
Sustainable organisations promote work ability of employees throughout their work life

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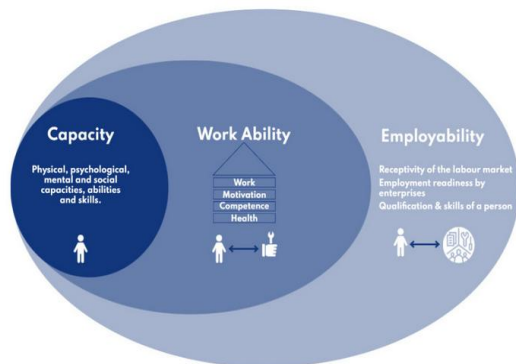
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Work ability

- is the balance between an employee's personal resources—including health, functional capacity, competences and motivation—and the demands of work.
- influenced by individual and organisational dimensions.
- is a dynamic process.



source: WAM Project, <https://www.digikouc.cz/en/work-ability-management-en/>

Work ability house

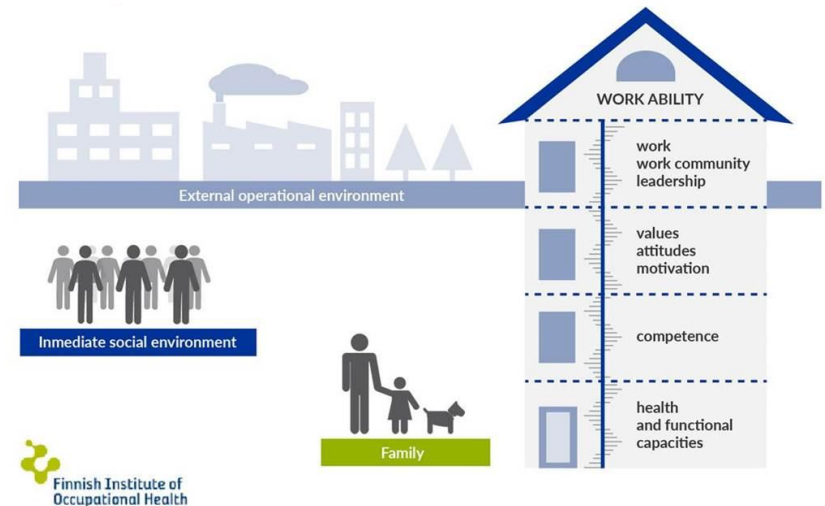


Image has been adapted from the Work Ability house image from the Finnish Institute of Occupational Health ©.

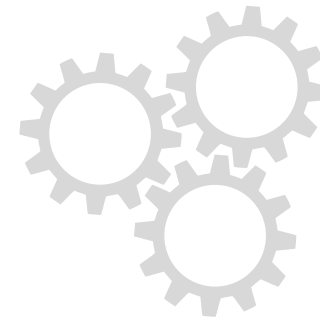
source: <https://eguides.osha.europa.eu/all-ages/work-ability-model-0>

- Individual impacts
- organizational impacts

Why promote work ability?

“Work alone does not maintain work ability.”

by Prof. Juhani Ilmarinen, Respect for the Ageing)



Work ability is a predictor of and basis for

- employability
- early drop-out
- quality of life during work life and in retirement
- life expectancy
- productivity and quality of work
- stabilisation

Shared responsibility between

- organisation
- leadership
- employees

Story of promoting work ability of nurses

> 25.000 data sets from the **health sector**

from 2022 to 2025 with the validated instruments
waipius[®] & waipius EVAL[®]

~ **50% data from nursing staff**

Work ability and the dimensions influencing work ability
can be measured!

> key performing indicators for a sustainable work life

waiphus scales and scores of nurses & health sector benchmarks

Scales	Bench- mark	Nurses
Working conditions		
Leadership	2.24	2.15
Cooperation	2.03	2.00
Participation/Scope of action	2.07	2.17
Physical demands	2.41	2.51
Mental demands	2.75	2.90
Values		
Attitude and motivation	2.26	2.34
Skills		
Skills and training	1.92	1.90
Health		
Well-being	2.11	2.15
Health and work ability	38.11	37.11
Musculoskeletal disorders	3.07	3.18
Tiredness and fatigue	3.11	3.19
Stress symptoms	2.50	2.54



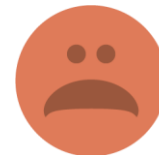
excellent



good

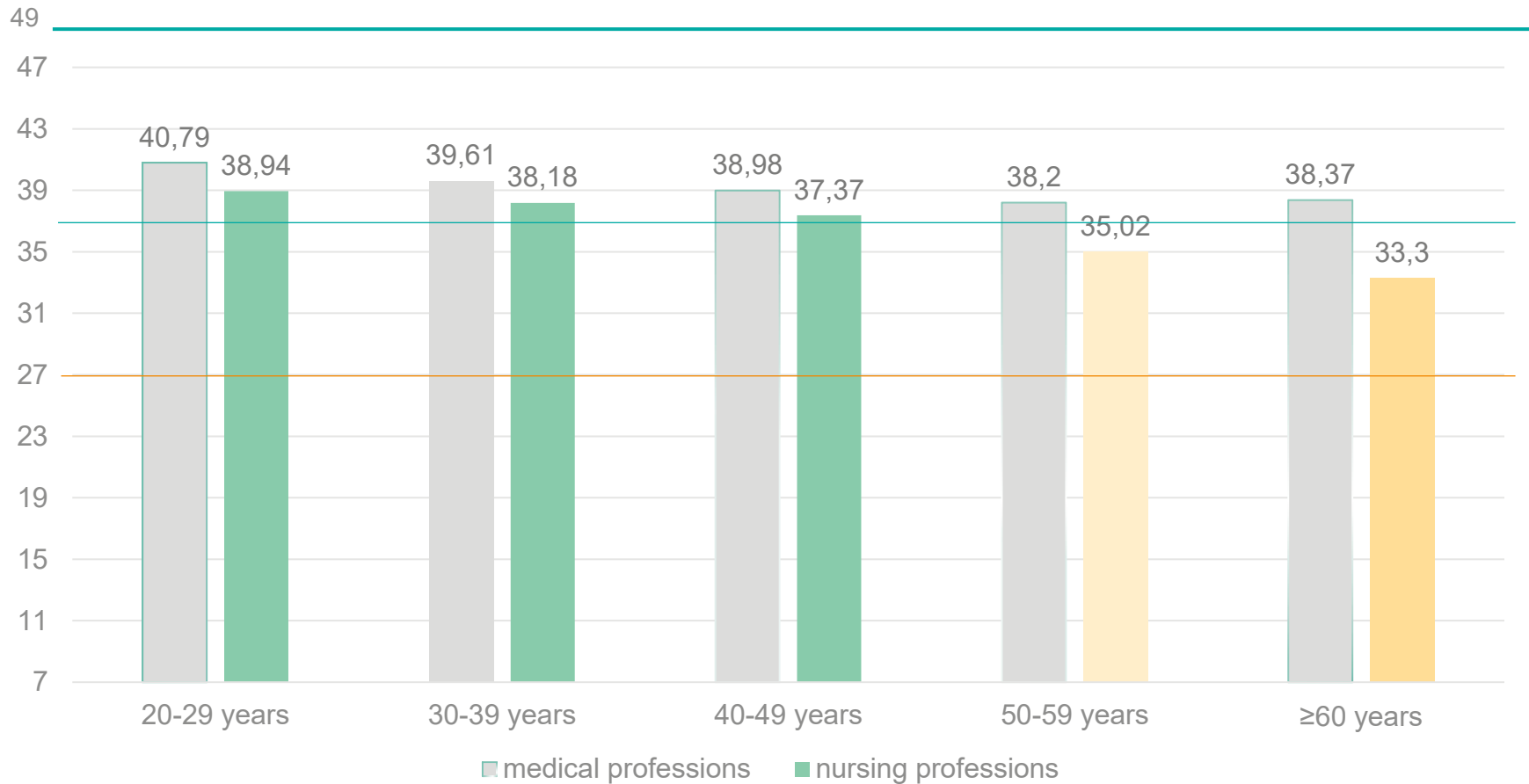


moderate



poor

wai with age



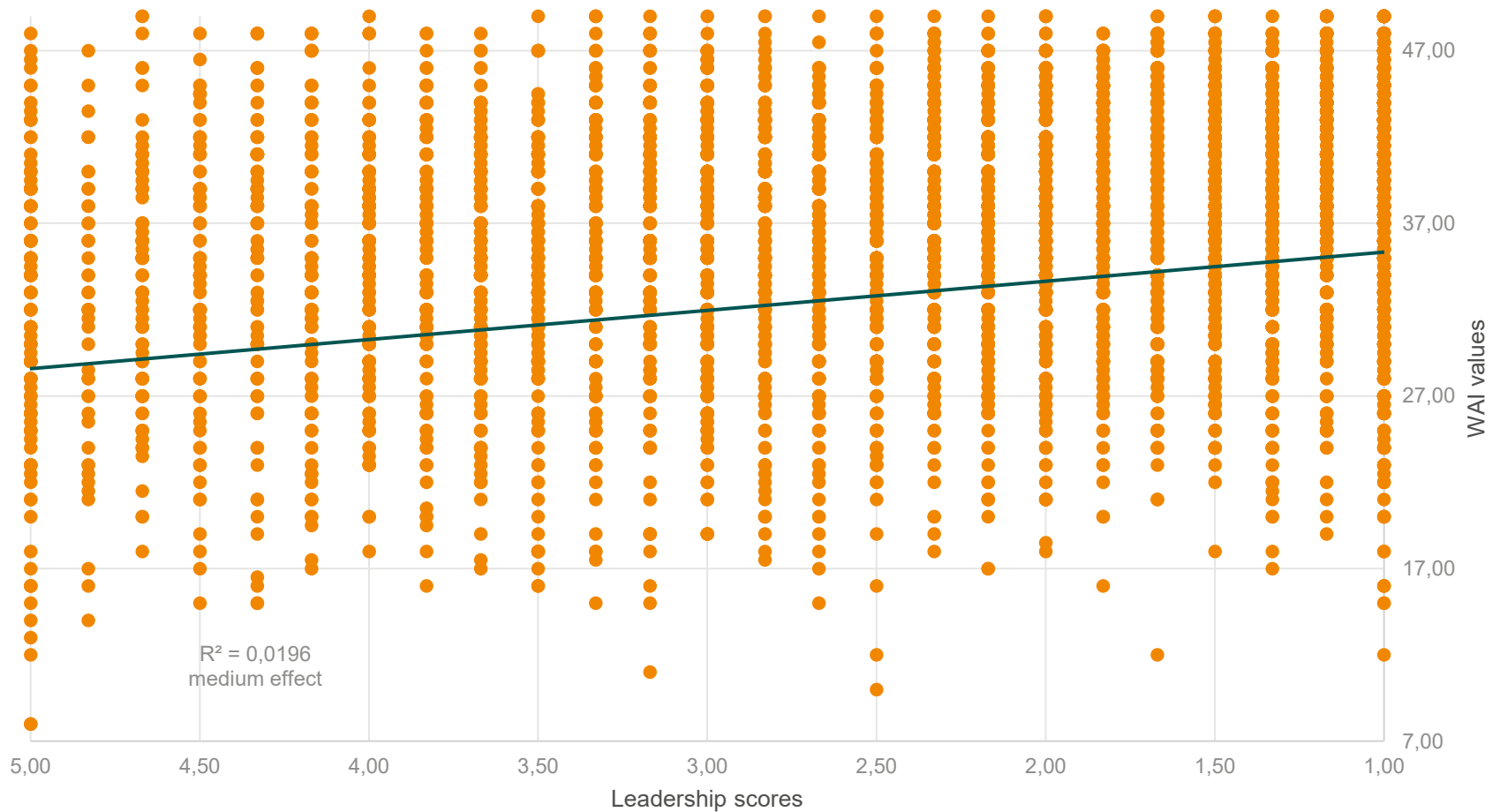
Moderate and poor wai in percent

Nurses' score	20-29 years	30-39 years	40-49 years	50-59 years	≥60 years
moderate 28.00-36.99	25%	29%	31%	39%	21%
poor 7.00-27.99	5%	6%	9%	16%	35%

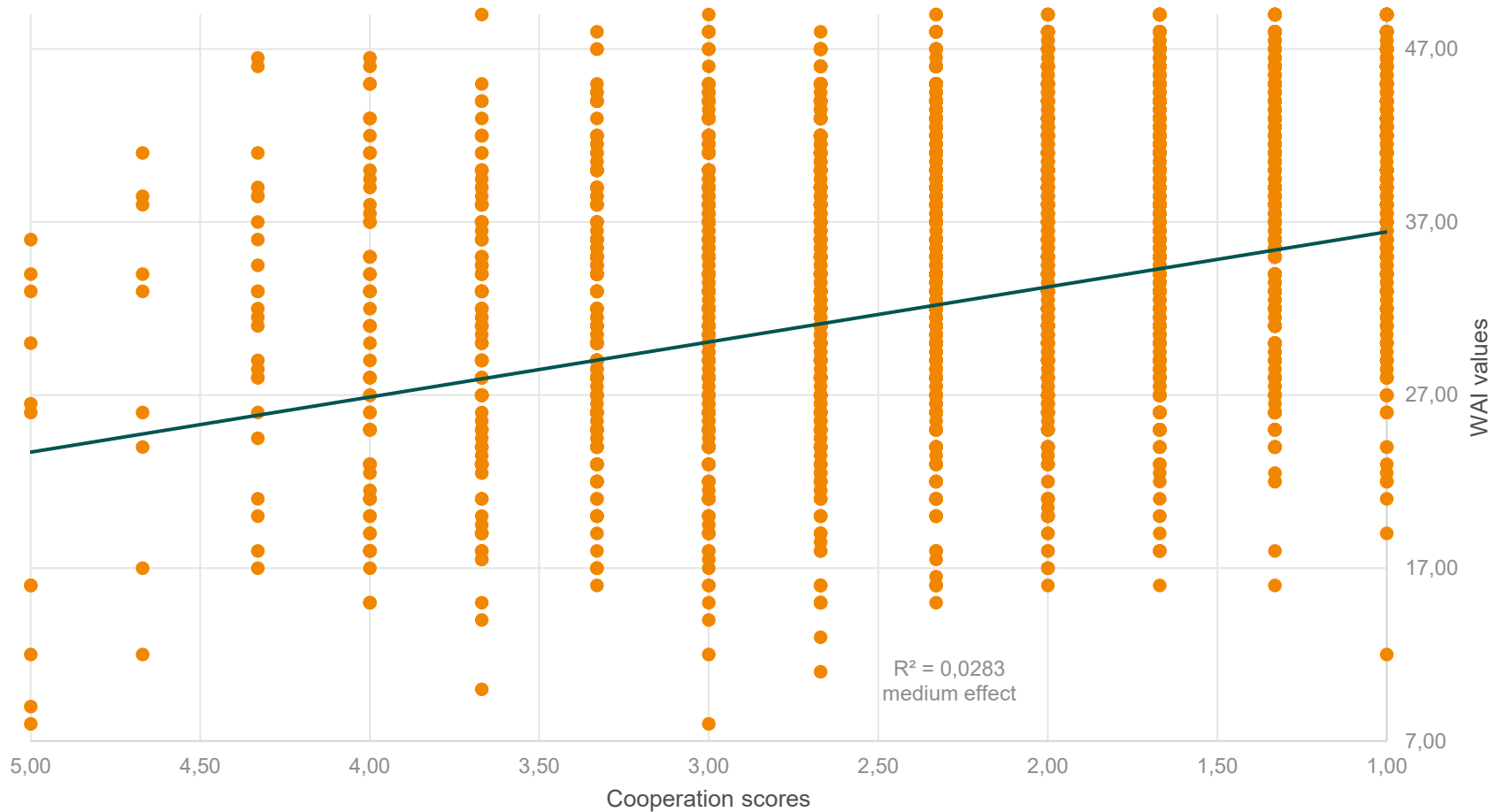
Health and work ability				
Range	Work ability status	Necessary measures	Probability of early retirement due to illness	Productivity loss
44-49 points	excellent	maintain work ability	< 1%	reference group
37-43 points	good	support work ability	< 2%	4.9%
28-36 points	moderate	improve work ability	men 8% women 4%	12%
7-27 points	poor	restore work ability	men 38% women 33%	26.6%

The logistic model for improving work ability of the evaluation of Finnage programme showed the positive effect of appreciative leadership, followed by ergonomic improvements and individual physical activity.

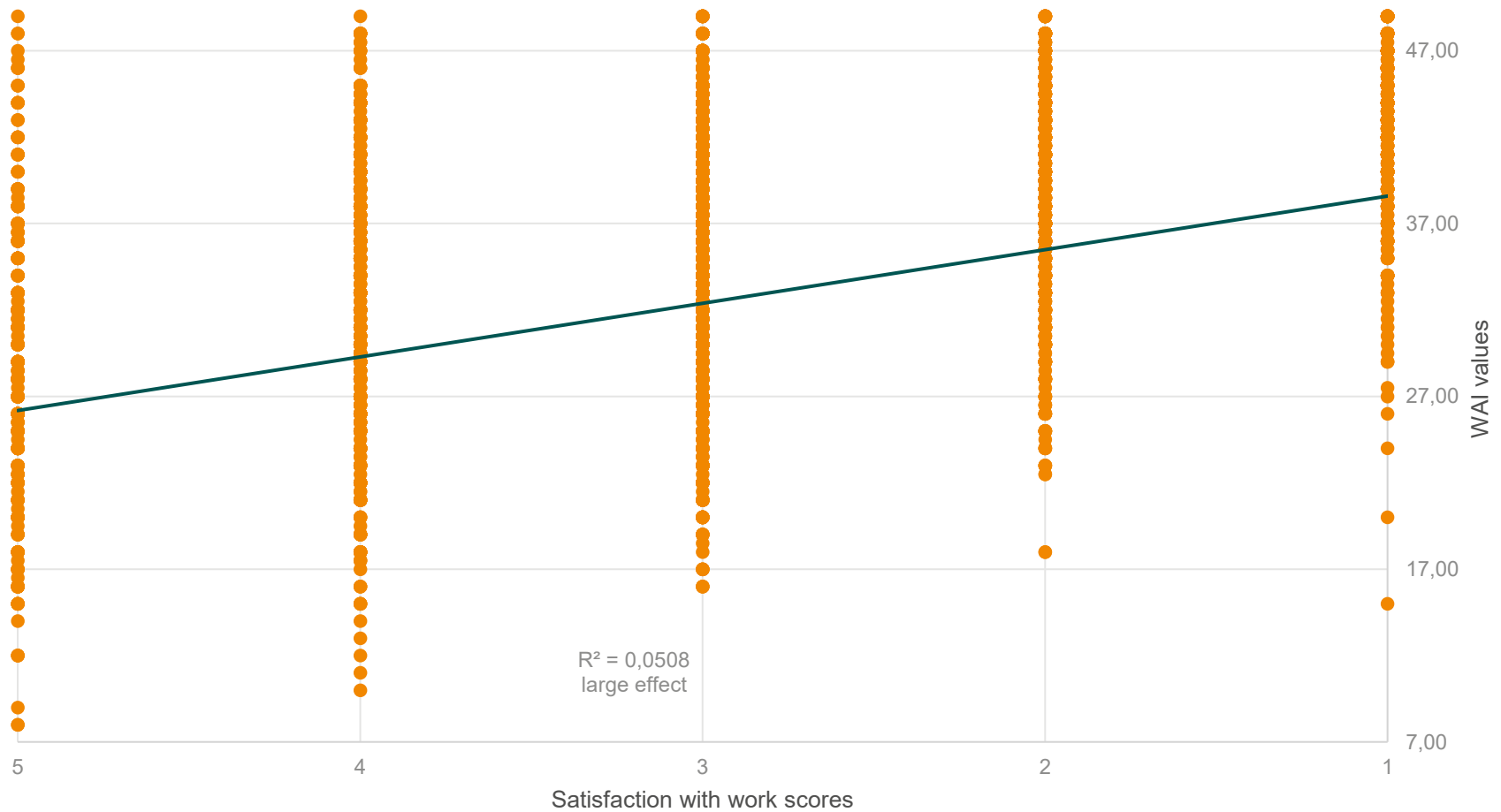
Work ability and leadership



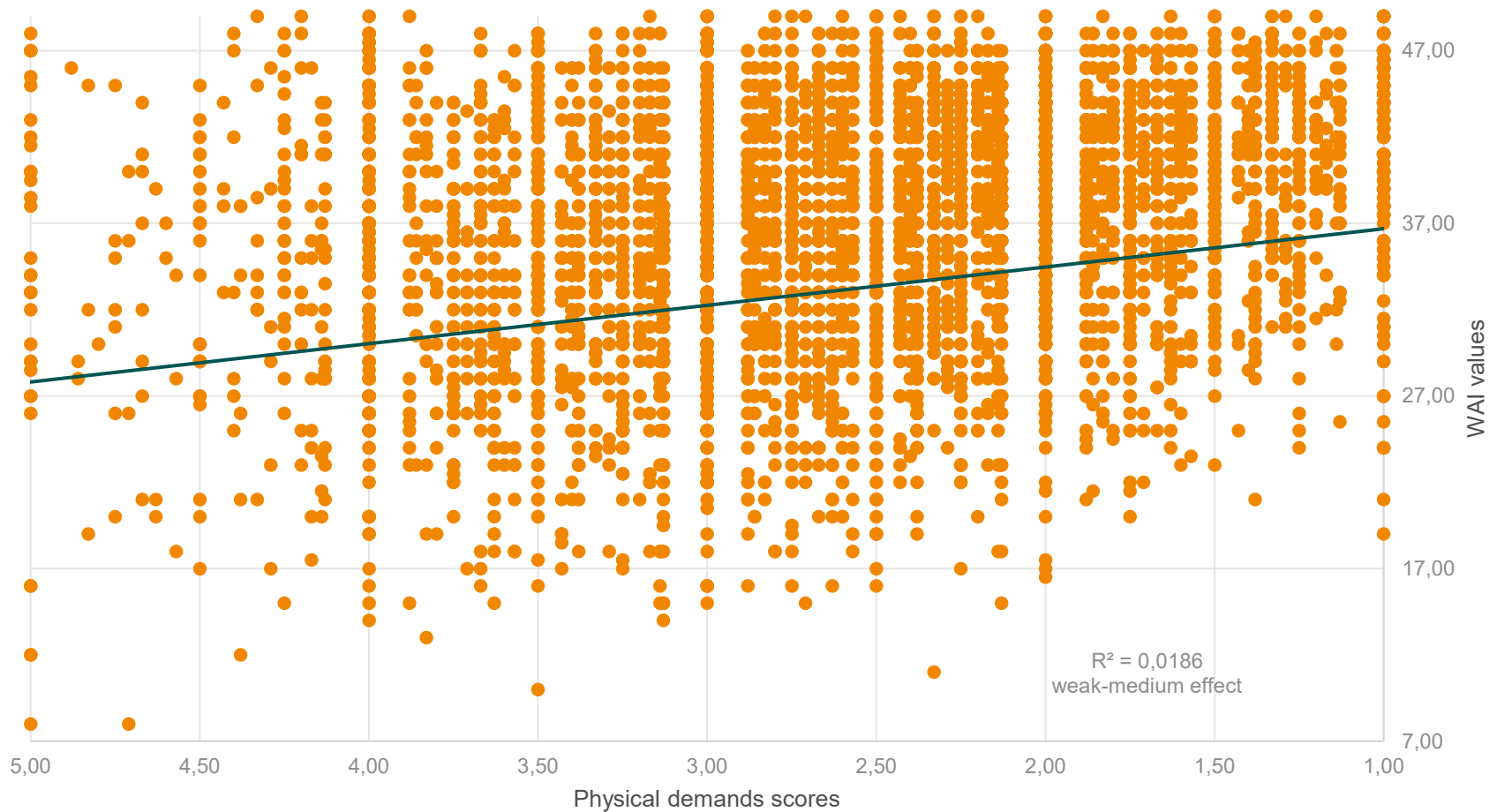
Work ability and cooperation



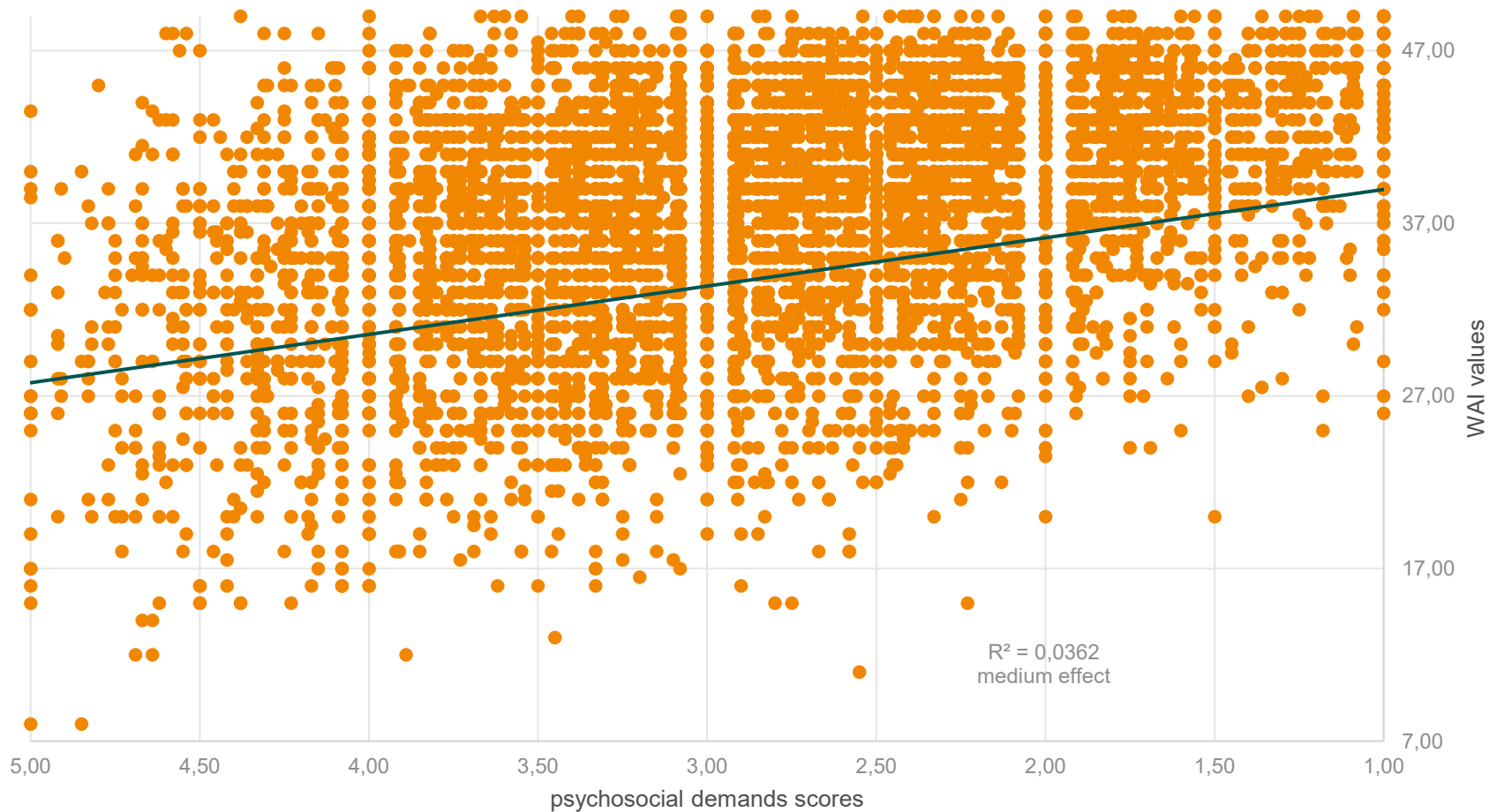
Work ability and work satisfaction



Work ability and physical work demands



Work ability and psychosocial work demands



Top 6 negatively-rated work demands

1. Time pressure (3.54)
2. Excessive workload (3.38)
3. *Lifting heavy loads* (3.37)
4. Emotional demands (3.27)
5. Night shifts (3.12 - increases with age)
6. Stepping-in for colleagues frequently/instable work schedules (3.05 - decreases with age)

Consequences



waipplus surveys provide numbers = waipplus indicators



waipplus surveys provide benchmarks for health professions

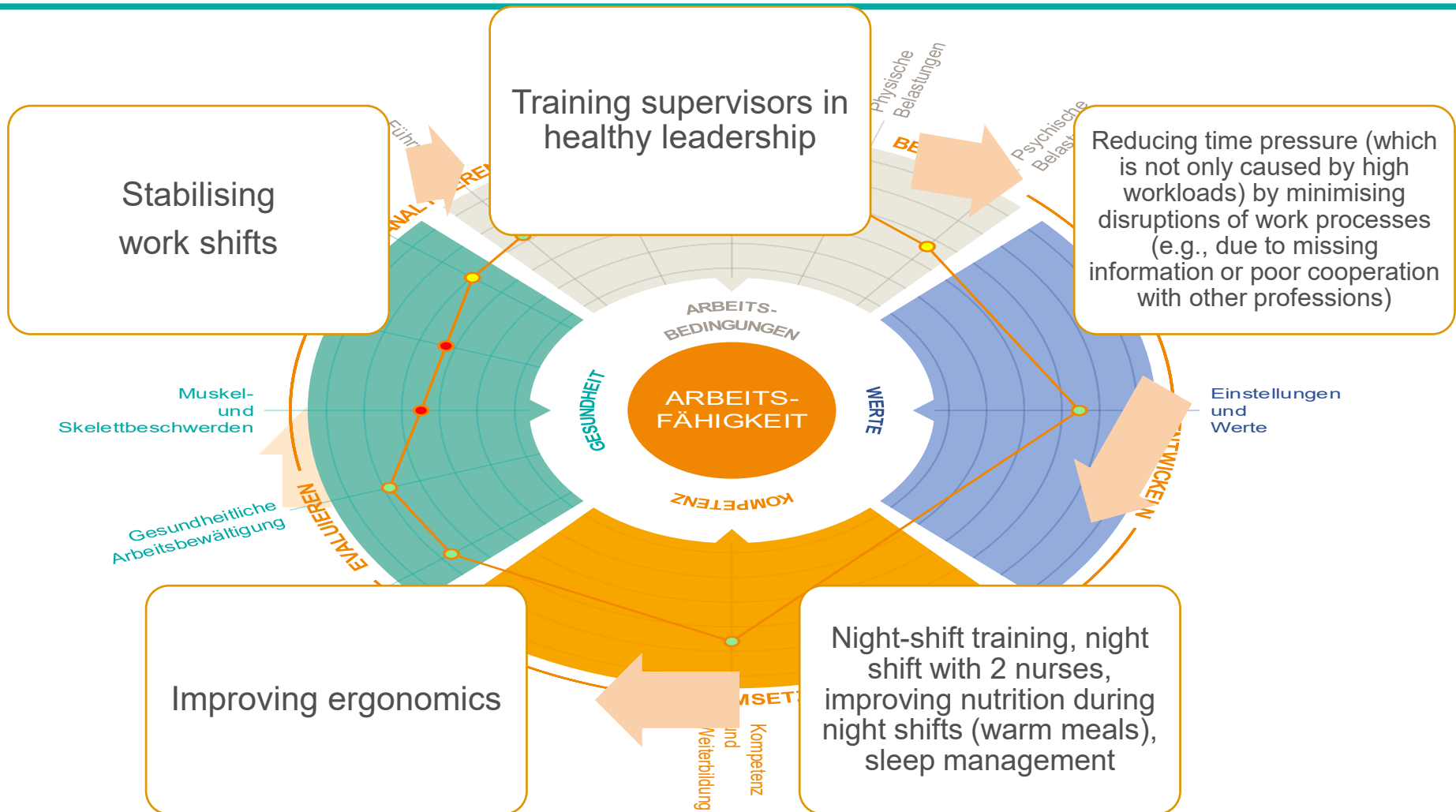


Tailored measures can be defined



Measures are evaluated in follow-up surveys

Examples of measures



Conclusions



The aim of work ability management is to keep staff healthy, capable, motivated and productive across their entire work life.



Sustainable organisations implement work ability management from career start up to retirement.



wai and waipius scores are key performance indicators for a sustainable work life.



The 2026 follow-up waipius survey will show if the measures taken have improved work ability.

Thank you for your attention!

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