

APEX HEALTH GROUP

BUILDING RESILIENCE IN DYNAMIC TIMES

A Practical Self-Help Guide for Healthcare Professionals in Qatar
People & Leadership Development • Apex Health Group • 2026

Championed by

Ahmed El Zeftawy

Group Chief Human Resources Officer, Apex Health Group

“Resilience is built through foresight. Confidence is strengthened through preparation. Stability is preserved through discipline.”

A message from our CEO

Dear Colleagues,

Working in healthcare in Qatar is a privilege — and it is also one of the most demanding roles any professional can undertake. You show up every day for our patients, for your teams, and for this organisation, often under conditions of significant pressure and with finite personal resources. I want to acknowledge that, sincerely.

This guide exists because we believe that resilience is not simply something you are born with — it is something you build. It is built through the small daily disciplines of how you manage your energy, your finances, your relationships, and your professional development. It is strengthened by the people around you. And it is supported, here at Apex Health, by leaders and colleagues who genuinely care about your wellbeing.

Qatar remains a place of remarkable stability, opportunity, and long-term vision. Living and working here as healthcare professionals, we have both the responsibility and the resources to thrive — if we invest in our own preparedness with the same commitment we bring to our patients.

I commend this guide to you wholeheartedly. Please read it, share it with your teams, and — most importantly — act on it.

Joe Hazel

Chief Executive Officer, Apex Health Group

A message from our GCHRO

This guide was developed in direct response to what we hear from our people. You told us — through surveys, through conversations, through your leaders — that the demands of working in healthcare, combined with the realities of building a life in Qatar, create pressures that sit well beyond the clinical environment.

“Hope is not a strategy. Preparation is.”

This principle underpins everything in these pages. We are a lean organisation — we do not have unlimited resources — but we do have knowledge, networks, and each other. That is more powerful than it sounds. Use this guide. Revisit it. Share it with a colleague who is struggling. And know that the People & Leadership Development team is here to support you.

Ahmed El Zeftawy

Group Chief Human Resources Officer, Apex Health Group

Introduction: Resilience Is Built, Not Born

Who Designed This Series

This series was developed by the **People & Leadership Development team at Apex Health Group**. The frameworks draw on internationally recognised approaches including TGROW coaching, Mindfulness-Based Stress Reduction (MBSR), Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT) - informed skills, Critical Incident Stress Debriefing, and the Loehr–Schwartz energy management model.

How This Series Connects to Our Values & Competencies

Every guide in this series is an expression of our Estithmar Values and Apex Health Core Competencies. Investing in your own wellbeing is not separate from our organisational commitments — it is central to them. When you develop your resilience, you strengthen your leadership. When you reconnect with your values and purpose, you deepen the quality of care you deliver. When you learn to regulate and recover, you model agility. When you seek support or speak honestly about difficulty, you demonstrate boldness.

Estithmar Values: Leadership | Quality | Agility | Boldness

Apex Health Core Competencies: AI Fluency | Resilience | Leadership | Agility | Quality

“Resilience is not about bouncing back to who you were. It is about growing into who you need to become.”

What This Guide Covers

- I. Personal Financial Preparedness** — *Building your financial safety net in Qatar*
- II. Professional Resilience** — *Staying relevant, valued, and energised in your career*
- III. Clinical & Workplace Preparedness** — *Performing well and safely under pressure*
- IV. Personal Wellbeing & Mental Health** — *Evidence-based strategies for daily resilience*
- V. Personal & Household Preparedness** — *Practical life resilience in Qatar*
- VI. Team & Organisational Resilience** — *How we build resilience together at Apex*
- VII. Strategic Career Guidance** — *Long-term positioning and professional growth*

VIII. Self assessment tool to self guided resources – Quick start guide [link](#)

VIII. Self Guided Resources

- 1. TGROW – A reflective conversation with yourself – A structured coaching-based self reflection tool.** [link](#)
- 2. Mindfulness and regulation guide – Practical tools to calm your nervous system.** [link](#)
- 3. Values, compassion and empathy – Reconnecting why you chose this work** [link](#)
- 4. Post incident structured debrief – A seven stage guide to processing difficult events** [link](#)
- 5. Peer coaching circle – A complete guide to running a peer coaching circle** [link](#)
- 6. Cognitive reframing – Learning to challenge the thoughts that hold you back** [link](#)
- 7. Energy management and recovery – Understanding and replenishing the energy behind everything** [link](#)

I. Personal Financial Preparedness

Estithmar Value • **AGILITY**

Core Competency • **RESILIENCE**

Financial insecurity is one of the most significant — and most under-acknowledged — contributors to workplace stress. For professionals based in Qatar, managing the dual responsibilities of building local financial resilience while supporting family obligations elsewhere is a genuine and complex challenge. The strategies below are practical, low-cost, and evidence-aligned.

The 6-Month Liquidity Principle

Top 3 Tips — Building Your Financial Buffer

1. Calculate your true monthly floor cost: rent, food, utilities, transport, and insurance — not your lifestyle cost, your survival cost.
2. Automate a fixed transfer to a dedicated savings account each pay cycle — even a modest percentage builds meaningfully over time.
3. Keep your emergency reserve instantly accessible: do not tie it to products with notice periods or lock-in conditions.

Maintain a readily accessible cash reserve equivalent to at least six months of essential living expenses. This provides meaningful flexibility should circumstances change — visa transitions, a change in employment, a family emergency, or unexpected household costs.

Preserve Capital Flexibility

During periods of elevated uncertainty, carefully evaluate major discretionary financial commitments — new vehicle financing, significant non-essential investments, or large lifestyle upgrades. Liquidity enhances optionality. Financial resilience is not about limiting ambition; it is about timing decisions wisely.

- ☐ Distinguish between structural life investments (education, health, housing) and consumption commitments that can wait.
- ☐ Review any financing arrangements periodically to ensure monthly obligations remain proportionate to income.

Smart Consumption Discipline

Small efficiencies, consistently applied, contribute meaningfully to financial resilience over time.

- ☐ Review subscriptions and recurring costs annually — remove services you no longer use actively.
- ☐ Use local markets, co-ops, and shared purchasing with colleagues where appropriate.
- ☐ Renegotiate utility and service contracts at renewal — providers frequently offer improved terms to retain customers.

Rent Optimisation

Housing typically represents the largest single expenditure for professionals in Qatar. Upon lease renewal, review prevailing market benchmarks — even a 5–10% reduction on annual rent compounds significantly across a multi-year tenure.

- ☐ Research comparable properties in your neighbourhood before entering renewal negotiations.
- ☐ Even a modest rent reduction of 5–10% annually compounds significantly across a multi-year tenure.

Values in Action

How our values and competencies show up in daily resilience practice:

- Agility begins with a financial buffer — your six-month reserve is what gives you genuine options when circumstances shift unexpectedly.
- Reviewing your spending and commitments quarterly is an act of financial agility — adapting before pressure forces you to.
- Resilient professionals protect their liquidity as deliberately as their clinical competence — it is the foundation from which all other resilience flows.

II. Professional Resilience

Estithmar Value • **QUALITY**

Core Competency • **AI FLUENCY + AGILITY**

Your professional resilience — the ability to remain relevant, motivated, and effective across the arc of your career — is as important as your clinical competence. Professionals who contribute directly to operational excellence and value creation remain highly valued. Those who invest proactively in their own development are significantly better positioned to navigate change with confidence.

Align with Evolving Organisational Priorities

Understand the strategic direction of Apex Health and your own hospital or department. Know what your organisation values most — and ensure your contribution is visible within those priorities.

- ☐ Ask your line manager: 'What does success in my role look like over the next 12 months?' Build your work around that answer.
- ☐ Engage actively in quality improvement initiatives — participation signals commitment to organisational priorities.
- ☐ Seek out opportunities to contribute beyond your immediate role: cross-departmental projects, mentoring junior staff, contributing to policy development.

Invest in Digital Relevance

Top 3 Tips — Building Your AI Fluency

1. Identify one digital skill to build this quarter — data interpretation, AI productivity tools, telehealth platforms, or digital documentation systems.
2. Engage with organisational digital training early — early adopters of new systems are disproportionately visible and valued by leadership.
3. Explore free, high-quality learning: Coursera, WHO Open Learning, and the Cornerstone platform offer healthcare-specific modules at no cost.

Technical adaptability increasingly defines long-term professional defensibility. In healthcare, digital transformation, AI-enabled clinical decision support, and data literacy are reshaping roles across all disciplines. You do not need to become a technologist — but you do need to be a confident, adaptable digital practitioner.

Strengthen Professional Confidence

Professionals who consistently deliver value, remain adaptable, and invest in their capabilities are better positioned to navigate evolving organisational priorities with confidence.

- ☐ Maintain an up-to-date professional portfolio: a record of your contributions, achievements, and development activities.
- ☐ Engage with professional networks — both within Qatar and internationally through bodies relevant to your discipline.
- ☐ Ask for feedback actively and regularly — leaders notice professionals who seek to improve.

Values in Action

How our values and competencies show up in daily resilience practice:

- Quality professionals invest continuously in themselves — your personal development plan is your commitment to ongoing excellence.

- Digital fluency is now a clinical quality matter — those who embrace AI tools and data literacy are better equipped to deliver safe, effective care.
- Agility in your career means staying visible, adaptive, and aligned with what your organisation needs most — not just today, but over the next 12 months.

III. Clinical & Workplace Preparedness

Estithmar Value • **QUALITY**

Core Competency • **QUALITY + LEADERSHIP**

Preparedness in the clinical environment is both a patient safety imperative and a personal resilience strategy. Healthcare professionals who feel equipped for likely challenges — clinical, emotional, and operational — perform more effectively and recover more quickly when difficulties arise.

Know Your Escalation Pathways

Top 3 Tips — Clinical Preparedness Essentials

1. Review your clinical escalation protocols at least annually, or after any change in your role or department — uncertainty under pressure amplifies stress and delays effective response.
2. Practise SBAR: Situation, Background, Assessment, Recommendation — a proven structured communication tool that reduces information loss under pressure.
3. Engage fully in simulation and in-situ training — landmark research by Draycott et al. (2008) shows simulation-based training reduces serious adverse clinical outcomes by up to 50%.

In any emergency — clinical, operational, or personal — knowing who to contact, how, and in what sequence is a core preparedness skill. Simulation training and emergency drills are not administrative requirements; they are evidence-based safety interventions.

Pre-Brief and Debrief

Structured briefing before high-risk situations and honest debriefing afterwards are two of the most powerful, low-cost interventions available to clinical teams. Both are within your power to initiate, regardless of your grade.

- ☐ Before a complex procedure or high-risk situation: take 90 seconds to identify what could go wrong and agree contingency responses.
- ☐ After a difficult case or critical incident: conduct a structured team debrief to support collective sense-making and prevent accumulated unprocessed distress.
- ☐ Normalise debriefing as a professional habit — not a sign that something went wrong, but a sign of a learning team.

Psychological Safety in Clinical Teams

Psychological safety — the shared team belief that speaking up, asking questions, and raising concerns is safe and welcomed — is one of the most powerful determinants of both clinical performance and staff wellbeing. Edmondson's foundational research (2019) demonstrated that teams with high psychological safety had significantly fewer errors and better patient outcomes.

- ☐ Model vulnerability: senior staff saying 'I don't know — let's find out' normalises safety for the whole team.
- ☐ If you see a concern, raise it — clearly and respectfully. A culture of speaking up is a patient safety imperative.
- ☐ Your observation may be the most important piece of information in the room — challenge hierarchical silence with respectful confidence.

Values in Action

How our values and competencies show up in daily resilience practice:

- Quality is most visible under pressure — your commitment to escalation pathways and structured communication protects patients when it matters most.

- Leadership in quality does not require seniority — briefing your team before a high-risk procedure and debriefing afterwards is quality leadership in action.
- Psychological safety is a quality infrastructure — when people feel safe to speak up, errors are caught before they reach patients.

IV. Personal Wellbeing & Mental Health

Estithmar Value • **BOLDNESS**

Core Competency • **RESILIENCE**

The emotional and physical demands of healthcare work are well documented. Left unmanaged, they accumulate into compassion fatigue, burnout, and long-term health consequences. The strategies below are evidence-based and — critically — low-cost and immediately accessible.

Mindfulness & Present-Moment Awareness

Top 3 Tips — Quick Mindfulness Practices for Clinical Settings

1. The 3-minute transition breath: a deliberate pause between patients or tasks, focusing on breath and grounding — clinically linked to reduced stress reactivity.
2. Use the STOP technique anywhere, anytime: Stop. Take a breath. Observe what you are feeling. Proceed with intention.
3. App-based mindfulness (Headspace, Calm, Insight Timer) is clinically validated — even 10 minutes daily produces measurable wellbeing benefits (Linardon et al., 2020).

Mindfulness-based approaches have one of the strongest evidence bases of any individual resilience strategy in healthcare. Krasner et al. (2009) demonstrated that a structured mindfulness programme for clinicians significantly reduced emotional exhaustion and increased empathy. Even small doses practised consistently deliver measurable benefit.

Recognising & Managing Compassion Fatigue

Compassion fatigue — the depletion that results from sustained empathic engagement — is highly prevalent in healthcare. Nolte et al. (2017) found that unaddressed compassion fatigue is one of the strongest predictors of staff turnover and patient safety incidents. Early recognition is critical.

Early warning signs to watch for:

- Emotional numbing or detachment from patients and colleagues
- Persistent cynicism — a sense that your work no longer matters
- Intrusive thoughts about difficult patient encounters
- Physical exhaustion that rest does not relieve
- Increasing irritability or withdrawal from colleagues and family

□ Attend clinical supervision or peer reflection when offered — even one session provides meaningful relief and perspective.

□ Expressive writing: briefly writing about a difficult encounter (10 minutes, three times per week) has robust evidence for processing difficult emotions (Pennebaker & Smyth, 2016).

Sleep, Recovery & Physical Health

Sleep deprivation is endemic in healthcare and carries serious consequences for individual health and patient safety. While shift patterns are not always within your control, sleep hygiene is.

□ Protect 30–60 minutes of wind-down time before sleep: no screens, gentle movement or reading.

□ A 20-minute walk post-shift measurably reduces cortisol and rumination (Bernstein & McNally, 2017).

□ Guard meal breaks as non-negotiable recovery time — erratic eating impairs cognitive performance.

□ Treat sleep as a clinical priority — even mild chronic sleep loss impairs emotional regulation, decision-making, and immune function (Walker, 2017).

Building Cognitive Resilience

Zwack and Schweitzer (2013), in their qualitative study of 200 resilient physicians, identified meaning-making — the active search for purpose within difficult work — as the single most important resilience factor.

- ☐ Three good things: briefly note three positive interactions or achievements from your day. Validated across multiple trials for reducing depressive symptoms.
- ☐ Separate what is within your Circle of Influence from what is not. Direct your energy toward the former — ruthlessly.
- ☐ Connect regularly with your sense of purpose: remind yourself whose life your work has touched this week.

Values in Action

How our values and competencies show up in daily resilience practice:

- Boldness means acknowledging when you are struggling — seeking support is not a sign of weakness, it is a sign of professional maturity and self-awareness.
- Bold professionals protect their recovery time as fiercely as their clinical performance — rest is not optional, it is a performance strategy.
- Building personal resilience requires the courage to face difficulty without numbing it — meaning-making, reflection, and connection are bold daily acts.

V. Personal & Household Preparedness

Estithmar Value • **AGILITY**

Core Competency • **RESILIENCE**

Living as a professional in Qatar involves a layer of logistical, legal, and emotional complexity that does not exist in the same way for domestically-based employees. Proactive personal and household preparedness significantly reduces the anxiety that accumulates when these matters are left unmanaged.

Maintain Documentation Readiness

Top 3 Tips — Your Document Readiness Checklist

1. Set calendar reminders for passport and residency renewals at a minimum of six months before expiry — do not wait for an urgent situation to discover a gap.
2. Store encrypted digital copies of all critical documents alongside physical originals, in separate, secure locations.
3. Know your visa conditions and employment protections — understanding your rights is foundational preparedness, not optional administration.

Ensure all personal and family passports, residency documents, employment contracts, and critical records are valid, current, and readily accessible. Documentation gaps create disproportionate stress precisely when circumstances are already difficult.

Emergency Financial Planning

Life events — family emergencies, repatriation, sudden medical needs — are not predictable. Their financial impact can be, if you plan ahead.

- ☐ Maintain a household emergency fund separate from general savings — specifically earmarked for urgent, unplanned events.
- ☐ Know your organisational entitlements: review your employment contract to understand what Apex Health covers in genuine emergency situations.
- ☐ Consider appropriate insurance coverage: medical, personal liability, and travel insurance tailored to your situation.

Maintain Emotional Discipline

Periods of uncertainty can generate unnecessary anxiety when driven by speculation rather than facts. Maintaining perspective — distinguishing structural change from temporary volatility — is a genuine resilience skill.

- ☐ Focus on controllable actions: what can you actually do, today, to improve your situation?
- ☐ Avoid reactive decisions driven by fear rather than informed judgment — especially significant financial or career decisions.
- ☐ Seek clarity from official and verified sources before acting on rumour or informal narrative.

Prioritise Verified Information

During periods of increased uncertainty, rely exclusively on official government, employer, and relevant diplomatic communication channels for information that affects your decisions.

- ☐ Identify your key information sources in advance: Qatar government portals, Apex Health HR communications, and your country's embassy or consulate.

- ❑ Avoid acting on unverified social media narratives — particularly regarding visa regulations, employment law, or regional affairs.

Values in Action

How our values and competencies show up in daily resilience practice:

- Agile professionals prepare before the pressure arrives — documentation readiness is proactive resilience, not reactive administration.
- Emotional discipline under uncertainty is itself an agility skill — separating verified facts from speculation allows you to respond calmly, not react impulsively.
- Personal resilience and professional resilience are the same muscle — the same foresight you apply clinically, apply equally at home.

VI. Team & Organisational Resilience

Estithmar Value • **LEADERSHIP**

Core Competency • **LEADERSHIP + RESILIENCE**

Resilience at Apex Health is not solely an individual responsibility — it is co-produced. The quality of our teams, our leadership, our culture, and our systems either enables or depletes individual resilience. The following section outlines what you can contribute, and what the organisation commits to providing.

Peer Support & Social Connection

Top 3 Tips — Building Team Resilience Every Day

1. Invest in authentic collegial relationships — brief, genuine check-ins with colleagues matter disproportionately to the wellbeing of those around you.
2. Normalise conversations about workplace pressure — naming the experience reduces its stigma and is itself a resilience intervention.
3. Engage with peer support, buddy systems, or coaching where available — social connection is one of the strongest evidence-based protectors against burnout (Holt-Lunstad et al., 2015).

Social connection is one of the most robustly evidenced protective factors in occupational resilience. Holt-Lunstad et al.'s (2015) meta-analysis found that social isolation carries health risks comparable to smoking 15 cigarettes per day. In healthcare settings, peer support programmes reduce traumatic stress responses following adverse events.

Continuous Improvement as a Resilience Tool

Engaging in quality improvement — having agency to identify and address what is not working — is a powerful resilience mechanism. Staff who participate in structured improvement work report greater sense of agency, meaning, and team cohesion. At Apex Health, the PDSA framework provides a structured, accessible pathway for exactly this.

- ☐ Engage with quality improvement initiatives in your department — contribution at any level counts.
- ☐ Raise concerns through formal improvement channels: more likely to produce lasting change than informal complaint.
- ☐ Celebrate small wins — progress, however incremental, sustains motivation and team morale.

Values in Action

How our values and competencies show up in daily resilience practice:

- Leadership is expressed in everyday acts — a genuine check-in with a struggling colleague, normalising conversations about pressure, advocating for team recovery time.
- Resilient leaders model vulnerability: saying 'I don't know, let's find out together' gives your whole team permission to speak up safely.
- Participating in quality improvement is not optional for leaders — it signals that you hold agency over what can be changed, not only what you are required to do.

VII. Strategic Career Guidance

Estithmar Value • **BOLDNESS**

Core Competency • **LEADERSHIP + AGILITY**

Build Network Equity

Top 3 Tips — Investing in Your Professional Reputation

1. Maintain your professional memberships and engage actively — nominal membership provides little return; visible engagement builds lasting reputation.
2. Build internal visibility at Apex Health — contribute to cross-functional projects, share knowledge, and support colleagues across departments and sites.
3. Cultivate relationships with mentors and sponsors — people who will speak for your capabilities when you are not in the room.

Professional relationships are a form of strategic capital. In more competitive environments, reputation and relationships often shape opportunity more than technical skill alone. Remaining active, visible, and engaged within trusted professional communities — within Apex Health and beyond — is a long-term investment with compounding returns.

Distinguish Volatility from Structural Change

Strategic discipline requires distinguishing between temporary volatility and genuine structural change. Over-reacting to short-term noise — making rapid career or financial decisions based on a difficult month or a rumoured restructure — erodes the long-term stability that careful planning creates.

- ☐ Assess change critically: is this a temporary disruption, or a signal of longer-term directional shift?
- ☐ When in doubt, gather information from verified sources before adjusting your strategy.
- ☐ Revisit your career goals annually — adjust direction deliberately, not reactively.

Balance Remittance and Local Liquidity

Long-term wealth creation through remittance and external investment remains important for many professionals in Qatar. However, ensure your local financial resilience is adequately established before maximising external capital transfers. Your Qatar-based emergency reserve should be non-negotiable.

- ☐ Establish your local liquidity floor first (see Section I), then optimise external allocation.
- ☐ Review your remittance and savings strategy annually in light of changing personal circumstances and financial goals.

“Preparation is not a sign of concern — it is a mark of wisdom.”

Values in Action

How our values and competencies show up in daily resilience practice:

- Boldness in your career means building your reputation deliberately — network equity is built through consistent, generous contribution over time, not transactional behaviour.
- Agile leaders are strategic readers of their environment — they distinguish signal from noise and make career decisions with discernment, not reactivity.

- Leadership is a long-term investment — revisiting your professional goals annually with honesty and courage is how exceptional careers are built.

Quick-Reference Summary

Domain	Key Actions
Financial Preparedness	6-month liquid reserve • Preserve capital flexibility • Review rent & recurring costs annually
Professional Resilience	Align with org priorities • Invest in digital & AI skills • Mentor and contribute visibly
Clinical Preparedness	Know escalation pathways • Pre-brief & debrief • Engage in simulation training
Personal Wellbeing	3-min transition breath • Three good things journal • Contact support early, not late
Household Preparedness	Documents current & accessible • Emergency fund in place • Prioritise verified information
Compassion Fatigue	Know the warning signs • Attend clinical supervision • Use peer / manager / friend support
Team Resilience	Genuine peer check-ins • Normalise help-seeking • Participate in Quality Improvement
Career Strategy	Build network equity • Distinguish volatility from change • Maintain professional portfolio

When to Seek Professional Support

This guide is designed for everyday resilience. Please seek professional support if you experience:

- Persistent low mood or hopelessness lasting more than two weeks
- Intrusive thoughts, nightmares, or flashbacks related to work events
- Substance use as a primary coping strategy
- Thoughts of self-harm
- Significant impairment to daily functioning

Contact your GP, a mental health professional, your HRBP, or the People & Leadership Development team: j.samson@apexhealth-intl.com

VIII. Where to Begin: Your Wellbeing Self-Assessment

Not sure where to start? Use this brief self-assessment to identify which area of your wellbeing most needs attention right now. Rate each area honestly from 1 (very low) to 5 (strong). Your lowest-scoring area is your invitation to begin.

You can return to this assessment every few weeks as a way of tracking how you are doing over time. It is not a clinical tool — it is simply a moment of honest reflection.

A note on your scores

There are no correct scores. A score of 2 in one area is not a failure — it is simply information. It tells you where your attention, care, and energy most need to go right now. Every score is a starting point, not a judgement.

Which Guide Is Right for You Right Now?

Each guide in this series has been designed to address a specific dimension of professional and personal resilience. Use the table below to navigate to the guide that best fits where you are today.

If you are feeling...	We suggest...
<i>I feel stuck with a specific situation at work</i>	→ Guide 1: TGROW — A Reflective Conversation with Yourself
<i>I am feeling anxious, overwhelmed, or stressed</i>	→ Guide 2: Mindfulness & Regulation Skills
<i>I have lost sight of why I do this work</i>	→ Guide 3: Values, Compassion & Empathy
<i>I have experienced a difficult or distressing incident</i>	→ Guide 4: Post-Incident Structured Debrief
<i>I want to build better support with my team</i>	→ Guide 5: Peer Coaching Circle
<i>I am being hard on myself or caught in negative thoughts</i>	→ Guide 6: Cognitive Reframing
<i>I am exhausted, running on empty, or struggling to recover</i>	→ Guide 7: Energy Management & Recovery
<i>I am not sure where to start</i>	→ Begin with the Self-Assessment on page 4 of this guide

How to Use This Series

There is no prescribed order. There is no completion deadline. There is no expectation that you will use all seven guides. This series is a resource — not a curriculum. Use it as it is useful to you.

How	What that looks like
Individually	All guides are designed for private, solo use. Find a quiet space, give yourself time, and move through at your own pace. There is no expectation to complete a guide in one sitting.
As a team	Any guide can be used as the basis for a team discussion or a Peer Coaching Circle session. Consider agreeing on one guide per quarter to explore collectively.
With a Peer Coaching Circle	Guide 5 establishes the framework for a peer coaching circle. The other six guides can be used to introduce topics for group reflection within that structure.
With a manager or supervisor	These guides can complement one-to-one manager or clinical supervision conversations. You might complete a guide before a session and bring your reflections to discuss.
In your own time	There is no deadline, no assessment, and no reporting requirement. Use these guides when they are useful to you, in the way that is most helpful.
Repeatedly	A guide used once is useful. A guide returned to over months or years — as circumstances change — becomes a map of your growth. These are living tools, not one-time exercises.

A note on keeping a journal

Consider keeping a dedicated notebook alongside these guides. The act of handwriting often surfaces thoughts that typing does not. A notebook also creates a private, tangible record of your reflections over time — and is ideal for logging CPD.

Confidentiality, Privacy & Limits

All of these guides are for your personal use. Nothing you write is collected, monitored, or reviewed by your organisation. These are private tools for your own reflection.

These guides are self-help resources — they are not a substitute for clinical support, therapy, or formal occupational health services. Every guide includes a signpost to professional support where needed. Please use it.

If you are in acute distress at any time, please contact your GP, a mental health professional, or go to your nearest emergency department.

Our Commitment to You

- These guides are yours. No one reviews them. No one assesses them.
- Your wellbeing matters here — not as a productivity metric, but as a human value.
- If you are struggling, we want to know — not to judge you, but to support you.
- The People & Leadership Development team is here if you need a conversation, a referral, or simply someone to talk to.
- You chose this work because you wanted to make a difference. We are committed to making sure this work does not cost you everything in return.

Contact: Jane Samson, People & Leadership Development
j.samson@apexhealth-intl.com

“Take care of yourself as fiercely as you take care of your patients. The world needs you here — and whole.”

Begin wherever you need to begin.

*There is no wrong door into this work.
Every step towards yourself is the right one.*

People & Leadership Development • Apex Health Group • 2026

Self Guided Resources

1. TGROW - A reflective conversation with yourself – A structured coaching-based self reflection tool.

GUIDE
1
of 7

TGROW — A Reflective Conversation with Yourself

A structured, coaching-based self-reflection tool

Uses the internationally recognised TGROW framework to guide you through any situation in five stages: Topic, Goal, Reality, Options, and Way Forward. A private coaching conversation with yourself.

Best for: *Getting unstuck, clarifying a situation, decision-making, preparing for a difficult conversation*

Value: Leadership **Competency:** Leadership + Agility

2. Mindfulness and Self Regulation tools – Practical tools to calm your nervous system.

GUIDE
2
of 7

Mindfulness & Self Regulation Skills

Practical tools to calm your nervous system

Introduces the Window of Tolerance, five grounding techniques, four breathing methods, body scan practice, emotional regulation skills, and everyday mindfulness practices. Includes a Personal Regulation Plan.

Best for: *Anxiety, overwhelm, emotional flooding, stress, difficulty switching off*

Value: Boldness **Competency:** Resilience

3. Values, Compassion and Empathy – Reconnecting why you chose this work

GUIDE
3
of 7

Values, Compassion & Empathy

Reconnecting with why you chose this work

Six sections exploring your original calling, your personal values, compassion and compassion fatigue, healthy empathy, your needs as a carer, and how to reconnect when purpose feels distant.

Best for: *Feeling disconnected, compassion fatigue, loss of purpose, moral injury, needing to be heard*

Value: Quality **Competency:** Leadership + Resilience

4. Post Incident Structured Debrief – A seven stage guide to processing difficult events



Post-Incident Structured Debrief

A seven-stage guide to processing difficult events

A trauma-informed, structured debriefing tool covering: grounding, the facts, thoughts, feelings, body responses, meaning and learning, and moving forward. Includes safety guidance and a personal recovery plan.

Best for: *After a distressing or difficult incident, near-miss, patient loss, or morally challenging situation*

Value: Quality + Boldness **Competency:** Resilience + Quality

5. Peer Coaching Circle – A complete guide to running a peer coaching circle



Peer Coaching Circle

A complete guide to running a peer support group

Full setup guide, three role descriptions, seven-phase session structure, four coaching question banks, session record template, personal reflection sheet, and sustainability guidance.

Best for: *Building team support, structured peer learning, reducing professional isolation*

Value: Leadership **Competency:** Leadership + Resilience

6. Cognitive Reframing – Learning to challenge the thoughts that hold you back



Cognitive Reframing

Learning to challenge the thoughts that hold you back

Eight sections covering the thinking brain, the cognitive triangle, ten common thinking distortions, catching thoughts, challenging them, reframing, and building the habit. Includes the ABCDE model and a full Thought Record.

Best for: *Negative self-talk, self-critical thoughts, anxiety, perfectionism, persistent unhelpful patterns*

Value: Boldness **Competency:** Resilience

7. Energy Management and Recovery – Understanding and replenishing the energy behind everything



Energy Management & Recovery

Understanding and replenishing the energy behind everything

Eight sections covering the four dimensions of energy (physical, emotional, mental, purpose), a 16-area audit, dimension-specific drains and sources, the science of recovery, energy amplifiers, and a personal plan.

Best for: *Exhaustion, depletion, difficulty recovering, burnout risk, loss of vitality*

Value: Agility **Competency:** Resilience + Agility

References

Selected peer-reviewed references underpinning this guide.

- Bernstein, E.E., & McNally, R.J. (2017). Acute aerobic exercise hastens emotional recovery from a stressful film clip. *Health Psychology*, 36(6), 560–567.
- Draycott, T. et al. (2008). Does training in obstetric emergencies improve neonatal outcome? *BJOG*, 113(2), 177–182.
- Edmondson, A.C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383.
- Holt-Lunstad, J. et al. (2015). Loneliness and social isolation as risk factors for mortality. *Perspectives on Psychological Science*, 10(2), 227–237.
- Krasner, M.S. et al. (2009). Association of an educational program in mindful communication with burnout, empathy, and attitudes among primary care physicians. *JAMA*, 302(12), 1284–293.
- Lockley, S.W. et al. (2004). Effect of reducing interns' weekly work hours on sleep and attentional failures. *NEJM*, 351(18), 1829–1837.
- Nolte, A.G.W. et al. (2017). Compassion fatigue in nurses: A metasynthesis. *Journal of Clinical Nursing*, 26(23–24), 4364–4378.
- Pennebaker, J.W., & Smyth, J.M. (2016). *Opening Up by Writing It Down* (3rd ed.). Guilford Press.
- Shanafelt, T.D., & Noseworthy, J.H. (2017). Executive leadership and physician well-being. *Mayo Clinic Proceedings*, 92(1), 129–146.
- Southwick, S.M. et al. (2014). Resilience definitions, theory, and challenges. *European Journal of Psychotraumatology*, 5(1), 25338.
- Walker, M. (2017). *Why We Sleep*. Scribner.
- West, C.P. et al. (2018). Physician burnout: Contributors, consequences and solutions. *Journal of Internal Medicine*, 283(6), 516–529.
- Zwack, J., & Schweitzer, J. (2013). If every fifth physician is affected by burnout, what about the other four? *Academic Medicine*, 88(3), 382–389.

***“Resilience is built through foresight. Confidence is strengthened through preparation.
Stability is preserved through discipline.”***

People & Leadership Development • Apex Health Group • 2026