



International Network of  
Health Promoting Hospitals  
& Health Services



**HPH**  
**Catalunya**  
Xarxa d'Hospitals i Centres  
Promotors de la Salut

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

## **Catalan HPH Network: Advancing Professionals’ Well-Being through Collaborative Best Practices**

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## Professional Well-Being Is Not a "Soft Issue" → It Is a System Outcome

### 30–50% Burnout Globally

Between 30 and 50% of healthcare professionals worldwide report symptoms of burnout — a figure that has been rising consistently across health systems.

### 2× Patient Safety Risk

Burnout is associated with up to twice the risk of patient safety incidents, directly threatening the quality and reliability of care delivery.

### WHO Recognition (ICD-11)

The World Health Organisation now formally recognises burnout as an occupational phenomenon — an acknowledgement of its systemic, structural roots.



We are not facing an individual problem.

We are facing a system design problem.

## From Resilience of Individuals to Resilience of Systems

**The evidence is clear:** asking individuals to adapt to dysfunctional systems produces limited, short-lived results. Organisational-level interventions show far greater and more durable impact.

1

### Traditional Focus

Individual coping strategies: mindfulness, self-care, resilience training.



Well-intentioned, but evidence shows modest and short-term effect.

2

### Stronger Evidence

Organisational-level interventions: workload management, leadership quality, workflow redesign and autonomy.



Supported by JAMA and BMJ systematic reviews.

3

### The Principle

We cannot ask individuals to compensate for dysfunctional systems.



System resilience must be designed, not delegated to the individual.

## Well-Being Is an Emergent Property of the System

Well-being is built, not owned.

It is a shared responsibility across every layer of the health system.

### Individual

Mental, physical and emotional health of each professional.

### Team

Trust, psychological safety and cohesion among colleagues.

### Organisation

Leadership quality, workload distribution and workplace culture.

### System

Policies, resources, governance structures and strategic priorities.



## A Global Workforce Crisis Is Unfolding



This is no longer a well-being issue alone. It is a system sustainability crisis that demands structural response.

10M

### Worker Shortage

WHO estimate of the global healthcare workforce deficit; a structural gap with no easy fix.

1 in 3

### Considering Leaving

OECD data shows up to 1 in 3 professionals across member countries are considering leaving the profession.

>40%

### Burnout in Europe

With rising early retirement and turnover intentions.

## The Catalan HPH Network as a Transformation Ecosystem

HPH Catalunya operates within the International HPH Network and functions as a living infrastructure for collective learning; moving beyond isolated innovation towards coordinated system transformation.

### Practice → Knowledge

Converts frontline practice into documented, shareable knowledge assets.

### Knowledge → Implementation

Translates evidence and shared learning into concrete organisational action.

### Cross-Hospital Learning

Enables adaptation and mutual enrichment across diverse institutional contexts.

### Long-Term Capacity

Builds durable system capacity that outlasts any single project or pilot phase.



## The Catalan HPH Network as a Transformation Ecosystem



## Our Framework for Health Promotion

The Catalan HPH Network embeds health promotion across healthcare organisations through four interconnected working areas.

### Workforce Well-Being

Supporting the physical, emotional and mental health of healthcare staff.

### Health Literacy

Empowering professionals and patients with accessible health information.

### HPH Standards

Implementing international standards across member organisations.

### Healthy & Sustainable Environments

Creating workplaces that promote health for staff, patients and communities.



## A System Learning How to Care for Its Professionals



## From Ideas to Implemented Practices



Evidence is not only produced, it is implemented and shared across the network.

71

### Best practices documented (2023-2025)

Across Catalan HPH member institutions, spanning health promotion in its broadest sense.

18

### Focused on professional well-being

A dedicated subset addressing the emotional, organisational, physical and cultural dimensions of staff health.



## Selected Good Practices Across Catalan Hospitals

A focused analysis of workforce well-being initiatives from HPH Catalunya members, emphasising participatory design, staff engagement and long-term sustainability.



Multicomponent cardiovascular risk prevention: nutrition, emotional support and physical activity, reinforced by continuous communication strategies.



Cardiovascular risk assessment and a community charity race, engaging professionals, patients and the wider community in preventive care.



Active commuting programme encouraging staff to cycle to work, supporting moderate and consistent exercise as a sustainable lifestyle habit.



Early detection and multidisciplinary management of sleep disorders, supporting timely intervention and long-term staff health resilience.

## Results & Conclusions

### Improved Awareness

Increased knowledge and uptake of healthy behaviours across participating centres.

### Greater Participation

Higher staff engagement in physical activity and emotional support programmes, with strong positive feedback

### Stronger Culture

Reduced musculoskeletal complaints and a reinforced organisational commitment to workforce well-being

### Scalable & Sustainable

A coordinated, multi-centre approach enhances visibility and supports healthier, more resilient teams across Catalonia



Catalan experiences demonstrate how diverse, context-adapted interventions contribute meaningfully to the international HPH Task Force on Well-being of Healthcare Workers.



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**Thank you!**

**Tack så mycket!**

**Gràcies!**



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