

**Tackling Causes and Consequences of Inequalities in Health:  
Contributions of Health Services and the HPH Network**

**18th International Conference on Health Promoting Hospitals and Health Services (HPH)  
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The WHO' handbook for the self-assessment in the HPH  
Network of Friuli Venezia Giulia (Italy):  
healthy workplace and stress related work,  
how can we act to improve empowerment  
and reduce inequalities?



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**HEALTH PROMOTING HOSPITALS**  
Ospedali per la Promozione della Salute



**HPH** Una rete dell'OMS

Regione Autonoma Friuli Venezia Giulia

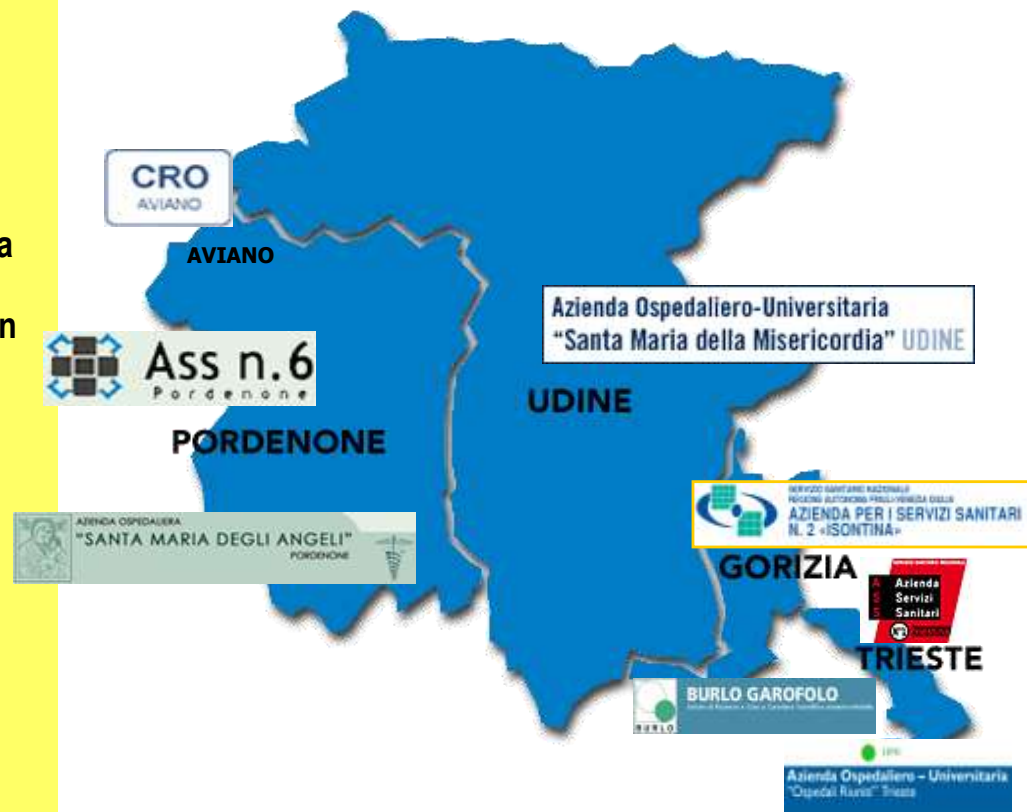
# The context of FVG HPH network

- ⚡ **Financial Plan 2010 : the Regional Government asked to Health Services to reduce the financial budget keeping the same performances as before.....**
- ⚡ **Where to cut back and how to reorganize to avoid inequalities?**
- ⚡ **It's clear that the amount of work for the operators will grow until there will be a new organization of the care aims**

# Self Assessment and psycho- emotional well-being

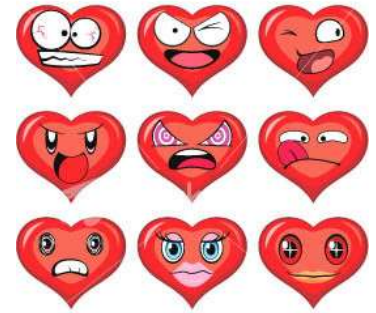
## Actions 2008-2010

- ✦ Self Assessment in HPH FVG Network (1.224.981 people )
- ✦ Participants:8 members (2 Aziende Ospedaliero-Universitarie,1 Azienda Ospedaliera, 2 Aziende Miste, 2 Istituti ad alta specializzazione. From May 2009, 1 Azienda territoriale , on a total of 11 Health Services in FVG
- ✦ Over 20 meetings have been done within the region FVG to monitorize the results and to create the psycho- emotional standards
- ✦ Consensus meeting September 17th-18th 2009: 33 participants of multiprofessional origin
- ✦ Working group on Psycho- emotional standard: monthly meetings



# Working Group

- ⚡ Physicians expert in Health Promotion area
- ⚡ Psychiatrists
- ⚡ Psychologists
- ⚡ Occupational Physicians in charge : they provide for public safety in working places (people)
- ⚡ Nurses
- ⚡ Operators of Prevention and Safety Service : they provide for public safety in working places (structures)



# THE ITALIAN LAWS ON STRESS RELATED WORK

## Work-related stress analysis

- ✓ The Italian law: decree with the force of law 81/08
- ✓ art. 28 comma 1 (*"Risk evaluation object"*) states that work-related risk evaluation must include also the risks concerning stress-related work ...

## Work-related stress analysis

- ✓ decree with the force of law of august 3th 2009 n° 106, is an integration of decree with the force of law 81/08 and states the obligation to evaluate work-related stress following the guide lines of Commission on Safety/Health in the workplaces, in any case not after august 1st 2010



# Self-Assessment Analysis: why do we need a focus on psycho-emotional well-being?

## I Global Mental Health Summit September 2009 ATHENS

Dr. Shekhar Saxena, of WHO Health Mental Department, predicts that **in the next 20 years more people will be affected by depression than any other cause of ill health worldwide**. He says that of all health problems this will represent the biggest burden on society



Literature highlights the importance of preventing the psychological distress

(BMJ 1997; 315:530-535 J Herbert; The Relaxation Response book, 2000, H. Benson)

💡 About 20-25% of people suffer from mental and psychological illness

💡 Only 10% apply to psychiatrist

(WHO European Ministerial Conference on Mental Health Helsinki 2005)



# Tab 1| Adaptive responses to evolutionary and related diseases in modern human societies

## Response to survival threat



## Selective advantage

## Contemporary disease

✦ Combat starvation	Energy Conservation	Obesity/Metabolic Syndrome
✦ Combat dehydration	Fluid and electrolyte conservation	Hypertension
✦ Combat injurious agent	Potent immune reaction	Autoimmunity/Allergy
✦ Anticipate adversaries	Arousal and fear	Anxiety/Insomnia
✦ Minimize exposure to danger	Social withdrawal	Depression
✦ Prevent tissue strain and damage	Retain tissue integrity	Pain syndromes/Fatigues syndromes

**FIGHT OR FLIGHT**

- A short intense stress reaction
- Emergency reaction for survival
- Immediate response of the body in the presence of a stressor.
- Stimulation of the sympathetic nervous system to prepare the body to meet the stress situation.

» Chrousos 2009



# Why is psychological stress stressful?

- ✓ Several studies demonstrated that the link between work-related stress and a higher risk of heart and metabolic disease is up to the combination high request/low control: *“you must work hard, we have high expectations on you and you have a little command on the process”*

The control is more powerful than request :

A condition of low request and control is more dangerous for the health

than a condition of high request and high control

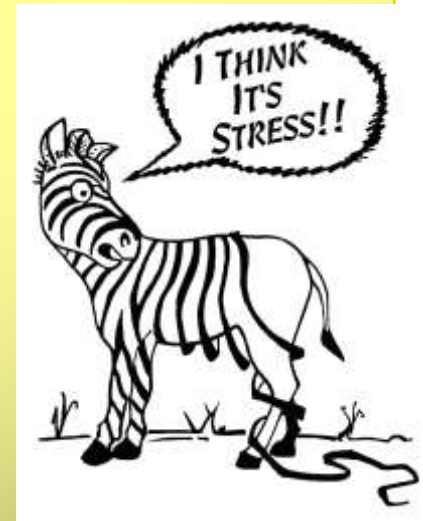
(From *Why zebras don't get ulcers?* R. Sapolsky)



# Nowadays.....

The evaluation of Work-related stress is delegated to external structures where psychologists contribute to the creation of a Risk Evaluation Documents for every operator. There are a lot of instruments for the evaluation but it is not possible to compare them:

- ✓ •JCQ - Job Content Questionnaire (Karasek 1998)
- ✓ •QUESTIONARIO ISPESL “people and work”
- ✓ • PSS – Perceived Stress Scale (Cohen et al. 1983)
- ✓ • OSI - Occupational Stress Inventory (Cooper et al. 1988)
- ✓ • JSQ - Job Stress Questionnaire (Hurrell 1988, NIOSH)
- ✓ • OSQ - Occupational Stress Questionnaire (Elo et al. 1992)
- ✓ • JSS - Job Stress Survey (Spielberg 1994)
- ✓ • OCS – Occupational Check up System (Leiter e Maslach, 2005)
- ✓ • ERI - Effort Reward Imbalance (Siegrist, 1996)
- ✓ • Efficient coordination PA – cantieri (Avallone 2004)
- ✓ • (Q-Bo) – Evaluation test on work-related stress related to a perspective of efficient coordination (De Carlo 2008)



# The psychobiology of resilience

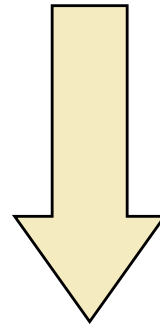
Although adverse environments are well known to be a risk factor for psychopathology, many individuals respond adaptively to such environments. There is growing interest in the underlying mechanisms involved in such **resilience**. Several cognitive-affective processes may be involved, and these may be mediated by particular neuronal circuits and neurochemical systems. This article summarizes some of the relevant work on the role of fear conditioning, reward processing, and social behavior in resilience. There is a growing body of data on how particular gene-environment interactions affect these processes, and thus underpin resilience. Ultimately, a better understanding of the mechanisms underpinning resilience may lead to novel interventions.

Stein D.J. CNS Spectr. 2009 Feb;14(2 Suppl 3):41-7.



# BURN OUT SYNDROME: THE DETERMINANT FACTORS

## 1. Factors linked with the working conditions and organisation

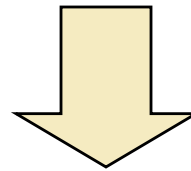


Lack of a significative leadership, inefficient communication, overwork, role ambiguity , lack of awareness of the specific skills of the operators, limited participation in the decision making ,lack of support in the team work,etc...



# BURN OUT SYNDROME: THE DETERMINANT FACTORS

## 2. Individual factors



- self-awareness ,
- needs , motivations,
- expression and emotional control,
- individual style



(Maslach)

## 3. social- historical, political-economical and cultural background





# 4

## Standard Promoting a Healthy Workplace

### Focus on pshyco emotional well being

the evaluation in a flexible system

- the resiliency of the system and of the people -



- 4.4 **Environment:** safety
- 4.5 **Environment:** comfort
- 4.6 **Environment:** the balance-space --
- 4.7 **Professional profile** - the value of the profession, the necessary skills and professional enhancement
- 4.8 **Human profile** – skills of self-evaluation of aptitudes, of ability to relate with self and with others, willingness to change - **resilience** - the role of the occupational physician in charge
- 4.9 **Monitoring and updating:** tools for self-assessment of individual wellness
- 4.10 **Assessment of chronobiology, care models and health impacts. The clinical risk management and the relation with work-related stress.**

### Standard 4 PROMOTING A HEALTHY WORKPLACE

#### Annex standard 4

Code	Description	Yes	Partly	No
4.4	<b>Environment: safety</b> Presence of a checklist on safety criteria and forms for reporting notes. Presence of a system for collecting near miss notes.	yes	partly	no
4.5	<b>Environment: comfort</b> Presence of contact person for environments that can enhance and integrate principles of ergonomics, colour, temperature, spaces distribution notes. Availability for the unit/ department of useful forms to identify any need for renovation or adaptation in order to prepare the annual budget notes.	yes	partly	no
4.6	<b>Environment: the balance-space --</b> Presence of environments for psycho-physical balance and relaxation, presence of a place of refreshment in the structure, presence of a library in the structure, presence of a meeting point. Wellness point / music point / decompression zone for stress - break, presence of dedicated rooms for the practice of physical activity notes.	yes	partly	no
4.6.1	Presence of alternative means of transport for the operators or facilitators for the use of proper alternative means ( for example: protected areas to accommodate bicycles of employees.) notes.	yes	partly	no
4.6.2	Presence of arrangements or business alliances with external suppliers for associated food purchase (organic farming, products in stock for corporate groups) notes.	yes	partly	no
4.7	<b>Professional profile - the value of the profession, the necessary skills and professional enhancement</b>			
4.7.1	Continuing professional education: Self training, the Deming cycle, new skills – notes.	yes	partly	no
4.8	<b>Human profile – skills of self-evaluation of aptitudes, of ability to relate with self and with others, willingness to change - resilience - the role of the occupational physician in charge</b>			
4.8.1	The occupational physician in charge offers rapid self-evaluation system for stress / distress notes.	yes	partly	no
4.8.2	The occupational physician, supports and directs users to training courses dedicated to the resilience notes.	yes	partly	no
4.8.3	Presence of educational events dedicated to the promotion of life skills and relationship - techniques for self-assessment of distress, techniques for coping, relaxation techniques - accessible to all operators notes.	yes	partly	no
4.9	<b>Monitoring and updating: tools for self-assessment of individual wellness</b>			
4.9.1	Training for the transformation of needs into services, according to the change of the action context: the Deming cycle. The chief of unit activates processes of update, restructuring activities, reorganizing outdated historical activities, replacing them with new services, promoting motivation and enhancement of the operators bearing in mind the profiles and attitudinal skills acquired notes.	yes	partly	no
4.9.2	Assessment of <b>chronobiology, care models and health impacts, the clinical risk management and the relation with work related stress, of distress, techniques for coping, relaxation techniques -</b> notes.	yes	partly	no
4.10.1	Routes of acquisition of relaxation techniques and postural balance notes.	yes	partly	no
4.10.2	Paths of "debriefing" for the emotional discharge and management of cases involving a major load of distress notes.	yes	partly	no
4.10.3	Paths to balance the gender differences Presence of a committee for equal opportunities in relation with the strategic direction notes.	yes	partly	no

Propose for FOCUS on Pshyco-emotional well-being by HPH Friuli Venezia Giulia Network

Elaborated on March 2010 by working group on pshyco-emotional well-being:  
 ASS 2 "Isontina" Coordinating Centre HPH FVG network: Cristina Aguzzol, Luisa Giacomini, Anna Della Vedova  
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Work in progress

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- Change resistance: some considerations of working group

If it is culturally accepted to share our own **physical** risk factors.....

Can the **declaration** of **fragility** in areas as personality, decisional ability, stress and conflicts management be **used against us?**



Can we let people know about the individual **psycho emotional** component?

What are the **responsabilities** of the manager who notices a lack of organisation in this field if he doesn't start empowerment strategies ?



**We wanted to maintain a positive attitude...**



# Analysis areas



## Operators of

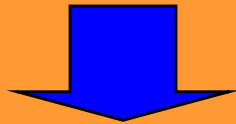
- ✓ Assistential areas (patients)
- ✓ Services areas, Day Hospitals
- ✓ Management areas





# Some best shared practices

- Yearly Self evaluation form for operators : several items on the form regard **life skills**, but there are not training programs in this field because the training is focused on the professional abilities. **This is a source of inequality** for the operators who don't have possibilities to improve life skills, in other words their resiliency




- Focus Group and analysis of needs of training : the operators and Training Service face to face
- Constitution of working groups: one of them is dedicated to the well – being in workplaces



- Wellness Project for operators and community
- Organic farming, products in stock for corporate groups mediated by Health Promotion equipe, shopping for food via e-mail
- Health Rules 
- Training on coping strategy and conflict management
- Well-being organisation groups in some hospitals and districts
- Gender differences working groups
- Training for new employees



# Comprehensive evaluation of standards

	YES	Partly	NO
<b>Management Policy</b>	<b>71%</b>	<b>27%</b>	<b>2%</b>
<b>Psycho-emotional Well-being</b>	<b>20%</b>	<b>46%</b>	<b>34%</b>
			
<b>Healthy workplace</b>	<b>64%</b>	<b>26%</b>	<b>10%</b>
<b>Psycho-emotional Well-being</b>	<b>30%</b>	<b>39.2%</b>	<b>30.8%</b>

It is evident that - according to the HPH official standard - the Organisation is working in order to reach this goal and the effects are visible even on standard 4

The reduction of inequalities is closely related to Psycho-emotional well-being

According to our analysis we have noticed that the changes begin from the operators, despite the lack of a specific management programme



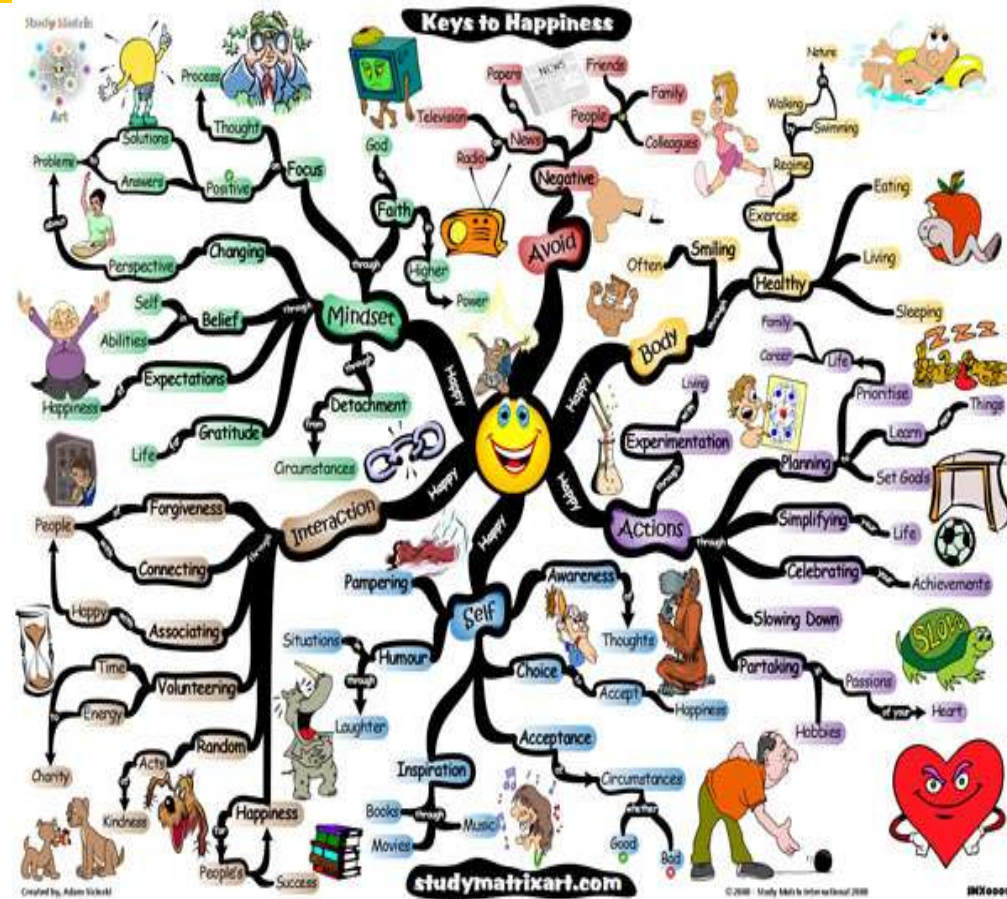
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# Conclusions

It emerges that the **role of the former manager** of a specific structure plays a large part in this field, according to the interest he shows in this topic

It seems that **nurses tend to support and follow new paths** more actively than physicians category, but more research is to be done

According to the law -Work Related Stress Evaluation- and to the **Manual and Self Assessment Forms**, **our aim is now monitoring this kind of psycho-emotional approach as well as widespreading the best practices**, in order to establish a **coherent leadership in this field**



Focus on Psychoemotional well-being and standard are disposable on web site : [www.retehphfvig.it](http://www.retehphfvig.it)



# THANKS FOR YOUR ATTENTION!

