



International Network of
Health Promoting Hospitals
& Health Services

**Symposium Well-being of Healthcare Workers Task Force:
“Stronger Together: Reimagining Workforce Well-Being in a Time of Global Crisis”**

**The Well-being Kit in HPH Friuli Venezia Giulia Network: building
resilient care systems through Stress Literacy and Daily Recovery**

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Take Care of Who Takes Care of Us

Healthcare staff well-being is essential for care quality in a system facing workforce ageing, rising complexity, and the shift from a biomedical to a biopsychosocial approach.

6 Healthcare Companies

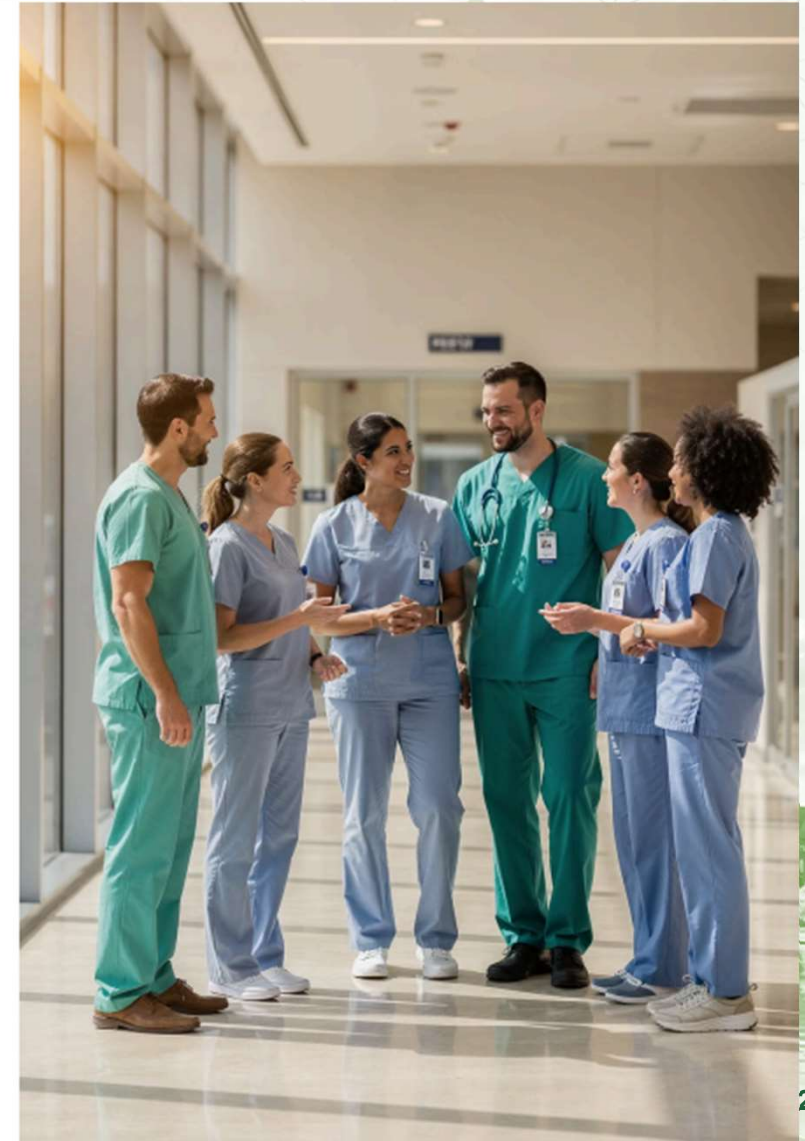
Applying the "Caring for those who care for us" strategy across the region

~21,000 Workers

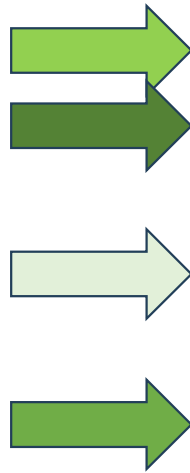
Healthcare professionals covered by the regional well-being strategy

Top-Down & Bottom-Up

A Communication Kit promoting stress literacy, self-care, and system alignment



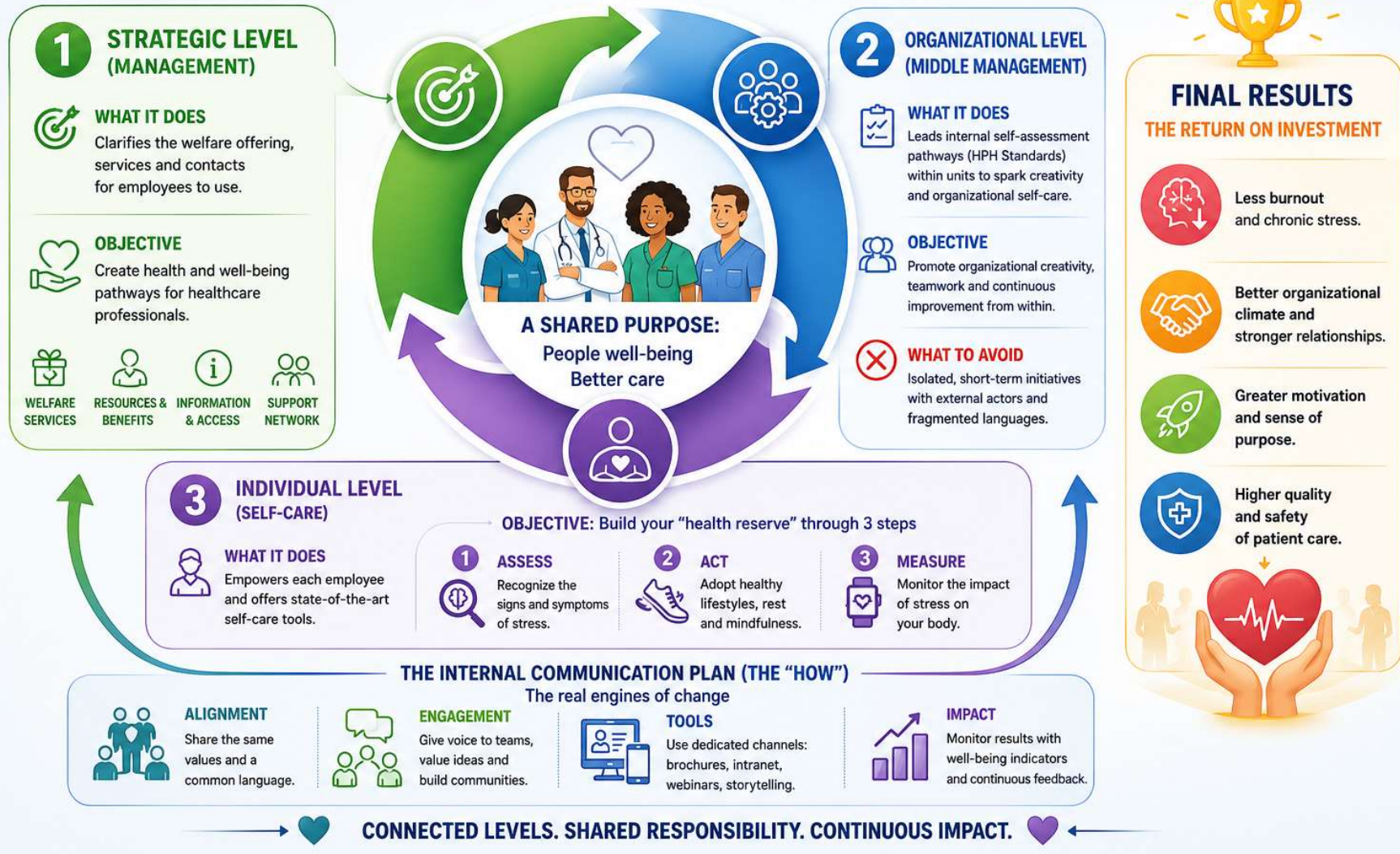
**Survey on what healthcare professionals leaving the public regional healthcare system think.
Data: October 2025 – May 2026**



		Answers	Ratio
Improve internal communication		69	34.67 %
Enhance training and professional development		74	37.19 %
Promote teamwork		49	24.62 %
Listen more to staff		128	64.32 %
Increase financial incentives		86	43.22 %
Increase benefits in terms of individual well-being and work-life balance (welfare)		109	54.77 %
No Answer		0	0 %

THREE LEVELS OF ACTION, ONE CONTINUOUS CYCLE


Together for People, Teams and Better Care



Substandard 1: Staff health needs, involvement, and health promotion

- 4.1.1. Our organization offers regular assessments of staff health needs and offers health promotion concerning tobacco, alcohol, diet/nutrition, physical inactivity, and psychosocial stress.
- 4.1.2. ~~During exceptionally demanding periods~~, these health needs assessments are adapted in order to identify possible support needs in a timely manner.
- 4.1.3. Our organization develops and maintains staff awareness of health issues.
- 4.1.4. Our organization ensures the involvement of staff in decisions impacting clinical work processes and their working environment.
- 4.1.5. Our organization develops working practices involving multidisciplinary teams, where appropriate.
- 4.1.6. Our organization establishes a health promoting workplace, addressing the psychosocial work environment.



What policies does the company offer for the well-being of its staff?




HPH FRIULI VENEZIA GIULIA NETWORK


CORPORATE WELL-BEING OFFER FOR ALL STAFF

A network of Health Promoting Workplaces that takes care of people who take care of others.








INTEGRATED OFFER
Physical, nutritional, psychological and preventive well-being




SCIENCE-BASED
Evidence-based approach



ACCESSIBLE
Easy to access, free or at low cost



PERSONALIZED
Services tailored to your needs



SUSTAINABLE
For people, work and the environment

WHAT WE OFFER

MOVE
Move your body, strengthen your health

COURSES (50 MIN.)

- ✓ Functional training – improve strength, stamina and posture
- ✓ Simple gymnastics – gentle exercises for daily wellbeing
- ✓ Yoga – movement, breathing and relaxation for body and mind

WHERE TO JOIN

- Simple gymnastics Sacile (San Camillo Hospital District)
- San Vito (gym with physiotherapist)

CHOOSE WHAT'S RIGHT FOR YOU
Find safe, accessible and suitable options for your break or before/after your shift.

NOURISH
Eat well, feel better every day

COMPANY CANTEENS
Choose healthy and balanced meals in our canteens:

- Pordenone
- San Vito
- Spilimbergo
- Maniago
- Sacile

WANT TO IMPROVE YOUR DIET?
The SSD Hygiene of Nutrition and Nutrition Outpatient Clinic is active. A team of professionals will assess your needs and support you on a personalized path.

How to book:
segreteria.dip.prevenzione@asfo.sanita.fvg.it

TAKE FOOD HOME?
Choose balanced meals respecting seasonality and a proper plate composition (vegetables, whole grains, quality proteins and good fats).

PREVENT
Prevention today, health tomorrow

CARDIOVASCULAR PREVENTION CLINIC
If you are eligible for periodic medical check-ups, you can access the cardiovascular prevention program with SCORE risk assessment.

You can receive:

- ✓ Lifestyle evaluation
- ✓ Personalized advice
- ✓ Guidance toward the most suitable opportunities for you

QUIT SMOKING?
The Smoking Cessation Center (Mental Health & Addictions Department) offers individual and group programs. Check intranet news for upcoming courses or visit the Well-being section.

Contact:
benessere.operatori@asfo.sanita.fvg.it

MIND & BODY
Take care of your mind to take care better

PSYCHO-PHYSICAL WELL-BEING OUTPATIENT CLINIC
A space dedicated to your overall well-being, with special attention to sleep quality, stress, digestion and recovery.

Book an individual session to learn more about how to take care of yourself.

How to book:
amb.promozionesalute@asfo.sanita.fvg.it

RELAXATION AND AWARENESS COURSES
Periodic courses and meetings to strengthen awareness and provide practical tools for stress management:

- Mindfulness
- Guided breathing
- Narrative medicine
- Digital well-being
- Low-grade inflammation and nutrition

ENVIRONMENT
Sustainable mobility, better quality of life

SUSTAINABLE MOBILITY
Cycle to work! In collaboration with FIAB, bike-friendly initiatives include:


- Bike parking at main sites
- Bike to Work Week (become a bike-friendly workplace)

Company bikes are also available for work-related trips, as an alternative to company cars.


YOUR WELL-BEING IS A PRIORITY
Move, nourish, prevent and take care of your mind: small daily steps that make a big difference.

AS FO is by your side on this journey.


HOW TO ACCESS OUR SERVICES




WHO CAN ACCESS
All staff of AS FO and partner organizations




COSTS
Most activities are free or at low cost



WHERE TO FIND INFO
Intranet > Well-being section > "AS FO in Motion"



BOOKING & INFO
Check the contacts in each section



TOGETHER, WE BUILD A HEALTHY WORKPLACE.
AWARENESS TODAY, WELL-BEING TOMORROW.

A NETWORK THAT PROMOTES HEALTH. | A COMMUNITY THAT VALUES PEOPLE. | BECAUSE TAKING CARE OF THOSE WHO CARE FOR US IS OUR MISSION.





AVER CURA DI CHI CI CURA: L'OFFERTA AZIENDALE RIVOLTA AL PERSONALE

PREVENIRE
La prevenzione è il primo passo per proteggere la tua salute.

AMBULATORIO DI PREVENZIONE CARDIOVASCOLARE

Se effettui le visite periodiche con il Medico Competente, potrai aderire al progetto di prevenzione cardiovascolare con valutazione dello SCORE2.

In caso di rischio medio, potrai accedere all'ambulatorio dedicato per:

- valutare i tuoi stili di vita
- ricevere indicazioni personalizzate
- essere orientato verso le opportunità più adatte a te

VOUOI SMETTERE DI FUMARE?
Il Centro Antifumo del Dipartimento delle Dipendenze e della Salute Mentale offre percorsi individuali e di gruppo. Consulta le news in intranet per conoscere le prossime edizioni dei corsi oppure visita la brochure presente nella sezione benessere operatori della pagina intranet.

Contacti: benessere.operatori@asfo.sanita.fvg.it

BENESSERE
AMBULATORIO BENESSERE PSICO-FISICO

Aver cura di chi ci cura: l'offerta individuale.
Si tratta di uno spazio dedicato alla tua salute globale, con particolare attenzione al contrasto della stanchezza, dei disturbi del sonno e della digestione, dove puoi imparare piccoli rimedi per recuperare il benessere. Per saperne di più inquadra il qr code e/o segui la sezione dedicata nella pagina Intranet

Prenotazioni:
amb.promozionesalute@asfo.sanita.fvg.it

TECNICHE DI RILASAMENTO E CONSAPEVOLEZZA
La SSD Formazione propone periodicamente corsi e incontri per rafforzare la consapevolezza e fornire strumenti pratici per la gestione dello stress:

- Mindfulness
- Respirazione guidata
- Medicina narrativa
- Benessere digitale
- Incontri sull'inflamazione cronica di basso grado legata all'alimentazione

Se vuoi avere le date dei prossimi percorsi formativi scrivici a: benessere.operatori@asfo.sanita.fvg.it

Contacti: benessere.operatori@asfo.sanita.fvg.it

AMBIENTE
MOBILITÀ SOSTENIBILE

Per favorire l'uso della bicicletta nel tragitto casa-lavoro, in collaborazione con FIAB, sono stati ripristinati i parcheggi bici nelle principali sedi ASFO, in prossimità dei timbratori.

È inoltre prevista la **Settimana dei Bike to Work**, con l'obiettivo di diventare un'azienda sempre più bike friendly.

Sono disponibili anche biciclette aziendali da utilizzare per gli spostamenti di lavoro alternativa alle auto aziendali, al fine di promuovere una mobilità più sostenibile.

Il tuo benessere è una priorità
Muoversi, nutrirsi in modo equilibrato, prevenire e prendersi cura della propria salute psicologica: piccoli passi quotidiani che, insieme, fanno grande differenza nelle diverse fasi della vita.

AS FO è al tuo fianco per accompagnarti in questo percorso.

Contacti: benessere.operatori@asfo.sanita.fvg.it



STRESS LITERACY

UNDERSTAND STRESS, STRENGTHEN RESILIENCE, IMPROVE WELL-BEING



1. STRESS: WHAT TO KNOW



WHAT IS STRESS

All organisms must maintain a complex dynamic balance—homeostasis—which is constantly challenged by internal or external adverse forces called stressors. Stress occurs when homeostasis is threatened or perceived as such.



Knowledge allows us to act better, regain control and confidence, and strengthen our internal resources.

2. STRESS FACTORS



Humans possess a survival oriented stress response system that provides the energy needed for action (Fight or Flight) or immobilization (Freeze).



In today's hyperconnected technological era, stressors are increasingly constant and demanding.



Continuous activation of this system can lead to dysregulation, generating chronic inflammation and contributing over time to the development of disease (in susceptible individuals).



It is therefore essential to periodically (daily) deactivate the stress response cycle to interrupt the systemic effect linking chronic stress activation to persistent inflammation.

3. EXAMPLES OF STRESS FACTORS



LIFESTYLE

Sleep, physical activity, nutrition, risk behaviors.



SOCIAL

Interactions with others, social pressure, group dynamics.



PSYCHOLOGICAL

Emotional experiences such as anxiety, sadness, fear, often triggered by life situations or perceived threats.



ECONOMIC

Financial instability, lack of resources, insecurity.



ENVIRONMENTAL

Pollution, noise, extreme weather conditions.

4. HOW WE REACT TO STRESS FACTORS

Our body has evolved over millennia thanks to innate survival systems based on two main axes:



AUTONOMIC NERVOUS SYSTEM

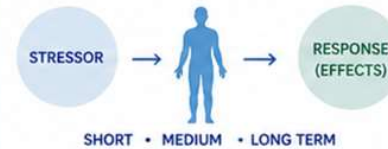
(sympathetic/parasympathetic)
→ adrenaline and noradrenaline



HYPOTHALAMUS PITUITARY ADRENAL (HPA) AXIS

→ cortisol

These two axes activate automatically and independently in response to any stressor, producing short, medium, and long term effects.



5. ACUTE STRESS RESPONSE

(Initial phase: hours/days)

Essential to support maximum performance in adapting to the stressor.

How?

- ✓ Focusing attention on the problem
- ✓ Activating an inflammatory response to contain the threat and provide energy
- ✓ Releasing large amounts of energy to support fatigue and nourish the brain, muscles, and immune system (the Big Three System, Strub 2014)



6. CHRONIC STRESS RESPONSE

(Chronic phase: weeks/months/years)

If the acute phase persists (chronic phase) without deactivation, it becomes a stressor itself, preventing physiological recovery of homeostasis.

This is known as **allostatic load**—"the wear and tear on the body caused by repeated or prolonged stress" (McEwen, 1998).

Persistent activation consumes energy reserves, leading to **Medically Unexplained Symptoms (MUS)**:

- Loss of clarity and concentration
- Feeling overwhelmed
- Loss of muscle and



7. WHAT ARE MUS - MEDICALLY UNEXPLAINED SYMPTOMS



MUS are an index of chronic stress and inflammation.



Their assessment, combined with body composition analysis (BIA ACC®), provides a useful, non invasive, rapid clinical tool to distinguish individuals with chronic stress/inflammation



TAKE HOME MESSAGE



KNOWLEDGE EMPOWERS BETTER CHOICES.



UNDERSTAND YOUR STRESS RESPONSE.



PROTECT YOUR RESOURCES



MEDICALLY UNEXPLAINED SYMPTOMS

MUS

MUS® - Medically Unexplained Symptoms Self-Evaluation

- Do you suffer from chronic and persistent fatigue?
- Have you been suffering from mood disorders for long?
- Do you suffer from persistent insomnia or awakenings from sleep?
- Do you suffer from persistent drowsiness during the day?
- Have you been experiencing anxiety?
- Have you been experiencing apathy?
- Have you been suffering from panic attacks?
- Have you been experiencing abnormal heart beats (arrhythmia or tachycardia) at rest?
- Have you noticed changes in your appetite (excessive hunger or loss of appetite)?
- Do you suffer from night hunger pangs (night binge eating disorder)?
- Have you been suffering from heartburn, stomach fullness, bloating or nausea?
- Do you suffer from irritable bowel syndrome?
- Have you periodically been suffering from constipation or altered bowel movement?
- Do you usually have cold hands and feet?
- Do you suffer from altered perspiration during sleep?
- Do you often wake up in a bad mood?
- Have you been experiencing feelings of unjustified guilt?
- Do you have difficulties in experiencing pleasure or relief, as a result of positive events?
- Have you recently experienced significant weight loss?

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- MUS = CHRONIC STRESS = LOW GRADE INFLAMMATION
- Recognizing and reversing early signs of chronic stress (MUS) is essential self-care in an era of burnout and workforce strain.



RECOVER & RECHARGE

PRACTICAL TOOLS FOR STRESS RECOVERY

Small actions, big impact on your well-being

10. SIMPLE RECOVERY RECOMMENDATIONS



Wake up early, following the natural rhythm of light (before 8 a.m.).



Splash your face and wrists with cold water.



Cardio respiratory training for 5 minutes, 3 times a day (avoid immediately after meals).



Engage in physical activity preferably in the morning.



Have a substantial breakfast rich in fiber, vegetables and proteins.



Avoid or minimize the use of backlit devices in the evening.



Have a light dinner, preferring foods rich in vegetables.



Take a warm bath to provide an additional signal of relaxation and preparation for sleep.



Drink an amount of water corresponding to 3–4% of your body weight.

11. BREATHING TRAINING (5 BREATHS PER MINUTE)



Slow, controlled breathing helps activate the parasympathetic nervous system, increase Heart Rate Variability (HRV) and stimulate the body's natural anti-inflammatory response.

Inhale
5 sec



Hold
2 sec



Exhale
5 sec



5 min



Practice for 5 minutes, several times a day (morning, afternoon, evening).



With regular practice, the brain memorizes this rhythm, making it more natural even under stress.



Maintain an upright posture during training.



This activates the Relaxation Response (Benson 1975).

OTHER PRACTICES THAT ACTIVATE THE RELAXATION RESPONSE



Mindfulness



Progressive muscle relaxation



Yoga



Tai Chi



Qi Gong



MY HEALTH & RESILIENCE DIARY

Monitor. Understand. Act. Empower.

A personal tool to track your subjective and objective parameters and build awareness of how your body's adaptation systems influence the presence or reduction of MUS.

YOUR HEALTH IS A DIALOGUE. TRACK IT, UNDERSTAND IT, IMPROVE IT.

WHY KEEP THIS DIARY?

This diary helps you monitor both your subjective well-being and your objective physiological parameters over time. It also helps you record how often you put into practice the recovery recommendations.



AWARENESS CREATES EMPOWERMENT. SMALL ACTIONS, BIG IMPACT.

HOW OFTEN DID YOU PUT INTO PRACTICE THE RECOVERY RECOMMENDATIONS?

Each day, indicate how many times you applied the recovery strategies.

0 = not at all 1 = once 2 = twice 3 = three times or more

DATE	M	T	W	T	F	S	S	DAILY NOTES
Breathing training (5 breaths/min)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Physical activity (preferably in the morning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Healthy breakfast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Light dinner & digital detox in the evening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Every conscious choice is a signal to your body:
I take care of myself, I strengthen my resilience.

PARAMETERS TO MONITOR AND IMPROVE

	FIRST VISIT	DATE	SECOND VISIT	DATE	THIRD VISIT	DATE
MUS						
PERCEIVED HEALTH						
HR mean (bpm)						
SDNN (ms)						
RMSSD (ms)						
LF/VLF						
TBW %						
HPA Axis						
IMAT						
T-Score						
S-Score						
IMAT %						

EXPLANATION OF PARAMETERS

PARAMETER	EXPLANATION
MUS	Physical, psychological, behavioral, and emotional signs and symptoms not attributable to a precise diagnosis, related to dysregulation of the autonomic nervous system and body composition in situations of prolonged psycho physical stress (Rosendal 2017). No diagnostic tests justify their presence. Recently identified as a signal of low grade chronic inflammation (Tsigos 2015).
HR Mean	HR (number of beats per minute). In a healthy individual, heart rate at any moment reflects the net effect of parasympathetic activity (which slows it) and sympathetic activity (which accelerates it).
RMSSD	Index of vagal activity (tone), with impact on the anti inflammatory activity of the cholinergic system. Higher values indicate greater cholinergic anti inflammatory activity mediated by the vagus nerve.
SDNN	Standard deviation of the NN interval ("normal to normal") between heartbeats. Indicates the flexibility of the autonomic nervous system and its adaptive capacity.
LF/VLF	Balances the autonomic nervous system. In a balanced system, the ratio should be > 1.
T Score	Bone mass index. Higher values indicate better bone mass preservation. A value of 0 represents consistency with the average for sex and age in the general population.
S Score	Muscle mass index. Higher values indicate better muscle mass preservation. A value of 0 represents consistency with the average for sex and age in the general population.
IMAT	Index of fat infiltration in muscle. Higher values indicate greater fat infiltration.
HPA Axis	Index of hypothalamus pituitary adrenal axis function. A general index of circadian rhythm: higher values indicate better circadian rhythm preservation.
TBW	Total Body Water: measures how much water is contained in the human body. More muscle mass corresponds to higher water content, as muscle tissue contains more water than adipose tissue.



MONITOR. UNDERSTAND. ACT.
YOUR DATA. YOUR STORY. YOUR HEALTH.



The adaptation systems can cause MUS to appear...



...and your daily choices can help them disappear.

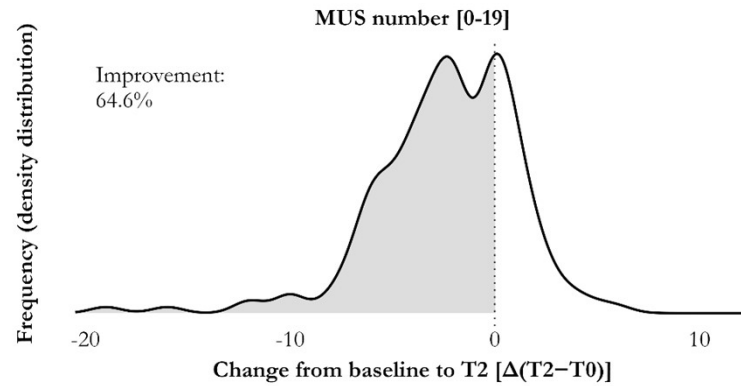
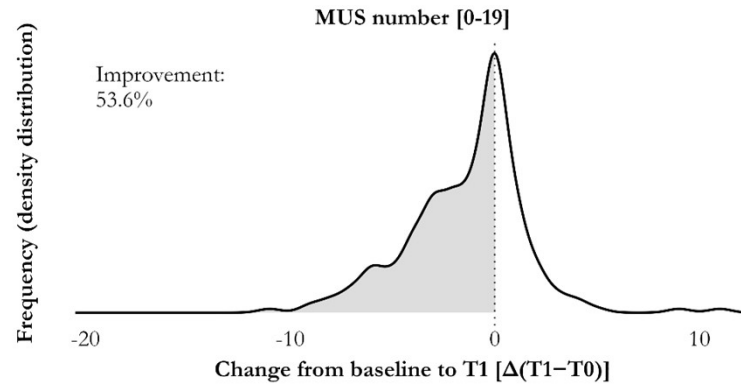
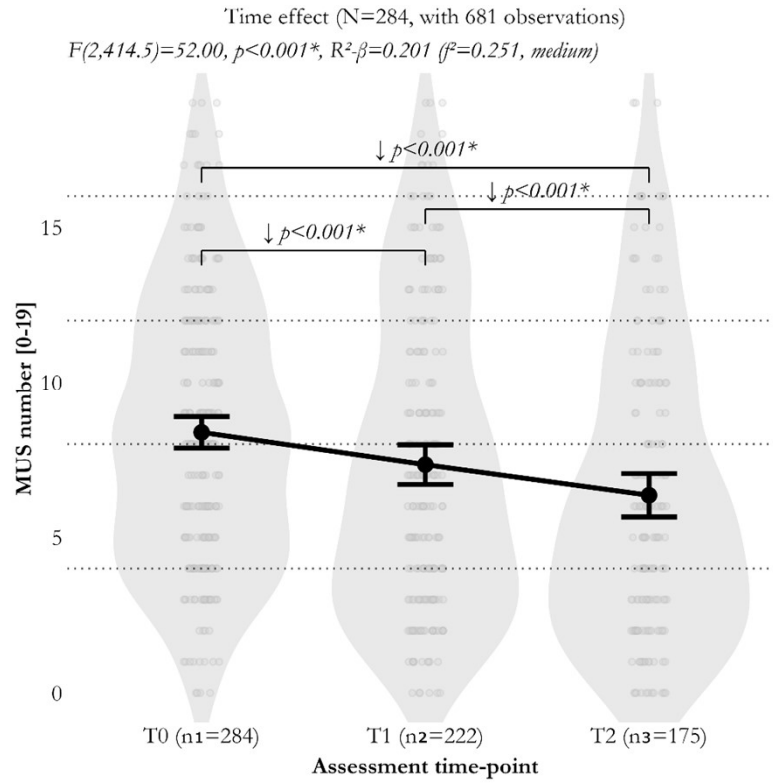


AWARENESS TODAY,
WELL-BEING TOMORROW.

MUS number

**Time effect
(T1-T2)**

Decrease



Reproduced with permission from unpublished data (manuscript in preparation)

Combined diary-based self-reported protocol adherence (2 levels)

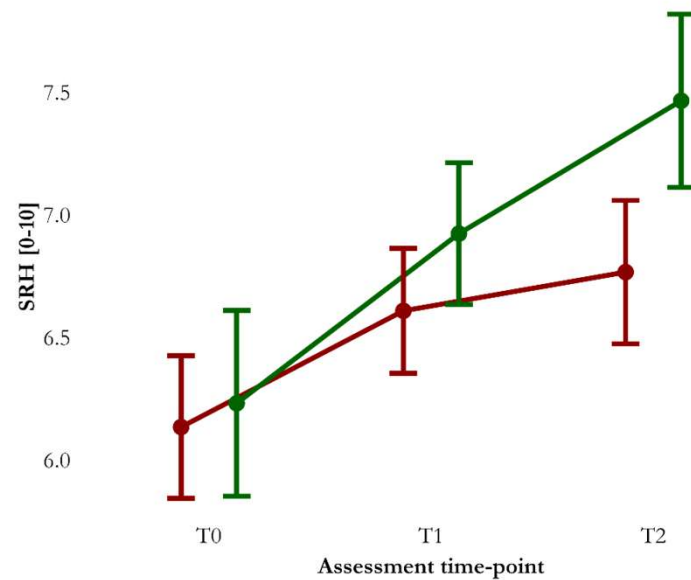
Combined diary-based self-reported protocol adherence (2 levels)

Time: $F(2,318.7)=24.71, p<0.001^*, R^2-\beta=0.134 (f^2=0.155, \text{medium})$

Group: $F(1,177.2)=4.24, p=0.041^*, R^2-\beta=0.023 (f^2=0.024, \text{small})$

Time \times Group: $F(2,318.7)=3.52, p=0.031^*, R^2-\beta=0.022 (f^2=0.022, \text{small})$

◆ Poor/Partial ◆ Good



With SRH:

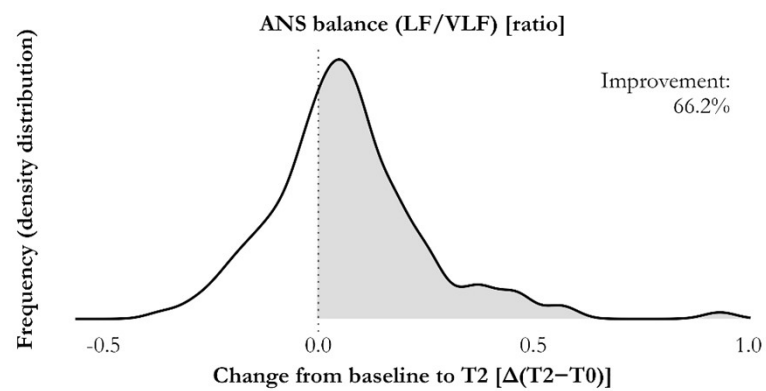
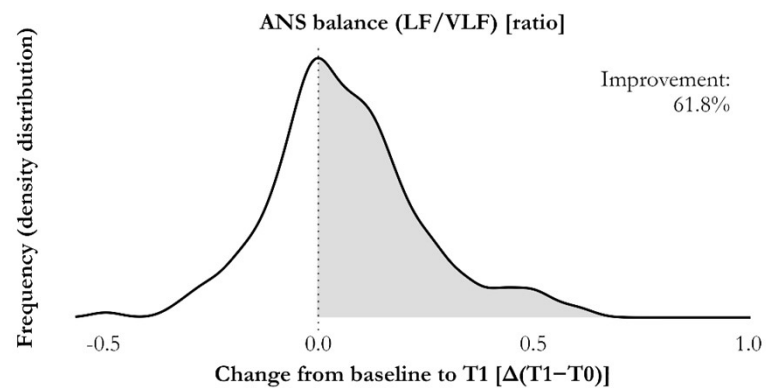
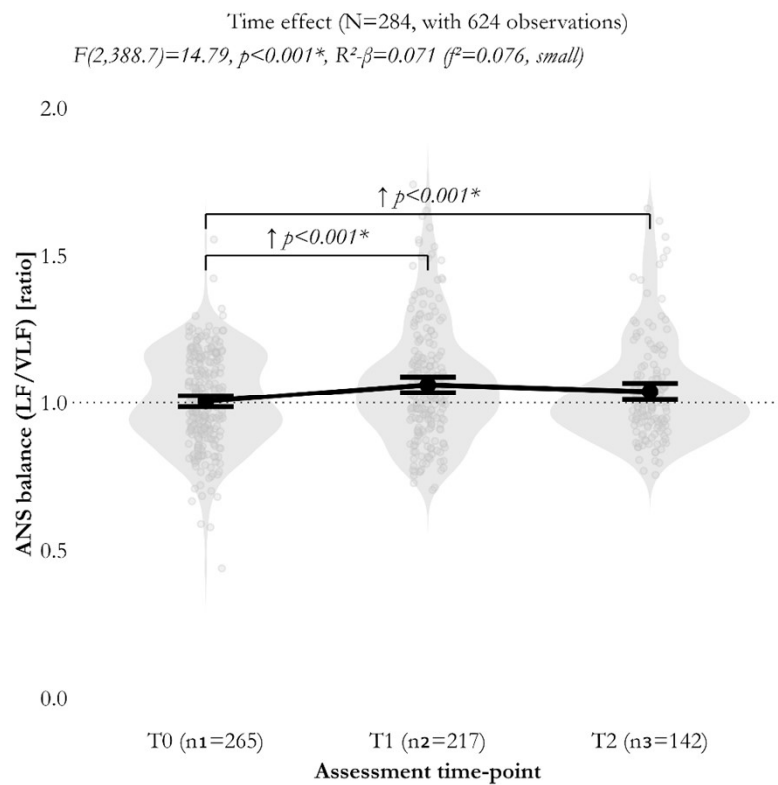
- SRH increase in time (confirmed).
- Higher SRH with "Good" adherence.

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ANS balance (LF/VLF)

**Time effect
(T1-T2)**

Increase



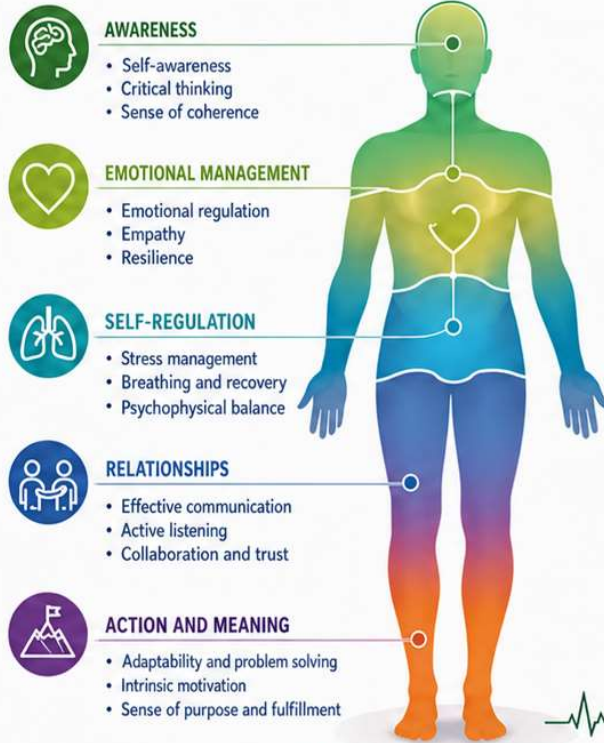
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TWO SYSTEMS, ONE MISSION: CARING FOR LIFE IN ALL ITS STAGES

Cross-functional competencies for individual well-being and healthcare organizational effectiveness

THE INDIVIDUAL

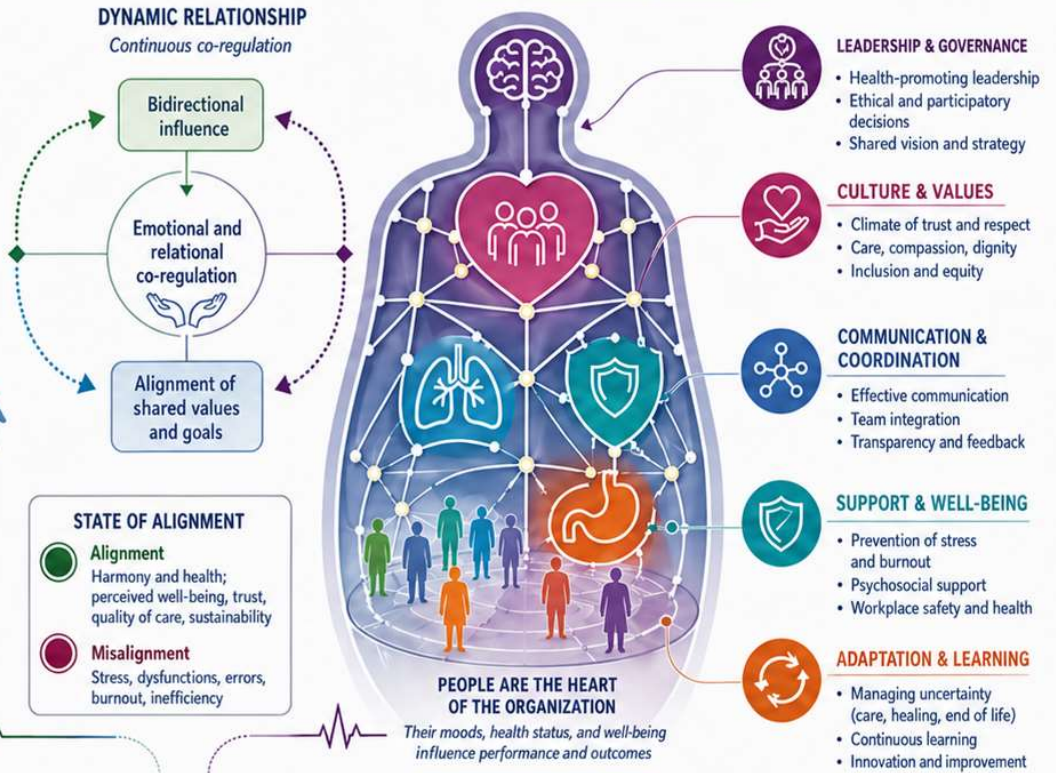
Autonomy, well-being, and fulfillment



HEALTH, BALANCE, FULFILLMENT

THE HEALTHCARE ORGANIZATION

An organization that provides care



The quality of care arises from alignment between the individual's internal competencies and the organization's self-regulatory capacities.

Thanks for your attention!

Cristina.aguzzoli@arcs.sanita.fvg.it

Hphitalia.net

arcs.sanita.fvg.it/it/servizio-sanitario-regionale-friuli-venezia-giulia-fvg/promozione-della-salute-rete-hph



Regional Coordination for Health Trust



ARCS
Azienda Regionale
di Coordinamento
per la Salute



REGIONE AUTONOMA
FRIULI VENEZIA GIULIA

31st International Conference on Health Promoting Hospitals and Health Services, Malmö, Sweden, 2026

