

WORKPLACE HEALTH PROMOTION PROGRAMMES

GUIDE TO PROMOTING HEALTHY WORKPLACES IN HEALTHCARE INSTITUTIONS WINNING STRATEGIES FOR HEALTH GAIN

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A Network Initiated by the WHO

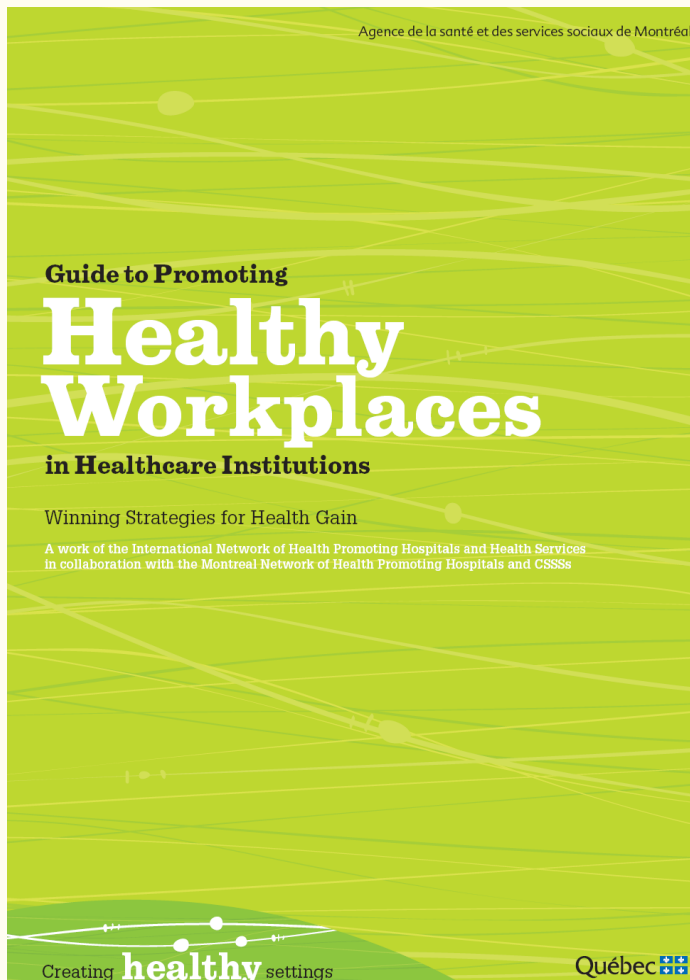
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International Network of
HHealth
Promoting
Hospitals & Health Services



Guide to Promoting Healthy Workplaces in Healthcare Institutions



Preface

It is with great pleasure and pride that we are introducing this Guide, which was produced in collaboration with the International Network of Health Promoting Hospitals and Health Services, and which is the fruit of a massive effort, particularly on the part of the Montreal Network of Health Promoting Hospitals and CSSSs. We take this opportunity to extend our heartfelt thanks to all of the people and organizations that have made the creation of this Guide possible.

The purpose of this Guide is to implement and integrate **Standard 4: Promoting a Healthy Workplace**, initiated by the International Network of Health Promoting Hospitals and Health Services, a network founded by the World Health Organization (WHO).

In a health network comprising close to 60 million health-care providers worldwide¹, managers of healthcare institutions often have to confront serious and sometimes conflicting demands, such as changes and increases in population health needs on the one hand, and a human resource reality on the other that, to varying degrees and depending on the context, manifests in an aging workforce, staff shortages in certain job categories, and significant employee turnover. Moreover, we must all contend with the fact of global austerity, no matter the country in which we live and work. These converging factors limit the resources available to us and constantly push us toward greater efficiency and innovation in order to maintain excellence in the standard of care that we must provide to our fellow citizens.

Despite this, expert consensus and an ever-increasing volume of scientific research both conclude that, regardless of the country or type of health system under study, when workplace health promotion programs are implemented using a comprehensive, integrated, multi-strategy and participatory approach, such programs will, without fail, result in positive gains on many fronts: human resources management (improved job satisfaction, increased employee recruitment, reduced absenteeism, and reduced employee turnover); quality of care (reduction in nosocomial infections and adverse workplace incidents); and even financial (improved

productivity, less need to rely on employment agencies). Such conclusions are driving change.

This Guide, which discusses workplace health promotion in concrete terms, constitutes an innovative, essential and practical tool to support managers of healthcare institutions in their many roles with respect to both their clientele and their employees. We hope the Guide will enable managers to offer their employees a more constructive work environment and the best possible conditions under which to carry out their work.

Enjoy your read!



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The Guide : a publication of...

- A brand new practical guide published by the Health and Social Services Agency of Montreal (Quebec, Canada)
- A work of the International network of Health Promoting Hospitals and Health Services in collaboration with the Montreal HPH Network
- International HPH Health Promotion for Staff/Healthy Workplace Working Group (9 members from Greece, Italy, Finland, Canada, USA, Taiwan)



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HPH Standards

1. Having a written health promotion policy
2. Assessing users' needs for health promotion in partnership with them
3. Providing patients with information on the key factors concerning their disease or state of health
4. **Promoting a healthy workplace**
5. Maintaining continuous collaboration with other health care facilities and the community



Why a guide to promoting healthy workplaces?

- To improve the health of workers, their families and the community
- To maintain and improve staff involvement
- To improve institutional power to attract and retain staff
- To improve staff attendance and availability at work
- To reduce costs associated with absenteeism, workplace accidents, violence, etc.
- To improve the quality and safety of care and services



Who should read the Guide ?

- **Senior managers**
- **Managers** : responsible for developing and coordinating part of or an entire healthy workplace promotion program
- **Employees:** interested in the topic of workplace health promotion or who would like to propose some activities for his or her team or department



The Guide : An Implementation and reference tool

- Based on expert consensus
- Propose achievable activities, recommendations and practical tips
- Present projects implemented by healthcare institutions all over the world presenting activities



A Healthy Workplace Program ...

- Is consistent with the Institution's other orientations.
- Is supported by senior management
- Is participatory (staff involvement)
- Takes into account the specific health needs of certain groups of employees.



A Healthy Workplace Program...

- Aims to change work environment and individual change
- Has a Multi-strategy approach:
 - Activities aimed at creating positive work environments;
 - Activities to raise awareness;
 - Activities centred on the acquisition of skills.
- Integrates Sustainable development principles



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The Guide is divided into four main parts:






- **Part 1** Introduction to the Guide
- **Part 2** Implementation Process and Certification
- **Part 3** Themes
- **Part 4** Project Descriptions

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- 5) INTEGRATING SUSTAINABLE DEVELOPMENT: MAKING CHOICES THAT PROTECT THE ENVIRONMENT

	Chapter 1 SUPPORTING EMPLOYEE WELL-BEING AND PRODUCTIVE MANAGEMENT PRACTICES
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Chapter Overview

- **Key Points**
- **Definitions**
- **Take Action**
- **Projects and Inspiring Initiatives**
- **Suggested Readings and Websites**
- **Find out more**

TAKE ACTION

- > Promote interventions that involve the entire organization (include both staff and management);
- > Promote the ergonomic design of work spaces and employee training on safe work practices.

A process for Implementing Healthy Workplaces

Certification and Accreditation... a
framework for action



A process for implementing healthy workplaces

(Part 2 – Chapter 1)

Key Points – Synthesis

1. Is this the right time to begin implementation?

- > Be aware of the internal and external contexts.
-

2. An integrated, multi-strategy program implementation

- > The health promotion program must combine:
 - Activities aimed at creating positive work environments;
 - Activities to raise awareness;
 - Activities centred on the acquisition of skills.
 - > Each project must not be designed as a series of independent activities on the same theme, but rather as a set of cohesive and organized activities that are part of an overall goal.
-

3. Initiating the change

- > Organizational component: optimize the factors that promote successful change;
 - > Individual component: design the program implementation based on an informed perspective of the target group, in order to offer activities that are adapted to its stage of change.
-

A process for implementing healthy workplaces (Part 2 – Chapter 1)

4. Getting the program started

STEP 1: As a director or manager of a healthcare organization, begin by examining and reflecting on the situation.

- > Employ simple but effective methods.

STEP 2: Establish a working committee and encourage employee involvement and participation in the process.

- > The process must be participatory; in other words, it must engage a variety of employee groups throughout the program implementation and foster discussions between employees and managers.

STEP 3: Assess and analyze employee and workplace needs.

- > Must be done in collaboration with employees.

STEP 4: Develop an action plan that corresponds to the identified needs.

- > The activities must address the needs as well as the stage of change of the target group.

STEP 5: Communicate the action plan and promote activities.

- > The chosen communication mode must be adapted to the group to which the activity is geared.

STEP 6: Evaluate the results and adapt activities.

- > Communicate the results of the evaluation as well as any modifications that will be made to the program.

Certification and Accreditation... a framework for action (Part 2 – Chapter 2)

Key Points

“Employer-of-choice”^a – type strategies provide a means for healthcare institutions to work toward improving quality of care and services as well as achieving employee attraction and retention objectives.

Certification affords several advantages to the institutions that seek it, including: recognition for their actions and commitment, development of a global or integrated vision of health and management, and a road map for establishing an action plan with clear objectives.

Certain certification programs or strategies are comprehensive and allow one to take action at various levels of a healthcare organization, while others more specifically target employee and workplace health.

The choice of a certification program must be based on the needs and reality of the healthcare institution (e.g. the objectives of the program correspond to the action priorities; the time and costs involved match the resources available).

The institution’s senior management must establish an overarching vision of the needs and ensure that the various certification processes undertaken are consistent with each other and align with this global vision.

The Themes



Supporting Employee Well-being and Productive Management Practices

(Part 3 – Chapter 1)

Key Points

The various management practices that promote and support the health and well-being of employees are not independent of each other. Therefore, strive for continuity and consistency across these practices.

Consult employees on matters that affect their tasks, roles and responsibilities as well as the ways in which they carry out their work.

Offer continuous and sufficient support to employees with respect to both the accomplishment of their tasks and personal issues, and encourage cooperation and support among employees.

Adopt a work–life policy that encourages a balance between occupational and family demands.

Develop, disseminate and oversee the application of policies concerning, in particular, civility, harassment and violence.

Establish mechanisms for clear bilateral communication that contribute to transparency within the healthcare institution and provide opportunities for self-expression.

Improving employees' Physical Environment and making it safer (Part 3 – Chapter 2)

Key Points

Consider the multifactorial nature of accidents when assessing risks and seeking solutions. The causes of any accident can generally be found in at least one of the following categories: personnel, task, management, environment, material.

Develop a global vision and implement “local” actions (at the unit level or for a specific category of employee).

Take the specifics of each work context into consideration.

Eliminate risks at source rather than having to manage them.

Don't blame the employees, but work in collaboration with them to involve them in the process.

Training alone is not enough. The approach selected must be multi-strategic and impact the work situation as a whole (physical environment, organizational environment, awareness level, etc.).

Work reintegration programs must be flexible, adapted to the needs of the employee concerned and operate with the full cooperation of all the players involved.

If no changes are made to the work conditions, the accident risk will resurface.

Promoting a Healthy Lifestyle in the Workplace

(Part 3 – Chapter 3)

Key Points

Rely on multi-strategy interventions to reach people: training, education, awareness-building, and individual or group counselling.

Target multiple lifestyle habits simultaneously. Such programs yield the most significant results.

Take into consideration the reality of different employees in terms of age, gender, level of motivation, stage of change, etc.

Facilitate the adoption of healthy lifestyles by making changes to the work environment.

Maximize the use of available local resources, both in terms of expertise and access to equipment or facilities.

Remember that group activities not only encourage the adoption of healthy lifestyle habits, but also strengthen bonds between employees.

Taking Action to reduce social inequalities in health

(Part 3 - Chapter 4)

Key Points

Be aware that health promotion programs geared to the organization as a whole do not adequately meet the needs of all employees.

Always take into consideration the fact that a person's health can be influenced by factors related to membership in one particular category or group, including:

- > Job title;
 - > Gender;
 - > Age;
 - > Ethnic or cultural community.
-

Create a profile of your institution in order to more precisely target any existing or potential social inequalities in health within the institution.

Make an effort to learn about the specific needs of employees, what their daily work experience is like, and how their workplace reality may be detrimental to their health.

Encourage the involvement of employees from different categories or groups in meeting objectives and developing activities offered by the institution.

Focus on actions aimed at minimizing existing social inequalities associated with belonging to certain employee subgroups. For example, create policies on work-life balance, make work areas ergonomic, and tailor health promotion programs to staff working on night shifts.

Integrating Sustainable Development: making choices that protect the environment

(Part 3 - Chapter 5)

Key Points

Adopt a sustainable development policy and communicate the institution's sustainable development objectives to employees and partners.

Equip each building with a functional waste management system.

Reduce water consumption in all buildings.

Incorporate sustainable development principles into all facility construction or renovation projects from their earliest stages.

Adopt a green procurement policy.

Encourage sustainable transportation (carpooling, public transit, active transportation) for professional travel and employee commuting.

Conduct an audit of energy consumption in all buildings.

A tour of projects going on in the HPH network and elsewhere



The Model of Weeks for Joy of Living - Finland

Maria HALLMAN-KEISKOSKI, Nina PERÄNEN, Riitta Liisa HASU

Chapter 1

SUPPORTING EMPLOYEE WELL-BEING
AND PRODUCTIVE MANAGEMENT PRACTICES

Projects

Weeks for Joy of Living – Central Finland Health Care District – Finland

The institution sought to ramp up its focus on health promotion and empowerment among employees. This project offered hospital employees the opportunity to use their skills, abilities and knowledge for the joy of others. Different units in the hospital were invited to take action to enhance collective well-being: e.g. photos, dancing lessons, sports, theatre, concerts, etc.

(See Project Description N° 10)

WORKING TOWARDS OCCUPATIONAL WELL-BEING USING MENTAL WORKLOAD MANAGEMENT MODEL

Parallel sessions 4.2

Chapter 1

SUPPORTING EMPLOYEE WELL-BEING AND PRODUCTIVE MANAGEMENT PRACTICES

Projects

Mental Workload Management Model –

Etelä-Savo Hospital District – Mikkeli, Finland

This hospital's senior management established a work team to support the implementation of a large-scale workload management project in 2008. The work team established a number of regulations concerning employee workload and working conditions. The project brought several positive outcomes, including a reduction in short-term absences, sick leaves and workplace accidents. Moreover, a survey on the work climate revealed that employees experienced an improvement in working conditions in 2008 compared with 2007.

(See Project Description N° 6)

Influence of the caring behaviour on the work stress and job satisfaction of nursing staff: A research in a HPH in Northern Taiwan

Mini oral session 2.7

Chapter 1

SUPPORTING EMPLOYEE WELL-BEING
AND PRODUCTIVE MANAGEMENT PRACTICES

- Investigate the influence of the caring behaviour on the work stress and job satisfaction
- Decrease the turnover rate

The impact of teamwork on health professionals' well-being - Finland

Poster Session 1.4

Chapter 1

**SUPPORTING EMPLOYEE WELL-BEING
AND PRODUCTIVE MANAGEMENT PRACTICES**

The aim of this literature review is to describe health care professionals' experiences of teamwork and the impact of teamwork on their well being

Needlestick and Sharps injuries experienced by present and future nurses and their prevention - Lithuania

Poster session 2.6

The research showed that bigger attention ought to be paid to registration of needlestick and sharps injuries and vaccination nurses

Chapter 2

IMPROVING EMPLOYEES'
PHYSICAL ENVIRONMENT
AND MAKING IT SAFER

My health and me - Greece

Oral Session 3.2

Projects

Chapter 3

PROMOTING A HEALTHY LIFESTYLE IN THE WORKPLACE

“My Health and Me,” a Fun Active Living Initiative for Hospital Staff – G. Gennimatas General Hospital – Athens, Greece

The hospital's Health Education and Prevention Office, in collaboration with the hospital manager, initiated a health promotion program for the entire hospital staff with the aim of improving their levels of physical activity and at the same time reducing their levels of work stress. The project involved six hours per week of dance classes and, extraordinarily, the creation of a hospital gymnasium the likes of which did not exist in any hospital in Greece at the time.

(See Project Description N° 23)

Health on a plate - Presenting a training model for bringing up a discussion on health promotion - Finland

Chapter 3

PROMOTING A HEALTHY LIFESTYLE IN THE WORKPLACE

Poster Session 1.4

- Develop and carry out health promotion training for nurses.
- Provides information and a good practice of empowering education and facilitates nursing management

Organisational wellbeing in the health service: the play-off between efficiency and work-family balance- Italia

Oral Presentation 2.2

Chapter 4

**TAKING ACTION TO REDUCE
SOCIAL INEQUALITIES IN HEALTH
IN THE WORKPLACE**

Project

Organizational Well-Being and Instruments for Reconciling Work and Family – Health Services Regional Agency – Trento, Italy

“Organizational well-being and instruments for reconciling work and family” are measures aimed at fostering a balance between work and family obligations: childcare services (with extended hours), personalized work schedules and telecommuting.

(See Project Description N° 26)

The difference shift work Patterns on Cortisol Profile - Taiwan

Poster Session 2.6

Chapter 4

TAKING ACTION TO REDUCE
SOCIAL INEQUALITIES IN HEALTH
IN THE WORKPLACE

- Report of a study of circadian cortisol profiles of nurses on day and night shifts
- Regular shifts better maintain circadian rhythm. More than 2 days off is suggested when changing nurses from night shifts to other shifts.

HPH, nursing education and sustainable development – health gain for all? - Finland

Poster session 1.4

Chapter 5

INTEGRATING SUSTAINABLE
DEVELOPMENT: MAKING CHOICES
THAT PROTECT THE ENVIRONMENT

- Incorporate SD into local strategies striving to give a structure for nursing practice, nursing education and nursing research

Conclusion

«Today, it is important that all of us realize the positive ramifications that a healthy workplace approach can bring. Such a re-examination of our organizational priorities is critical and must be conducted with the maximum benefit of all staff and users in mind.»



Thank you

The Guide is available online at:

www.hps.santemontreal.qc.ca

www.hphnet.org

