

# The management of health related work ability in healthcare workforce

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## The Bologna Local Health Service experience

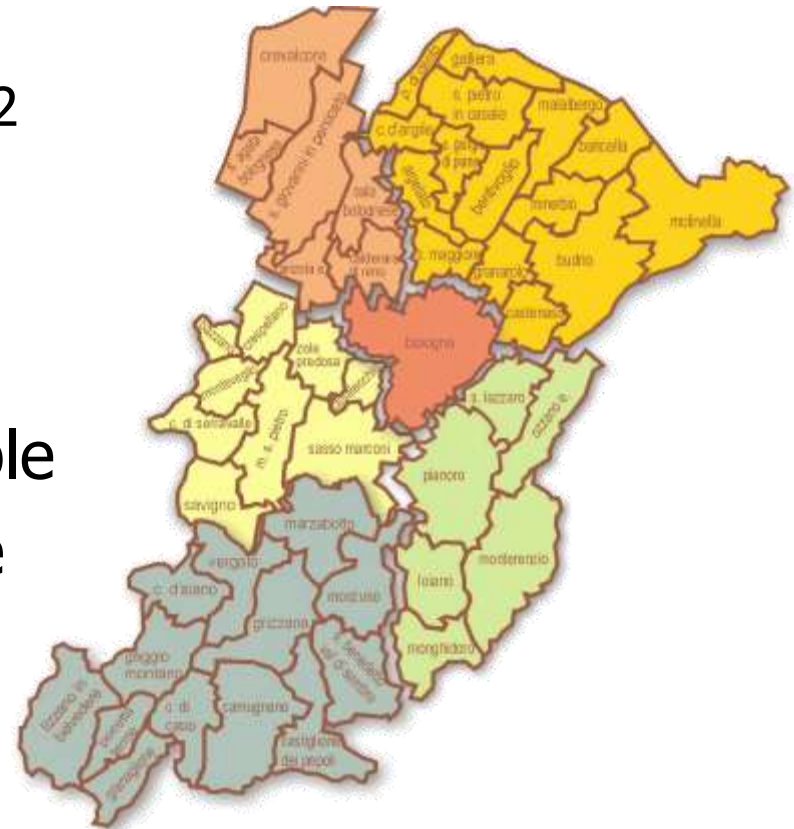
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# Main issues

- Good staff management is one of the critical issues in Healthcare Services
- Ageing of healthcare staff is a problem too
- Work ability restrictions concern a significant percentage of staff
- Staff well being will be a strategic choice
- Staff health inequalities management must be set in action

# Bologna Local Health Service

- extension 2.914 Km<sup>2</sup>
- 50 municipalities
- 819.389 residents
  - 194.663 elderly people
  - 94.908 young people
- 35.246 immigrants



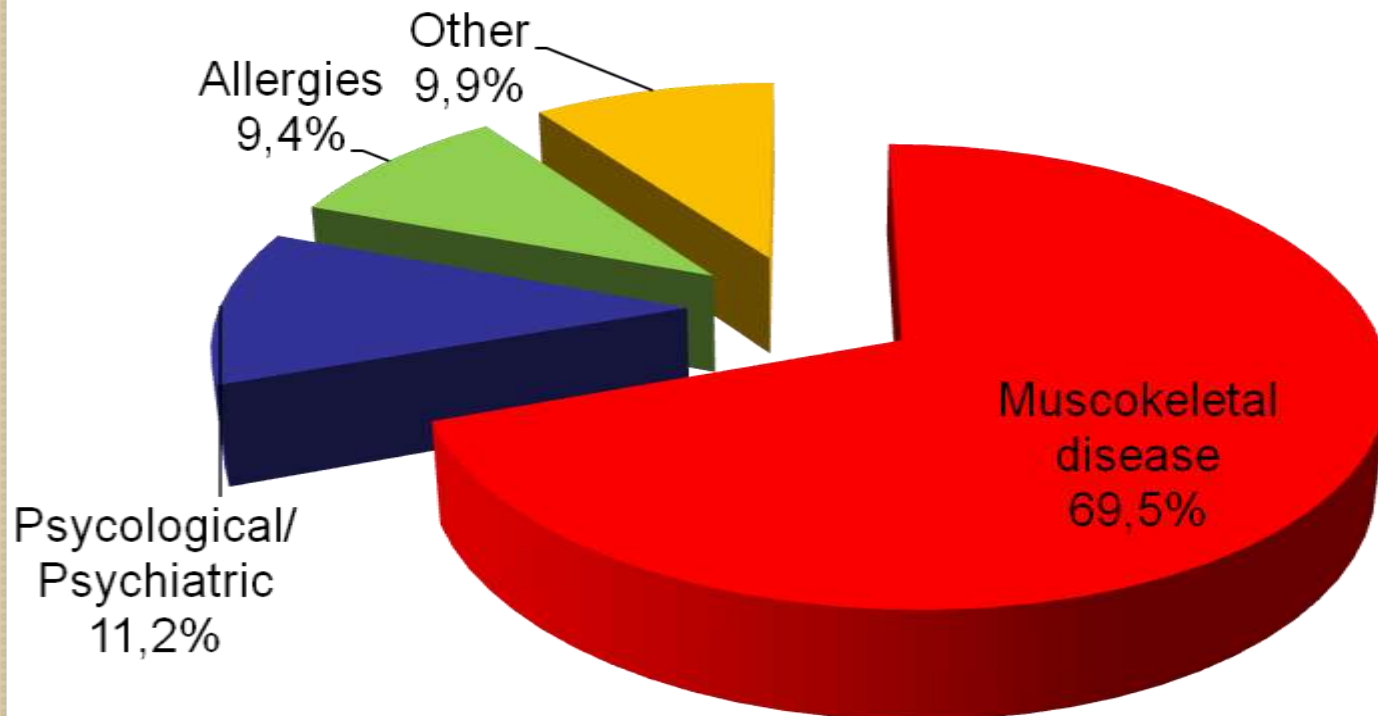
# Bologna Local Health Service

- **8.900** professionals
- **9** hospitals (**1.926** beds)
- **8** Emergency Units
- **40** Primary care centers
- **2.857** beds for elderly assistance
- **779** beds for disabled people

# Where we started

- Survey on professional attitude and perception of own working role
- Survey on aging in female workers
- Data on work accidents and report on adverse events in patients
- Data on work ability restriction
- Survey on work related stress factors and wellbeing

# Some data – Work ability restriction



# The staff

Mean age : 48,8 years old

78% of female

Mean working age : 21,4 years

About 810 people with work ability restriction

About 10% of workforce, in some areas it reaches 18%



# Strategies

- Systemic approach on structured organization and ad hoc for individual situations
- Staff safety and protection as primary strategies
- Set up a Human Resource development project

# The interventions

- Working space improvements (Space, layout, paths)
- Equipments with ergonomic features
- On work training
- No lift policy (patient handling and lifting equipments, training, ..)
- Age management interventions (evaluation of work prospective, set up an age related career development)

# The interventions

- Well being actions (Staff meetings for deep analysis of stress and well being items detected, counseling,..)
- Psychological support for professionals involved in adverse events and for those who perceived work discomfort or suffering
- Communication strategies
- Personal work plan
- Balance working life and life at home (nursery school, physical activity, ..)
- Change the culture through changing your mind

# Results

- Improvements in work satisfaction
- Reducing discrimination against professionals with work ability reduction
- Recovery to full working ability by 36% of professionals
- Resource recovery

# Critical items

- Find enough resources to set up interventions
- Difficulties to quantify the economic return on investment
- Perception that interventions are restrictions of the protection scheme provided by law
- Organization and process reengineering, culture

# Conclusions

- Managing health inequalities in staff will be one of the major challenges in next years
- Psychological items, work related stress factors, and well being will be increasingly relevants
- Comprehensive approach to set up a “safety” environment for staff and patients is the right choice
- Good staff management represent the strategic option for health service sustainabilty and quality of care

A nighttime photograph of the Basilica of San Petronio in Bologna, Italy. The building is illuminated with warm lights, highlighting its architectural details, including the large arched windows and the prominent bell tower on the left. The sky is a deep blue. The text "Thank You" is overlaid in the center in a yellow, outlined font. In the foreground, a crowd of people is visible, some walking and some standing, adding a sense of activity to the scene.

Thank You