



# Healthcare workers' well-being: a value in its own right

31st INTERNATIONAL CONFERENCE ON  
HEALTH PROMOTING HOSPITALS AND HEALTH SERVICES

Malmö, May 20th 2026

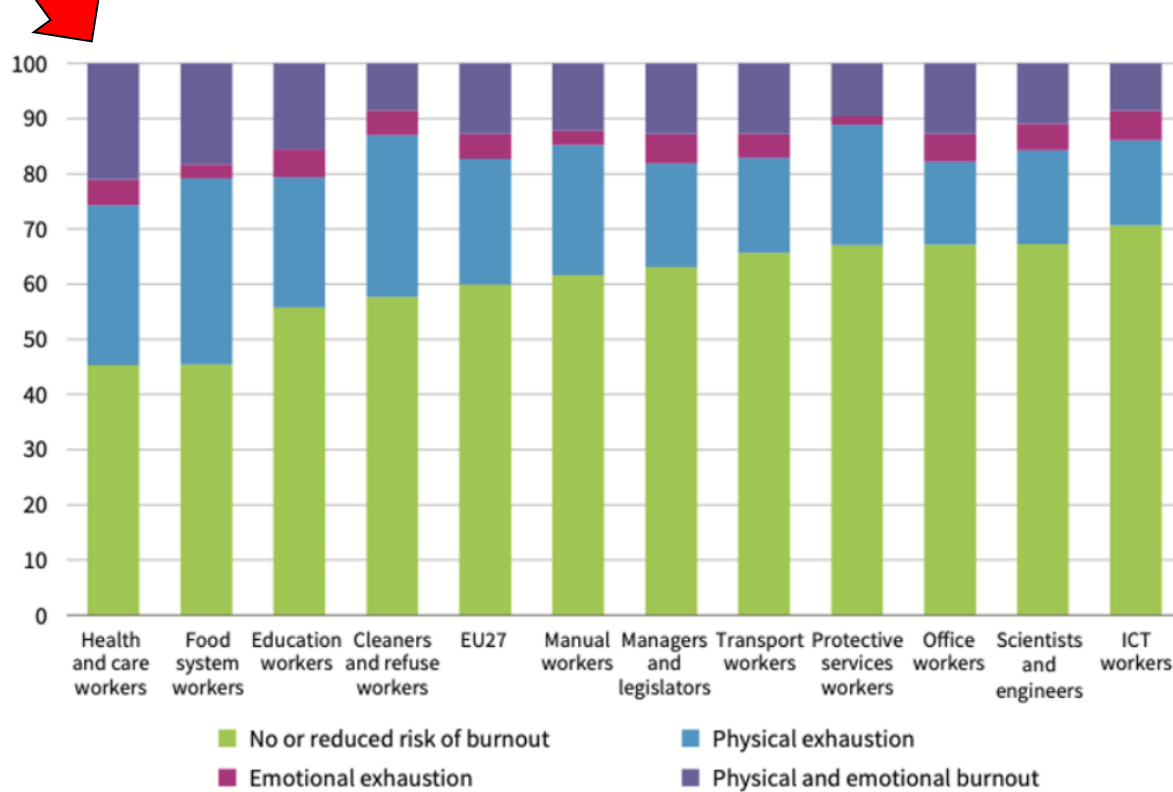
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# Healthcare workers' well-being: a value in its own right

1. **Problem:** Sacrificing HC workers' wellbeing for patient wellbeing
2. **Solution:** Moving towards human centred co-creation of care
  - a. **Value-shift:** Putting equal value to worker and patient wellbeing
  - b. **Synergy-shift:** Everyday co-creation of care by patients & staff as equally valued co-creators & co-beneficiaries of the health care process

Fig. 2: Risk of burnout, by worker group, EU - EWCTS 2021 (%)





# Healthcare workers' **ill-being** Awareness vs. Action



Figure 1: The most prevalent PSR factors identified through the primary and secondary research conducted for this study

**Organisational factors and working conditions**

- High workload and time pressure
- Long working hours
- Work scheduling and shift work
- Poor work-life balance
- Pay, effort-reward imbalance and precarious working conditions
- Lack of autonomy
- The use of digital technologies and the automation of tasks

**The social environment of work**

- Adverse social behaviour, including violence, (sexual) harassment and bullying
- High emotional and ethical burden
- Stigma, including against seeking mental health support
- Low social support

## Healing hands – hurting minds

**1 in 3 doctors and nurses report depression and 1 in 10 experience passive suicidal thoughts, finds landmark new WHO/Europe survey**

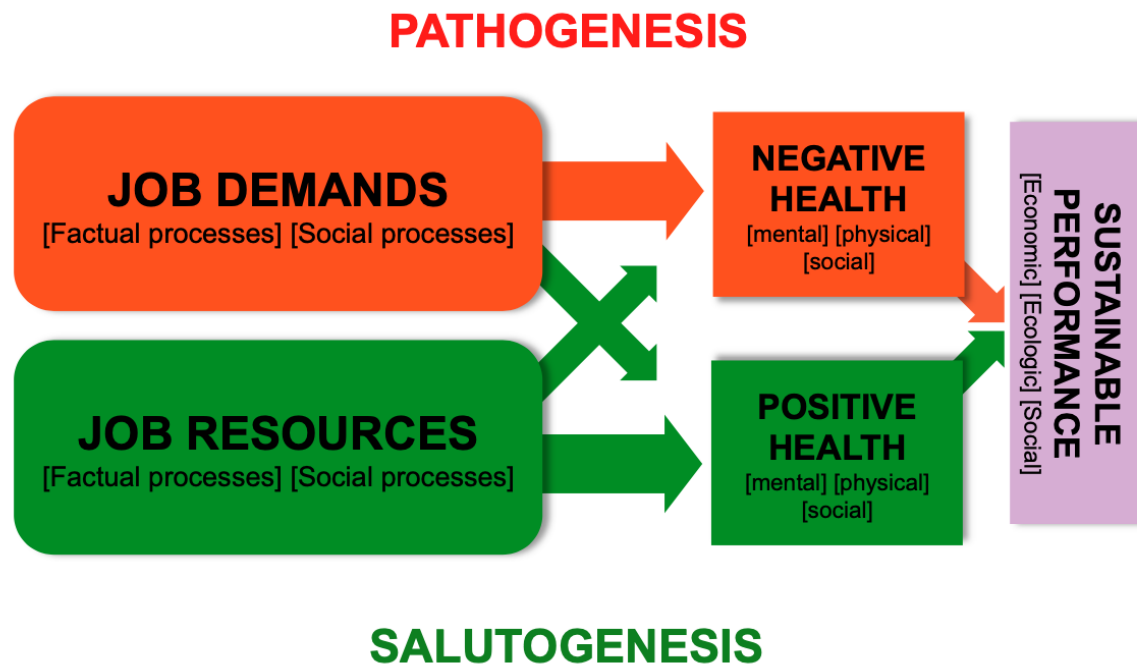
Mental Health of Nurses and Doctors (MeND) survey (2025), N= 90'000; 27 EU countries

Bauer/2026

Work-related psychosocial risks and mental health in the EU health and social care sector

[Report](#)

# Healthcare workers' well-being Solution by positive narrative?



# Underlying problem: „patients first“ - instrumental value of staff health



WHAT WE DO    POLICY    PUBLICATIONS    NEWS & PRESS    WHO WE ARE

Policy / Current Policies / WMA Declaration of Geneva

Global  
patient safety  
report 2024

«To ensure safe and resilient health systems, the health and safety of health workers must be protected.»  
(p. 211)

## WMA DECLARATION OF GENEVA

«AS A MEMBER OF THE MEDICAL PROFESSION:

I SOLEMNLY PLEDGE to dedicate my life to the service of humanity;

THE HEALTH AND WELL-BEING OF MY PATIENT will be my first consideration;

.....

I WILL ATTEND TO my own health, well-being, and abilities in order to provide care of the highest standard; .....»

<https://www.wma.net/policies-post/wma-declaration-of-geneva/>



World Patient Safety Day, 17 September 2020

## CHARTER

Health worker safety:  
a priority for patient safety

Driven by purpose despite the pressures

# One-sided humanization of healthcare

Shift from Patient- to Person/People-Centred Care:  
Parallel human shift for employees?

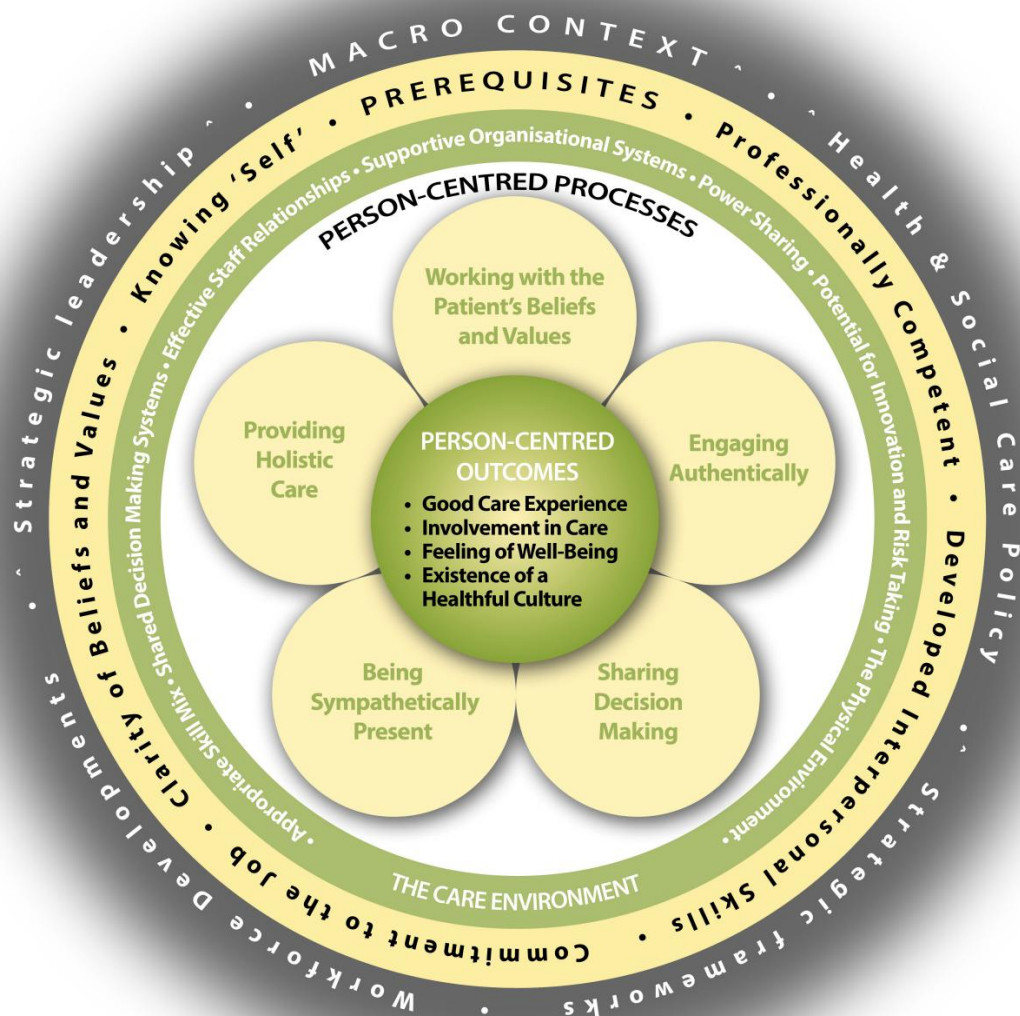
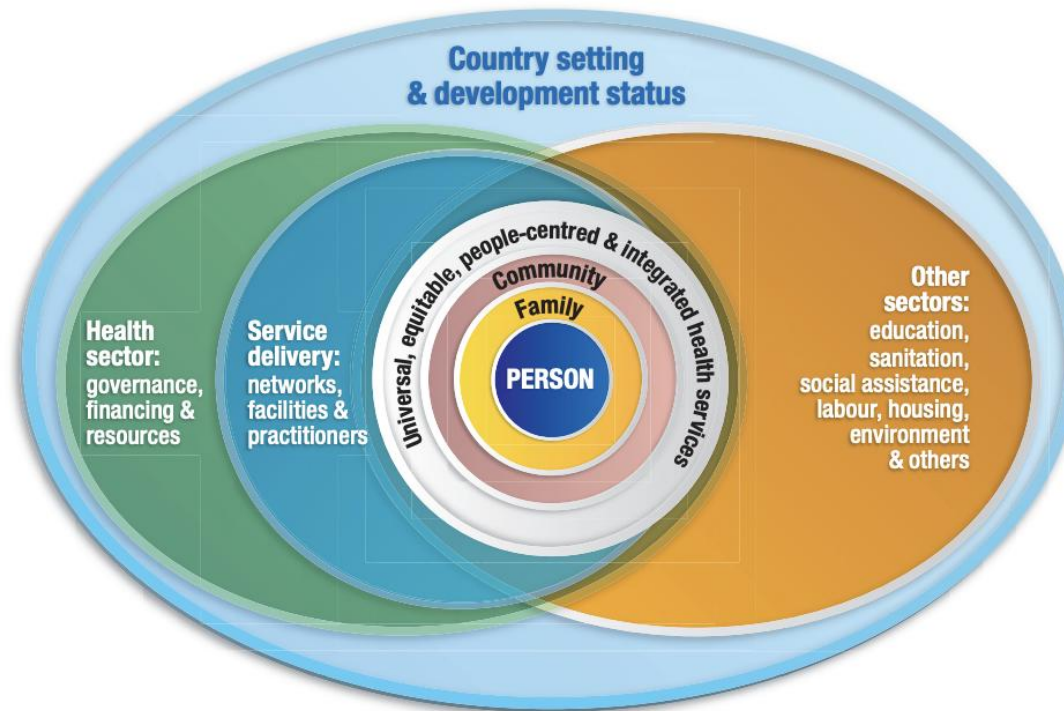


Figure. Conceptual framework for integrated people-centred health services

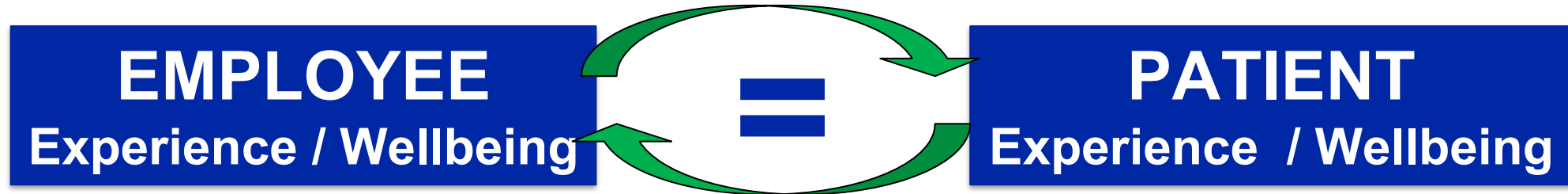






# 1. step to a solution:

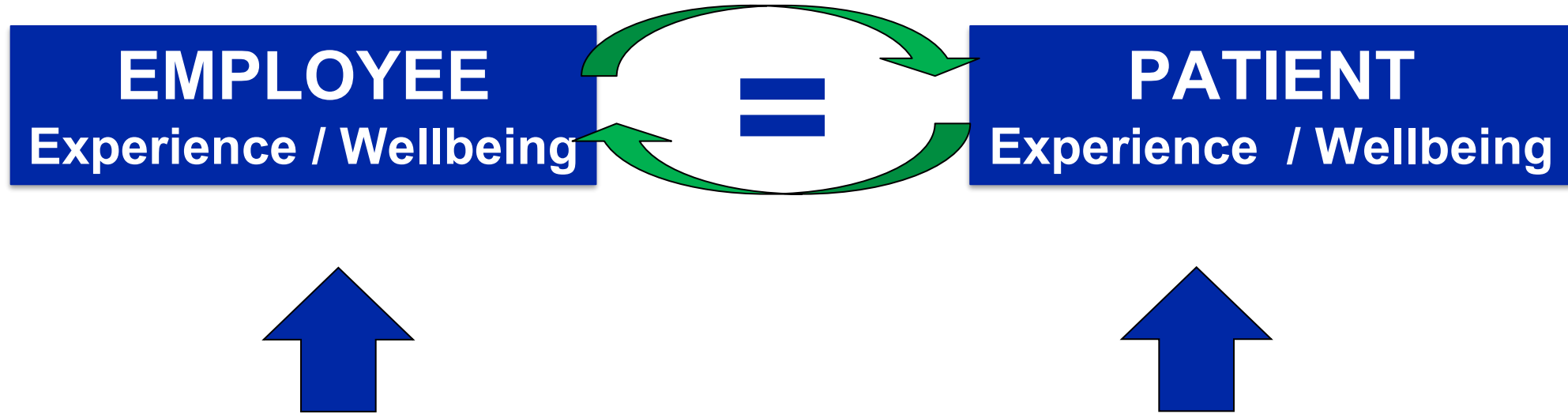
## Equally value employee & customer experience & wellbeing



By innovators in health care, such calls already exist,  
incl. the assumption of a **positive, reciprocal relationship**  
e.g. health promoting hospitals, healthy healthcare network



# Pursuing the dual goal is feasible and effective: Example introducing lean management



Introducing lean management in a University Hospital with the **dual goal** of improving patient & employee experiences

Improves patient outcomes & maintains or improves employee health



## 2. step to a solution:

### Synergy-shift: synergistic co-creation of care



## *Vision*

*Everyday co-creation of care by patients & staff  
as equally valued co-actors & co-beneficiaries  
of the health care process*

Jenny GJ, Bauer GF 2023. New work – new interventions: Digital occupational health interventions and the co-creation of a human-centered future of work. Scandinavian Journal of Work and Organizational Psychology

# One-sided **humanization** of healthcare

# One-sided **human agency** in healthcare

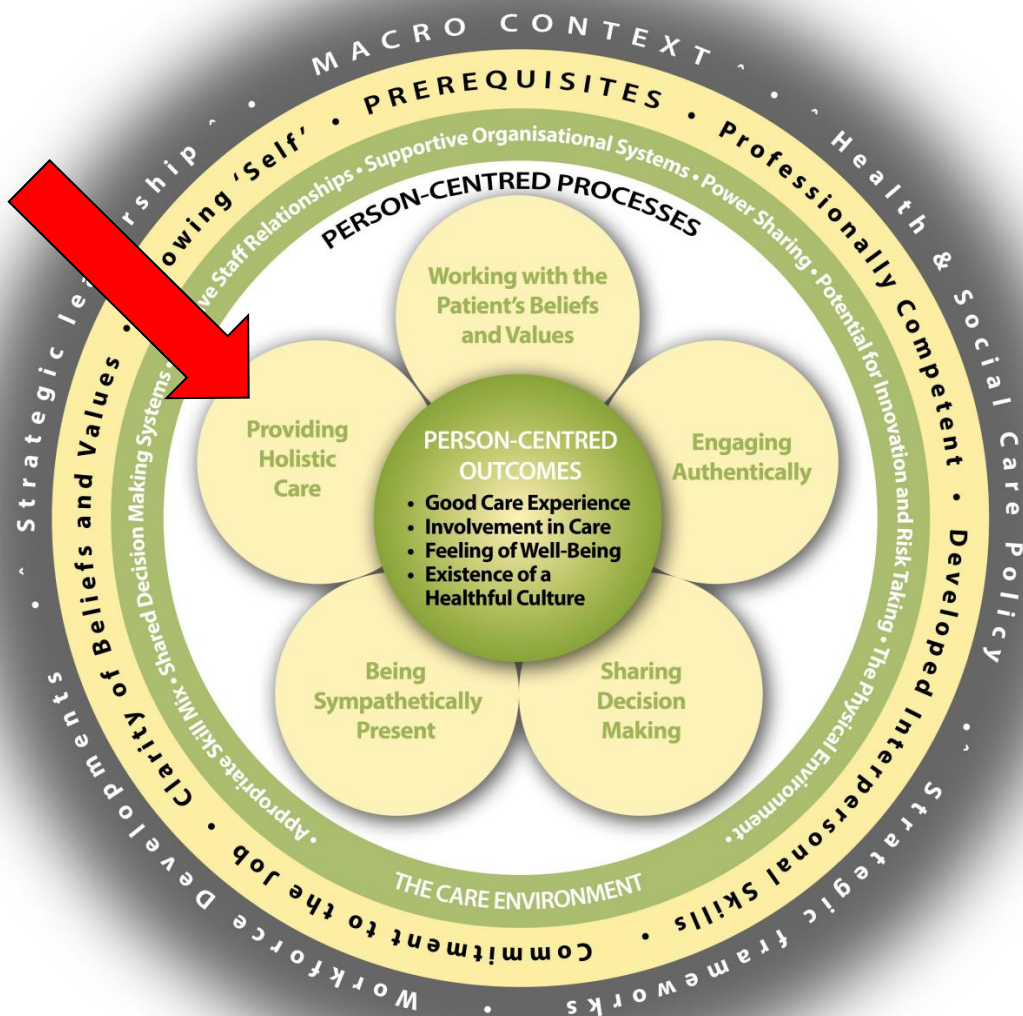
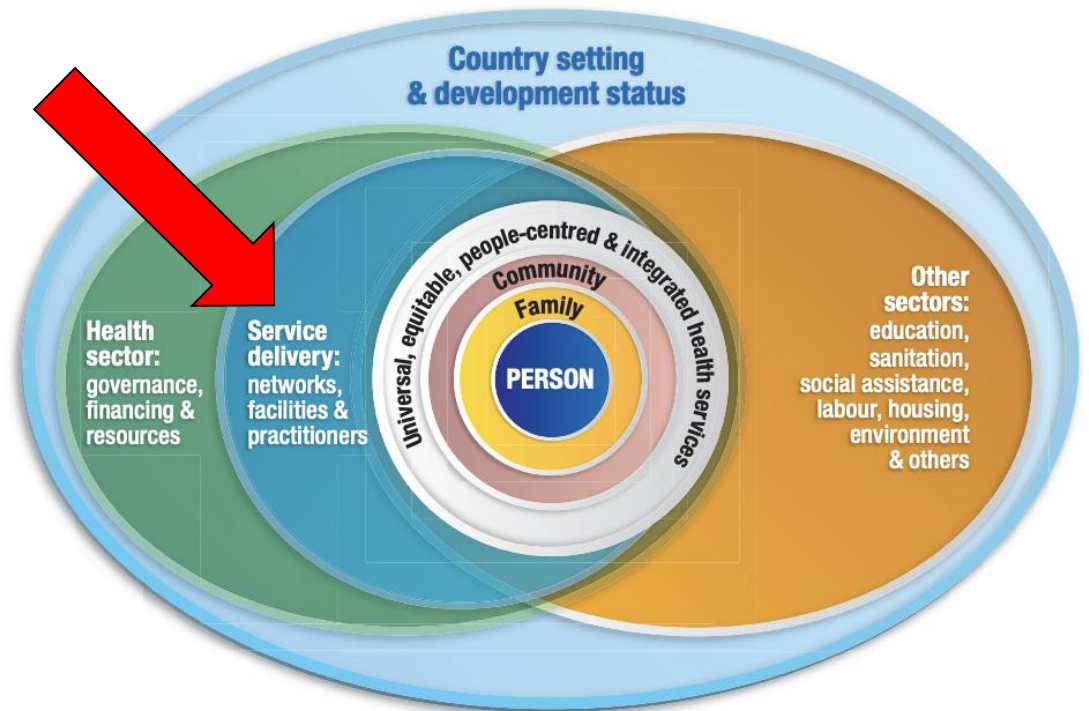


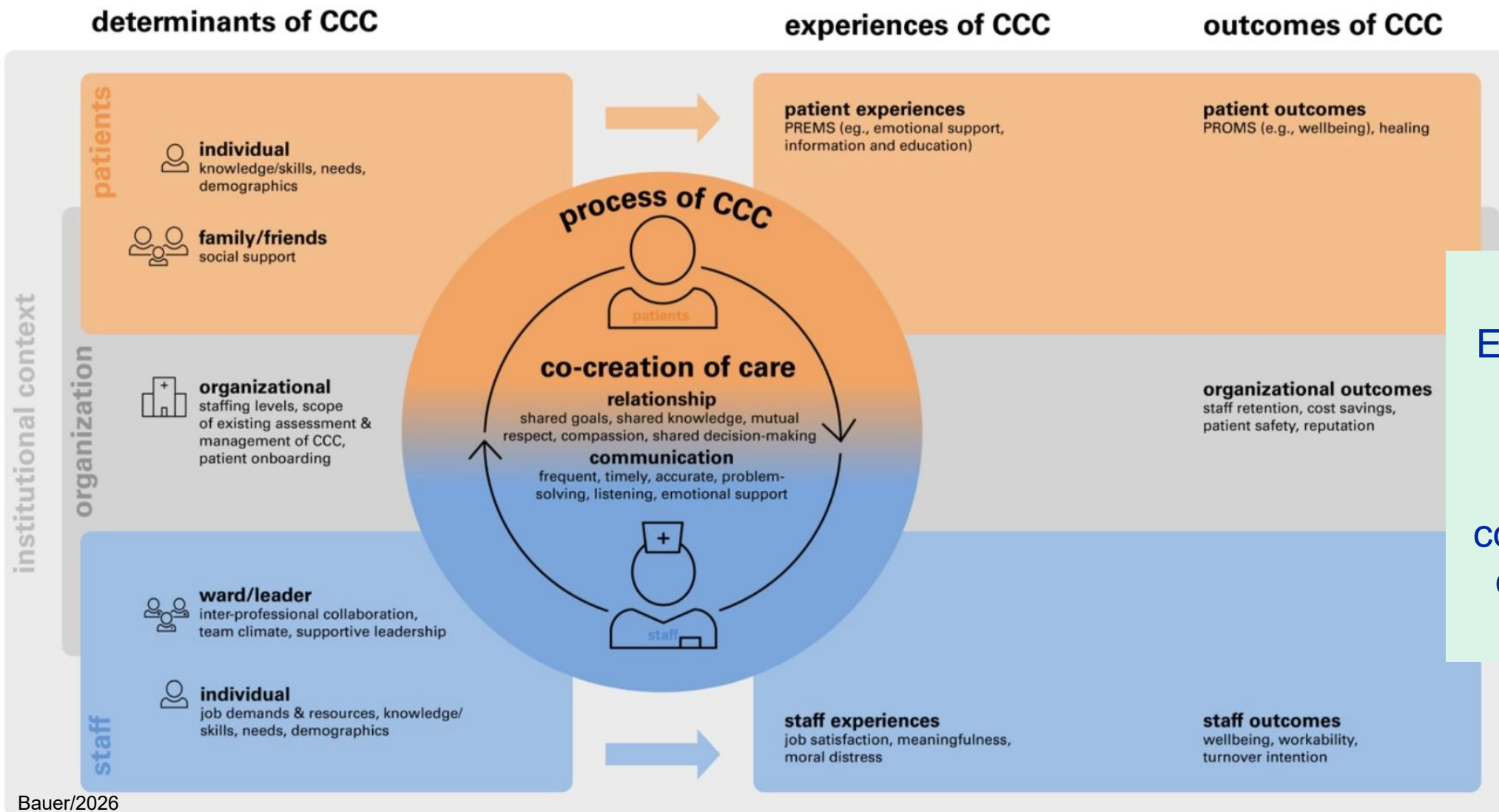
Figure. Conceptual framework for integrated people-centred health services





# Everyday Co-creation of care

SNF project | 2.4 Mio Euro | 2025-2028 | 16 researchers | 4 Swiss universities | 5 hospitals | organizational psychology, nursing sciences, health economics, design research, health ethics

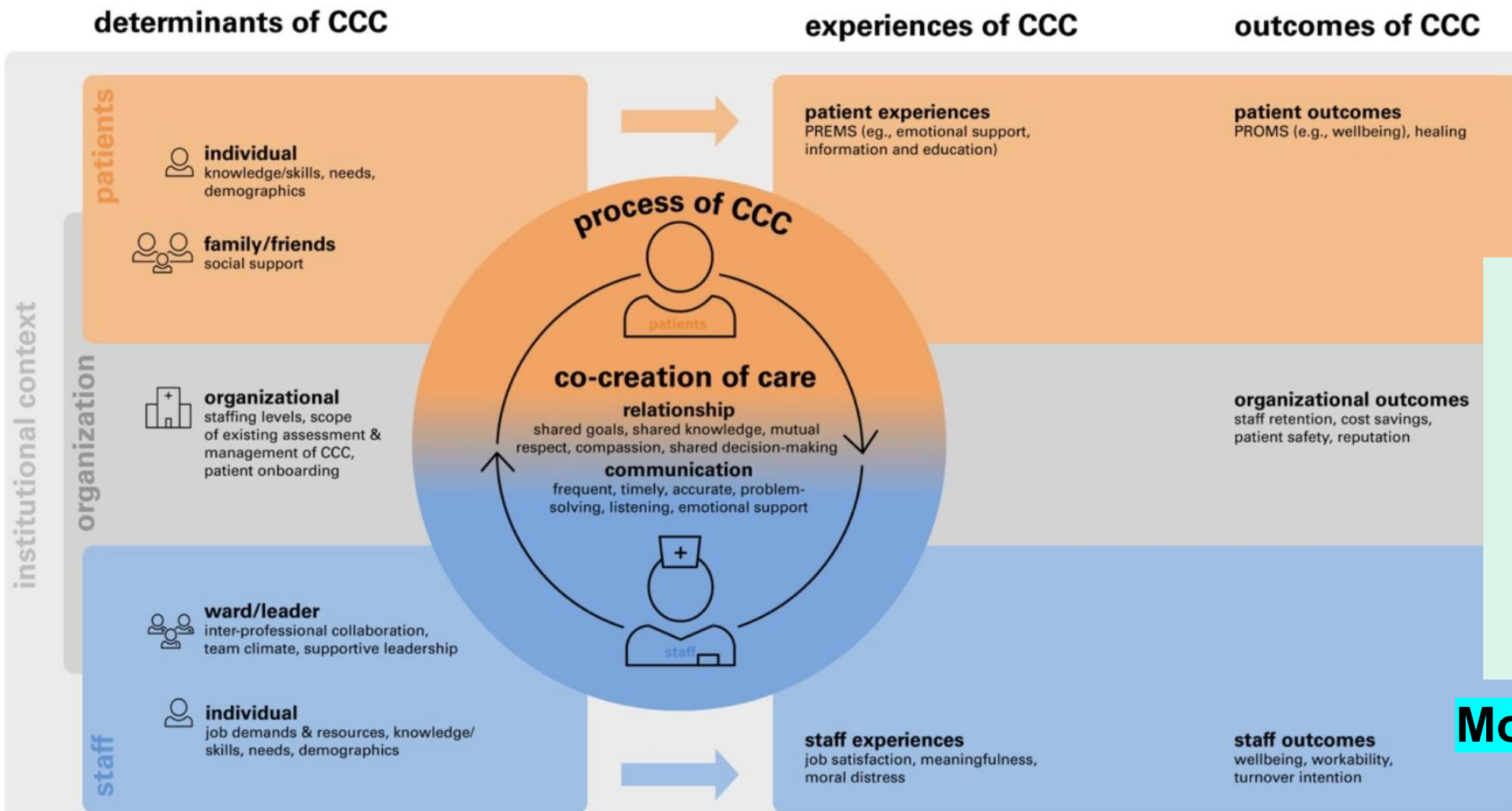


**Vision**  
Everyday Co-creation of care by patients & staff as equally valued co-actors & co-beneficiaries of the health care process



# Everyday Co-creation of care

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**Vision**  
Everyday Co-creation of care by patients & staff as equally valued co-actors & co-beneficiaries of the health care process

**More: Session O2.05**

**May 21: 14:25–15**

«Workforce practice, communication and clinical interaction»