

A Toolkit and Facilitation Guide for Frontline teams to ***Design Interventions to Strengthen their Well-Being***

Additional component to TRC Evidence Toolkit—
"Building Health Worker Resilience: A Toolkit to Protect Against Burnout on the Front Lines"

The Resilience Collaborative

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Introduction

This workshop is designed to understand the contextual needs of Frontline Health Workers (FLWs) and their aspirations, in terms of features for the interventions to build resilience among the FLWs. This guide works to achieve this by drawing input from the FLWs themselves.

How can this guide be used?

This guide includes a detailed session plan (suggestive and not prescriptive) and indicates the purpose, and potential inputs that you can look for in developing localized intervention features for building resilience. Currently this has been used with all cadres of health workers at community and primary health care levels. Two iterations of these workshops have been tested in 7 different districts of India through participatory approach(1–3) ensuring that the toolkit address real-world challenges faced by healthcare workers.

Resources needed for this workshop



- **Typical Time required:** 3.5 hours
- **Facilitators:** Good to have two facilitators, preferably at least one the from the community or nearby, can speak local language and preferably English (for recording and making reports).
- **Suggested participant mix and numbers:** It would be good to have a mix of cadres and not more than 10-12 participants in total. If there are more than 12-14 participants, please plan an additional session.

Advance Preparatory Work

To prepare to facilitate this workshop, please complete the following.

- Purpose of the workshop document: (1 page; could be conversational in nature)
- Be prepared to discuss the resilience toolkit or interventions you would like to highlight during the workshop. List down the features or attributes of resilience-building toolkit or interventions to be discussed in the workshop.
- Workshop agenda (Revised, if needed) incorporating local terminology
- If you are proposing new features during the workshop and would like to receive feedback, please list the proposed features for the next version of the toolkit or intervention.

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- Consider the local context, and terminology specific to the geography and session you are conducting, and ensure the facilitator is well-prepared for these.
- **Translations**
  - Local terms – for mental health, stress, stressors, wellbeing and resilience
  - The consent form, participant registration form to be translated into the local language.
- **Supplies needed**
  - Flipcharts/ Chart papers and colour pens /markers. The participatory workshops are designed on tools available from participatory approaches by VSO(4). Caution: though these tools are based on theoretical underpinnings to facilitate participation and does not guarantee it. A detailed list of dos and don'ts is annexed.
- **Other required documents**
  - Printed consent forms: two copies per participant (one for the participant and one for record-keeping by the facilitation team; template annexed)
  - A printed participant details sheet (annexed).
  - Directory of available mental health services in the region, including contact details



Top Tips for Facilitators

- **Opening with Intention**
  - Facilitators play a crucial role in setting the tone for a session. As participants enter the workshop space, you can greet them warmly and help them get oriented.
- **Creating a safe space**
  - Participants need to feel comfortable, safe, and respected during the workshop
  - Facilitators should also be mindful of existing power dynamics that may shape or influence the discussions
- **Difficult Conversations**
  - It's likely that some conversations may become challenging. There may be moments when certain participants dominate the discussion or when the conversation shifts in unintended directions. Here are a few tips to help manage such situations effectively:
  - This is a great discussion, but let's get back to our main topic.
  - Thank you for sharing your story. We can continue this conversation after the session.
  - I'm mindful of the time, so let's move on.
  - It's okay to agree to disagree. Let's move on to the activities and questions we planned

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Detailed Session Plan

Session 1 Introduction to the workshop			
Purpose By the end of this session, participants are comfortable with the facilitators and should be able to clearly identify the purpose of workshop			**Total Time** 40 +20 minutes
Timing	***What you do***	***Key Learning Points, Messages and Tips***	***Resource Person or Facilitator***
20 mins	Registration and consent process		
20 mins	**Introduction by Senior Members/ Co-ordinator /common connect - Participation** Introduce one other person from the room, what is their name, what is their workplace and for how long they have worked. Facilitators to be part of the group and take positions in between the participants.	Ice breaker and introductions	*2 facilitators - 1 to lead session and 1 support facilitator to handle the registration and consent, recheck the supplies.*
5 mins	**Our Approach/ Setting ground rules** Remind once again the purpose of workshop and define the ground rules	**Equity, Participation, Co-development Space** **Ground rules:** Everyone in the room to be respected. Everyone to be allowed to speak what they want to express and not interfere - One person at a time. Team available for sharing personal reflections (privately)	Facilitator 2
10 mins	**Purpose of the workshop** Explain the purpose of the workshop	What was the toolkit made for Why is it important for them to validate it What does validation process entail? (A combination of artwork and discussions) How is it going to benefit them and their community + Q & A	Facilitator 2 (1 pager for this section; conversational in nature)
5 mins	**Review and recap**	List the purpose of workshops by the participants.	Facilitator 1 & 2

Clearly communicate the purpose and clarify what will not be covered.

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Session 2
Understanding of Wellbeing & Resilience; Stressors

Purpose
By the end of this session, participants would be able to share what wellbeing or resilience means to them and would have identified the common stressors

Total Time
30 minutes

Timing	***What you do***	***Key Learning Points, Messages and Tips***	***Resource Person or Facilitator***
5 mins +15mins	(Setting the scenario – the toolkit/intervention – and its validation; toolkit/intervention on FLW wellbeing and resilience.) Let us narrate a story - (to be included here- real story from ground relating to resilience for their understanding to be able to share their local term for the same.) **Ask the team what their idea of wellbeing and resilience is?** • HCW – shares experiences • Discussion on wellbeing/ resilience - definitions, key challenges HCW face affecting their work stress/wellbeing/resilience • How do we cope with these challenges? • Or what was the one tough situation you faced today morning/ yesterday? before you came to work? • Or what was the one thing that triggered an emotional response – anger /sadness	Identify the different words in English and list them down (Local term – for wellbeing and resilience) Participants may take more time to narrate their experience /stories Participants: 10-12	Facilitator 1 & 2
30 mins	**Participation** Small Group activity. Drawing and discussion – Participants to draw couple of things - 2 things that helps them cope with stressors or makes them feel better and discuss. 4- 5 small groups - discuss and present to the group	To understand the stressors, present in HCW work (including their effect on their personal lives)	Facilitator 1 & 2 Flipcharts and markers to be distributed

If a participant is triggered and needs to leave the session, a co-facilitator or can follow up with them individually.

Session 3
Different Stakeholders who contribute to their wellbeing and resilience

Purpose
By the end of this session, participants would be able to share who are the different stakeholders and how is that the different stakeholders can contribute to their wellbeing and resilience

Total Time
30 minutes

Timing	***What you do***	***Key Learning Points, Messages and Tips***	***Resource Person or Facilitator***
10 mins	**Content** Who are the different stakeholders and how is that the different stakeholders can contribute to their wellbeing and resilience Orientation to the terms: Individual, Family, Community, System (Provide examples) Small Groups from the previous session can continue the discussion for this session.	Identify the different words in English and list them down	Facilitator 1

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Timing	*What you do*	*Key Learning Points, Messages and Tips*	*Resource Person or Facilitator*
20 mins	**Who is responsible for their wellbeing** (themselves/Individual family, community, system) Split them to four groups and let all of them respond to all (Individual, family, Community and system) - Each group to start at different group. How can these people help build resilience and wellbeing? Group – 1: Individual Group – 2: Family Group – 3: Community Group – 4: System What resources or support systems are currently available - @individual level @system level	Groups to summarize their resilience building suggestions at each level of socio-ecological model	Facilitator 1 & 2 Flipcharts and markers are to be used in this session as per facilitator's instructions.

If you notice someone has left the group and suspect they were reminded of past trauma, follow up with them individually to check in and offer any resources that might be helpful.

Session 4 Features of toolkit / Intervention			
Purpose Understand the current features of the toolkit/interventions (how to strengthen the features, what do they think about the particular blocks or features in the toolkit/intervention).			**Total Time** 30 minutes
Timing	*What you do*	*Key Learning Points, Messages and Tips*	*Resource Person or Facilitator*
20 mins	**Content** Features or attributes should a resilience-building toolkit/interventions include to be most effective for frontline health workers? In a chart have key words from exercise 1 and definitions. Examples: • Language • Informational - Book • Self help • Accessibility - Digital/non-digital – which format/ which way to be presented • Any other features Each participant to pick two features that they consider most important and two that they considered can be of least priority. They explain why.	To understand how do the HCWs want to use the toolkit (their preferred format)	Facilitator 1 & 2 Tick mark /cross mark indicating preference or not important

Plan to remain available after the session to address any questions or concerns. If you are worried about a particular participant, ask them if they would like follow-up later and if they need any support.

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Timing	*What you do*	*Key Learning Points, Messages and Tips*	*Resource Person or Facilitator*
10 mins	**Poll** - from the responses put final list and consensus through giving them markers or stickers to vote for. (Indicative, this list to be localised) Rank the following resources in order of effectiveness for building resilience in HCWs/FLWs? • Media: short/educational videos, blog, video shorts/media content, podcast, webinars, • Hands on training/training program • Counselling • Speaking to someone (peers) / peer support/peer buddy system • Helpline • Group sessions, workbooks, short stories/real life stories, sense of belonging, empathy, quick behaviour adjustment, friendships, • Coach, moderator led interaction • Organizational policy, sensitization of staff, participatory supervision, access to services, clear referral mechanisms • TIME, sense of security • Toolkit with activities, simple posters • Digital tools/app, WhatsApp groups, LLM chatbot • Research – Qualitative and Quantitative • Co-creation of solutions	To prepare a chart with ranking using the bindis/markers provided to the HCW. This will help in the Ranking process.	Facilitator 1 & 2 A4 sheets pasted on a chart with all the resources printed in local language (and English)- Ranking chart Tick mark /cross mark indicating preference or not important

Session 5 Closure	
Purpose They identify that they have participated in a co-creation exercise and will be acknowledged for their contributions	**Total Time** 15 minutes

Timing	*What you do*
5 mins	Any last-minute thoughts they have on the workshop or any feedback they wish to provide on the proceedings?
5 mins	Say thanks and inform them once again the purpose of the exercise and how helpful their contributions were.

Additional sessions following the above discussion will focus on solutioning, where participants come together to explore potential strategies for enhancing resilience at both individual and group levels.

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Session 6 Preparation of the results on Annexure 1			
Purpose They identify that they have participated in a co-creation exercise and will be acknowledged for their contributions			**Total Time** 30 minutes
Timing	***What you do***	***Key Learning Points, Messages and Tips***	***Resource Person or Facilitator***
5 mins	Discuss the Annexure 1 as a team and look at the templates and potential contents for different sections within the table. Decide on whether to use Chart or laptop.	The summary includes the key points discussed in each of the sessions.	Few participants (with one clear lead)
25 mins	*Discuss as a team and fill the table*		

This session may be held separately on a different day or on the same day. It will require the flow from above results tabulated in Annexure 1 and goes on to FLWs discussing about potential, feasible, solutions they can implement as an individual or as group. Regather all the participants or ones from the earlier exercise for this session.

Session 7 Solutioning			
Purpose To come up with solutions for enhancing resilience at the individual and group levels.			**Total Time** 45 - 60 minutes
Timing	***What you do***	***Key Learning Points, Messages and Tips***	***Resource Person or Facilitator***
15 mins	Discuss the Annexure 1 results from session 6	Discuss the points captured in different sections of the Annexure 1. As you discuss, lead them to think on how can it help them develop simple feasible solutions.	The results from Annexure 1, either as chart or on laptop.
20 mins	*Solutions at the Individual Level* *"What can I do for Myself?"* • *Potential Solutions:* • *Resources Needed: (Time, space, materials, equipment, supportive environment)* • *Cost Implications: (low or no cost, moderate to higher cost,)* • *Advocacy Needs: May require permissions or support from family/workplace*	*In this section make them think of individual solutions that they can employ at their own capacity at home or at work and make them think of the aspects for making this work, as detailed aside.* *Fill 3-4 solutions that the participants are willing to try in next two months.*	Charts, discussions (FILL DETAILS IN ANNEXURE 6)

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Timing	*What you do*	*Key Learning Points, Messages and Tips*	*Resource Person or Facilitator*
20 Mins	Solutions at the Group Level "What can we do for Ourselves?" • Potential Solutions: • Who is the Group: define the group • Resources Needed: (Time, space, materials, equipment, supportive environment) • Cost Implications: (low or no cost, moderate to higher, cost sharing, Organizational support) • Need for advocacy: May require permissions or support from family/workplace	In this section make them think of group level (as ASHA groups, PHC group, Cluster of Village group or so) solutions that they can employ as a group at work or outside work and make them think of the aspects for making this work, as detailed aside. Fill 1-2 solutions that the participants are willing to try in next 2 months.	Charts, discussions (FILL DETAILS IN ANNEXURE 7)

Session 8 Closure	
Purpose TThey agree to attempt the solutions and meet again in two months just with the annexures	**Total Time** 15 minutes
Timing	***What you do***
5 mins	Pledge to attempt the solutions before they meet again
5 mins	Date for next meeting

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Data synthesis / Reporting Format
(Use for advocacy and developing interventions. Sample statements mentioned)

LEVELS	*STRESSORS Identified*	*COPING Mechanisms*	*STAKEHOLDERS and potential contribution to support their wellbeing*	*Features of Intervention / toolkit*
Individual	*Increased workloads and worsened working conditions*	*Personal relaxation (watching TV, reading)*	*Financial Support from family*	*Hands on training for handling stress*
Community/ Family	*High levels of stigma against FLWs as COVID carriers*	*Getting together as ASHAs to celebrate birthdays once in a month*	*Corona Warriors initiative by local body*	*Peer recognition among other cadres of staff from other departments*
Systems	*Irregular working hours and ad-hoc trainings with limited travel*	*Provision of basic medical kits*	*The local administrators organise an annual picnic*	*Implement rewards and recognition programs*

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Annexure 1

Annexure 2

Summary of Workshop Template
(Fill from the data you collect in the workshop)

Goal

The team visited to _____, _____ district to conduct a workshop with the FLWs to seek their inputs in updating the toolkit, on DD/MM/YYYY. This exercise was done with participatory approach to understand FLW's stressors, expand understanding on coping strategies used, identify interventions and services access that support them in improving their mental health, and considering intervention features, which could help in designing a more user-friendly and accessible toolkit.

The discussions are broadly grouped using different public health practice levels framework.
Participant details : Detailed breakup of the participants (Nature, age, numbers, cadres/roles).

Indications, Way Forward

This exercise identified the needs and features that FLWs aspire for an intervention to intervention to address psycho-social wellbeing. While the exercise will enable you triangulate the stressors identified through your experiences and evidence, will allow you to get in the perspectives of key stakeholders too. On the solution side, this exercise points towards the necessity of a package of interventions aimed at individual, community of FLWs, system level requirements, this table may enable advocacy with local health authorities and a follow-up exercise with this table with same participants can be done for solutioning, that can be effected at local levels.

Annexure 3

Checklist

A. Infrastructure

1. Room: the structure of the room- space available, space for flipcharts /need for a microphone and seating arrangements

B. Mandatory supplies

1. Registration/ attendance sheet
2. Printed copies of the workshop agenda, purpose of the workshop, features of the toolkit/intervention list
3. TRC Toolkit (English)/Intervention – Prints
4. Consent forms in local language (including media consent if taking photographs)
5. 5-8 Flipcharts
6. 10 Bold markers
7. Ranking chart (in English and local language)

C. Other

1. Introduction to the PHC/health facility/community staff (a small write –up)
2. Check: Audio recorders- recording – audio – for transcription

D. Additional Checks

1. Advance preparations: Reach the venue earlier and check the space, audio/visual requirements.
2. Preparation / Venue Setup - to support safe conversation
3. Buffer of 20 - 30 mins
4. Roles – facilitators – specify the details (language)
5. Item Checklist (Documents, Art Supplies, audio recorder)
6. Small Group - interaction plan
7. Psychosocial Support Plan if someone recalls traumatic events
8. Post Event review, debrief and summarize

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Annexure 4

Consent form (Template)

Informed Consent Form for Workshop

This form can be modified and translated into local languages with the use of culturally sensitive words, to obtain written consent from the participants of the study, before being employed with the participants.

Part I: Information Sheet

Introduction
Greetings, my name is _____ (facilitator/research team member's name). I was given your reference for this study by the (District Health Office/Community elders/NGO partner District) with the necessary permissions. You must have been informed about it. Would you be willing to speak to us?

Yes_____ No_____

Voluntary Participation and Withdrawal
Individuals who participate in this workshop do so voluntarily. At any time, you may terminate your consent. If you withdraw your consent, there will be no consequences.

Before we talk, I wanted to explain the purpose of this conversation and give you an idea of what we would be talking about. After my explanation, if you agree, then we can continue the conversation. I work for the (name of the organization) works on a variety of health and social issues across India. Currently, we are trying to understand the psychosocial well-being of the Frontline health Workers (FLWs), defined as ANMs, ASHAs, and AWWs (specific to India). We will also be talking to different stakeholders who have been working with these FLWs to get their perspectives on the same topic. I will share more details about the study in a few minutes, along with your rights to (not) participate in this study. Once I have explained, you can let me know if you would be willing to participate in the study and can ask me any questions related to our conversation any time. Are you comfortable with this way of conversation?
Yes_____ No_____

Thank you for giving your time.

Purpose of the exercise
The purpose of this workshop is to identify your ideas about resilience and your ideas for features of an intervention to build interventions for improving your resilience and wellbeing. This will also enhance understanding the feasibility and acceptability of interventions designed to improve psychosocial wellbeing among the FLWs, in different locations across the world.

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Type of Intervention
This workshop would require the participants to provide their time in completing short questionnaires, sharing their knowledge, and experiences during interviews and focused group discussions to help understand the existing capacities to provide psychosocial support, and help in designing and implementing the intervention that responds to the psychosocial needs of the FLWs (emerged particularly during the last pandemic).

What you are being asked to do: We are asking for your active participation in the sessions and share your experiences and anecdotes on different topics discussed during the course of the workshop. Your participation may last for three-four hours. The dates of these activities will be decided based on a priori check on your availability.

Risks /Discomforts: You may possibly experience psychological stresses during the discussions as you may recall some of the stressful or traumatic events from the past. If there are any questions you do not want to answer, you may refuse to answer them, without any consequence. None of the information obtained will be identified with you in any way. We will not disturb or ask you any questions during your working hours and will schedule our conversations per your convenience.

Benefits of Participation: We believe that by participating in this workshop, you may be contributing experience improved well-being and mental health resilience. We will use what we learn from the conversation to understand the psychosocial issues of FLWs, to design interventions that respond to these needs directly. Our work is also expected to help in the long run to inform mental health programs to strengthen the ecosystem and better address the psychosocial needs of FLWs.

Sharing the Results
The key findings of this study will be summarized in brief and shared with the community/participants for dissemination, through workshops and local communication channels.

Privacy and Confidentiality: Every effort will be made to be sure that your participation in this study, and all records about your participation, remain confidential.

All data will be anonymized and coded appropriately before storage and stored in secured locations and available only to study personnel. Any personal identifiers will be sufficiently masked or removed and hence none of the information obtained will be identified with you in any way.

Questions and Contact Details: Do you have any questions for me? Would you like me to repeat any part of the consent process?

If you have any questions now, I will answer them, and if you have questions later about the project, your role as a participant etc., you can contact us at numbers mentioned below.

Facilitator -1 (Name and Contact Details)
Facilitator -2 (Name and Contact Details)

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Part II: Certificate of Written Consent

I have been invited to participate in this study/workshop that seeks to understand the experiences and perspectives of the FLWs on the mental health challenges and possible ways to address them.

I understand the information above. I have had the opportunity to ask questions about it. I voluntarily agree to participate in this study.

Print Name of Participant_____
Signature of Participant _____
Date _____ [DD/MM/YYY]
Place _____

Statement by the facilitator/person taking consent

I have explained the information sheet to the potential participant and ensured to the best of my ability, that the participant understood it.

I confirm that the participant was given the opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this consent form has been provided to the participants.
Name of Facilitator taking the consent_____
Signature of Facilitator taking the consent_____
Date _____ [DD/MM/YYYY]
Place _____

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Annexure 5

Participant List					
LOCATION			**DATE**		
Sl.No.	***Name***	***Designation***	***Facility attached to***	***Contact details***	***Signature***

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Annexure 6

Individual level solutions (Samples mentioned)			
LOCATION		**DATE**	
Potential Solutions	***Resources required***	***Cost Implication***	***Advocacy or who to require support from***
Yoga session	*Online resources (A youtube video, channel, TV programme, Teacher, Peer level teacher who can help them,*	*Join session, online free resource*	*With family for time, with PHC for time off for few minutes for this or so on.*

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Annexure 7

Group level solutions (Samples mentioned)			
LOCATION		**DATE**	
Potential Solutions	***Resources required***	***Cost Implication***	***Advocacy or who to require support from***
Community appreciation event	*A community leader (MLA/Pradhan) a event*	*Logistics costs to reach the location*	*With the community leaders for recognising the efforts of FLWs in an event.*

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Annexure 8

Workshop Feedback

Sample Questions

Thank you for being part of this workshop. We value your feedback and honest reflections to help us improve future sessions. Please take a few moments to share your thoughts.

1. What did you find most useful or valuable in the workshop discussion today?
2. Were there any voices or perspectives you felt were missing in the workshop today?
3. What could be improved in future workshops?
4. Is there anything you'd like to share with the facilitators or organizers—questions, appreciations, or concerns?

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