



Building a People-Centered Healthy Workplace in a Church Hospital through an Integrative Caring Strategy.



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Background and objective

In a high-pressure healthcare setting, employees often face heavy workloads and emotional strain, affecting their well-being and performance. Guided by the Health Promoting Hospital (HPH) framework, our hospital aims to enhance staff health, satisfaction, and retention through a supportive culture. This program centers on “arts & culture” and “team support” to develop an “integrative caring approach”, aiming to:

- (1) **Increase job satisfaction.**
- (2) **Foster a positive workplace culture.**
- (3) **Reduce turnover while strengthening teamwork.**

Methods/intervention

The “Integrative Caring Program” combines arts & culture with team cohesion to promote a healthy, people-centered workplace.

I. Arts & Culture Integration

- (1) Community Arts: Concerts and theater to inspire staff and community.
- (2) Movie Days: Films for stress relief and social connection.
- (3) Healing Art: Exhibitions and printmaking in waiting areas.

II. Team Cohesion & Support

- (4) “One Team” One Day Trips: Team excursions for cross-department bonding.
- (5) Leadership Camps: Team-building and travel to strengthen trust.
- (6) Festive Gift Visits: Executives express care, fostering value.

Results

The program produced significant results:

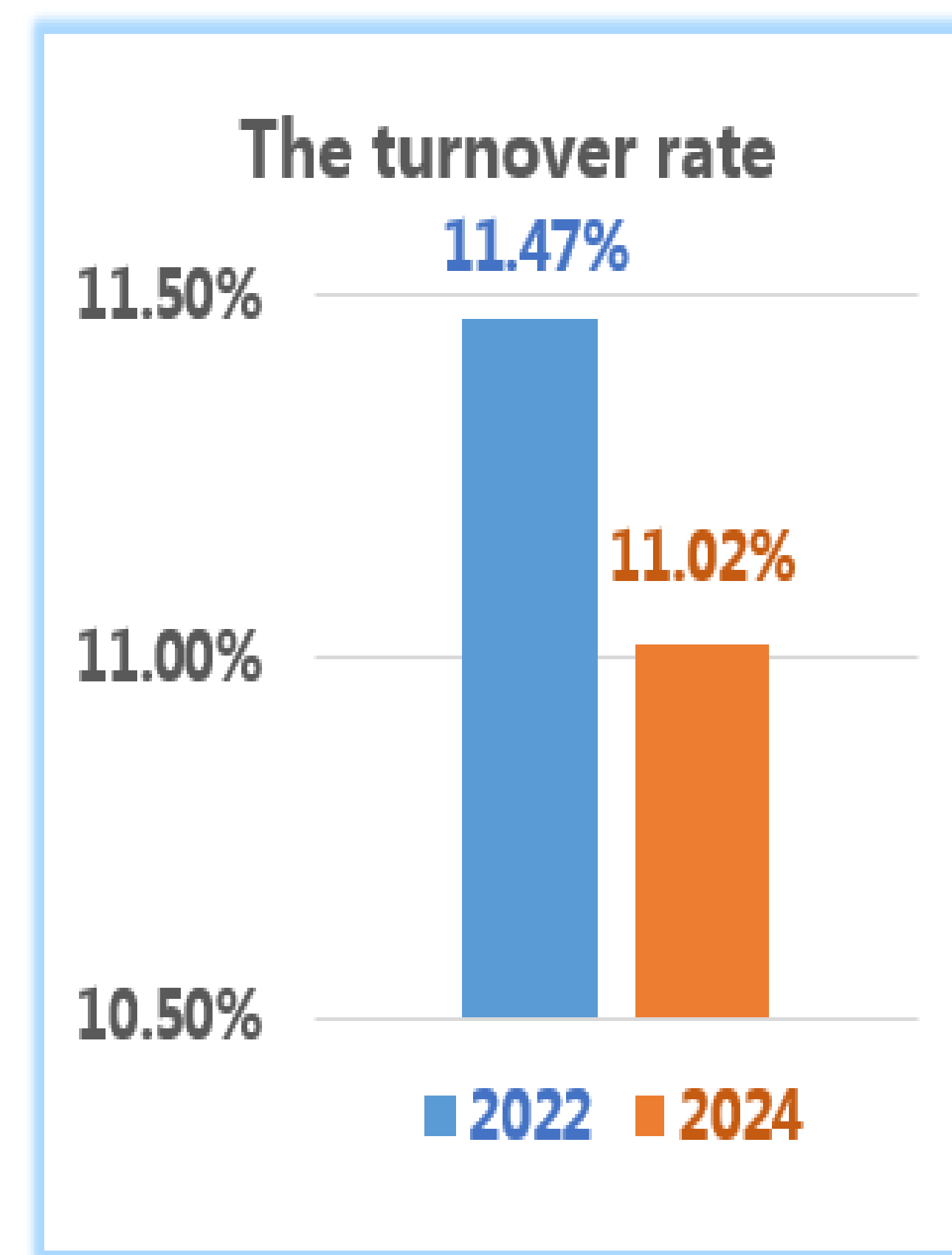
(1) Satisfaction was outstanding—Movie Day scored “100/100”, Employee Trip “93.5/100” (2025), and Leadership Camps (2022–2024) averaged “95/100”. The “usefulness to work” dimension reached “4.8/5”, showing improved communication and collaboration. (see Table 1)

(2) From 2022–2024, “job satisfaction (4.08)” and “organizational identification (4.06)” both exceeded peer hospitals of Around Taiwan Health Care Alliance (3.96 and 3.85). (see Table 1)

(3) The turnover rate decreased from “11.47%” (2022) to “11.02%” (2024). (see Figure1) **Figure1. The turnover rate**

Table1.
Satisfaction survey results

Item	Satisfaction Score
Movie Day	100/100
Employee Trip	93.5/100
Leadership Camps	95/100
Usefulness to work	4.8/5
Job satisfaction	4.08/5 (Exceeded peer hospitals of ATHCA “3.96”)
Organizational identification	4.06/5 (Exceeded peer hospitals of ATHCA “3.85”)



Conclusions/lessons learned

Integrating arts, culture, and team support effectively promotes a healthy, people-centered workplace. Employees who feel seen and valued gain positive energy and stronger organizational commitment, enhancing satisfaction and retention. Extending humanistic care to the clinical setting reinforces the hospital’s role as a healing environment that connects staff, patients, and the community.

Relevance to health promoting hospitals and health services

This initiative demonstrates the HPH “Healthy Workplace” standard, fostering a supportive culture that improves well-being, lowers turnover, and sustains care quality, offering a replicable model for hospitals.