resources, and cognitive appraisal.

To prevent stress from compromising organisational effectiveness and employee health, researchers have developed training programs centred on building resilience (Rutter, 2000). Such resilience-building programs aim to equip individuals with skills, knowledge, and resources they can draw on to prevent or ameliorate the negative effects of stress (Karoly, 2010; Masten, 2007). Cooper et al. (2013) suggest that resilience-building has broadened its focus from merely preventing stress and anxiety to also building capacity and strengths in individuals, teams, and organisations to perform in challenging circumstances.

Despite an increasing interest in cultivating workplace resilience, there is a lack of evidence around how best to achieve this through training programs.

Research suggests that resilience training may be effective for improving employee health and organisational performance. A systematic review of studies that investigated the impact of workplace resilience training programs (k = 14) found that such programs can improve personal resilience, mental health, subjective wellbeing, psychosocial functioning, and performance in employees (Robertson et al., 2015).

Despite these promising findings, due to the lack of consistency in program design and implementation across studies, it remains unclear what works for whom in which context (Robertson et al., 2015).

3.2 Our Research Questions

Drawing on realist evaluation and implementation science frameworks, this project aims to investigate whether and to what extent a workplace wellbeing and resilience program works under real world conditions (Peters et al., 2013) and what works for whom under which circumstances (Pawson & Tilley, 2004).

Adopting an action research approach, research is conducted with rather than on participants who provide valuable feedback which informs the ongoing design and implementation of the program (Bradbury & Reason, 2003).

Our guiding questions for the project:

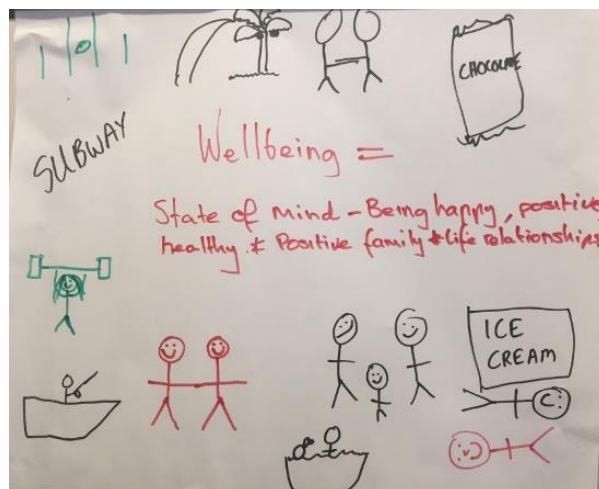
1. What effects does the program have on workplace wellbeing, resilience, and improving stress?
2. What are the enablers and barriers to implementing wellbeing and resilience knowledge and skills with the program?
3. What are the salient and transformative participant experiences during and after the program?

3.3 Our Evaluation Team

We are conducting scientific evaluation of the program, with the intention of extensively publishing the results, key learnings and recommendations to improve wellbeing and resilience in the workplace.

Evaluation is provided by:

- Fleur Heazlewood, Managing Director, Blueberry Institute
- Professor Lindsay Oades, Director of the Centre for Positive Psychology, Graduate School of Education, University of Melbourne
- Dawson Grace, Rowan Jacques-Hamilton, Research Assistants, Blueberry Institute and Centre for Positive Psychology, Graduate School of Education, University of Melbourne



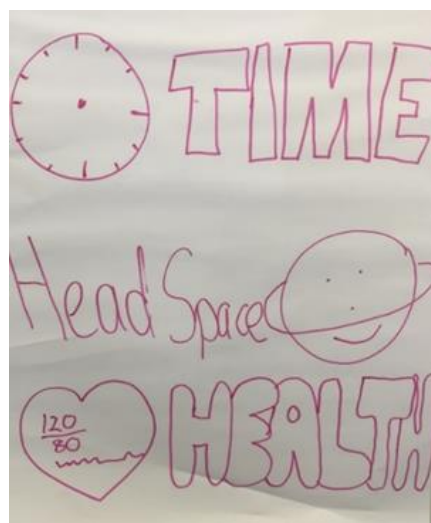
4 How we did it

We developed and implemented a 12-month wellbeing literacy and resilience skills building program with the ITW Resi management group. This included training workshops, facilitation support and a toolkit of wellbeing resources for implementation with their work teams. Progress was measured at four assessment points complemented by ongoing management group feedback.

Refer to Appendix – Project Plan

4.1 Our approach

1. To foster cohort support and enable sustainable change, BBI took a whole-of-organisation approach to creating wellbeing and resilience in the workplace.
2. The wellbeing and resilience program developed management group leadership and work team responsibility for developing positive work practices which in turn supported the individual resilience of team members.
3. An inclusive and collaborative approach to program design with a range of stakeholders contributed to objective setting and success measures using the Results Based Accountability (RBA) framework.
4. The program structure utilised Kolbs’ learning cycle as a practical foundation including:
 - Education and awareness development,
 - Personal and team experiential learning,
 - Planning and implementing change,
 - Reflection, refinement and support for progress.
4. Taking an action learning approach enabled real-time response to participant feedback and assessment in customising training topics, content and materials throughout the program.



5 Core program components

The core program components included:

1. Management group learning workshops

- Providing context, structure and space for managers to engage with the content on a personal level.
- Setting expectations of positive leadership for the management group.
- Shared experiential learning.
- Encouraging collaboration within the group and cohort support for initiating ideas and learning in the workplace.

5. Collaboration on ITW Resi team-learning topics and modules

- Facilitating managers to recognise and prioritise the wellbeing areas in need of development, acknowledge the existing strengths and resources, and identifying the support required.

6. Team resilience toolkit

- Empowering managers to introduce fun and experiential peer learning into work teams.
- Sharing the manager experiential learning with their teams and opening a two-way dialogue.
- Learning modules included:
 - Defining wellbeing and resilience
 - Developing trust and psychological safety
 - Positive leadership
 - Positive feedback and communication
 - Holding caring RUOK? conversations
 - Understanding stress and managing stress skills development
 - Relationship building and support networks

7. Contributing to positive culture

- The wellbeing and resilience program was linked to ITW Resi's culture, vision, strategy and safety, processes and activities.

8. Supporting framework for learning and action

- Action-based learning activities – targeted experiential activities
- Management group planning – Management group participants developed wellbeing and resilience learning plans for their own teams, with optional facilitation and coaching support for implementation
- Team wellbeing and resilience plans – work teams determined their ongoing activities and actions for fostering positive workplace practices.

9. Program evaluation and measurement

- Comprehensive program evaluation used a broad range of complementary measures:
 - RBA framework – for process evaluation, achievement against organisational outcomes, and program impact at individual and team levels.
 - Scientific assessment instruments – to measure wellbeing, stress, culture and resilience at work.

Mixed methods of evaluation as outlined below, provided rich insights:

Method of evaluation	Indicators
Quantitative	Scientific survey assessments for wellbeing, stress, culture and resilience building.
HR data	Absenteeism, turnover, safety statistics for business impact.
Qualitative	Manager and team feedback, action plans and implementation.
Content and process	RBA framework for plan and process evaluation.



6 Appendix

- Acknowledgements
- Governance
- Project plan
- Summary of results
- References

6.1 Our acknowledgements

We acknowledge and thank Kathryn McEwen for permission and support in using the Resilience@Work assessment tool

6.2 Our governance

- Our **steering committee** consists of a mix of stakeholders from icare, ITW Resi and BBI. The committee's role included co-creating the program objectives, agreeing the performance measures and reviewing the tracking data in conjunction with the project plan.
- The **individual privacy and confidentiality** of participants is securely managed. Our initial program training group has focused on around 32 staff from the leadership and management team, and around 90 direct reports who have taken part in the work team resilience activities.
- The training content and program materials are **BBI intellectual property** and are not included in the project scope. As required, BBI can develop and refine program materials to meet specific organisational needs.

7 Project Plan

Stage	
Stage 1	Project Design
Project scoping and design	- ½ day RBA workshop - mix of stakeholders to co-design the program deliverables and evaluation
Project evaluation design & plan	- Design measures and evaluation protocol - Assessment selection & survey development - Ethics submission - Baseline survey set up & conducted - Data collection points set up x 7 - Technical reporting and analysis
Project management	- BBI management of project process & timelines, stakeholder updates, project progress – 12 months
Stage 2	Resilience skills training & support
Training workshops	- 1-day personal resilience - 1-day resilience positive leadership - Resilience survey for managers
Develop team resilience learning modules & toolkit	1. Select team resilience learning modules from BBI toolkit 2. Develop ITW vision & values learning modules & supporting materials
Integration with ITW Residential processes	- Integrate with internal processes, templates, reporting, existing meeting opportunities
Stage 3	Team resilience program implementation
Support for managers	- Coaching and facilitation support for the management group
Stage 4	Review, refine & measure progress
Interim review, program refinement	- Assessment survey for managers and their teams to understand change - Technical reporting and analysis - Stakeholder feedback – using RBA framework for evaluating progress with the process and outcomes
Stage 5	Program analysis, formal review & report
Resilience leadership & review workshop	- 1-day resilience training and review workshop for managers
Program analysis, review & report	- Assessment survey for managers and teams to understand change - Technical reporting and analysis - ½ day workshop with mix of stakeholders – use RBA framework to evaluate progress, process and outcomes. - Comprehensive program evaluation: 1) RBA review, 2) HR metrics, 3) Assessment measures

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