



International Network of
Health Promoting Hospitals
& Health Services

**Symposium Well-being of Healthcare Workers Task Force:
“Stronger Together: Reimagining Workforce Well-Being in a Time of Global Crisis”**

Empowering healthcare workers. A participatory framework for sustainable health systems

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INAIL: From Insurance to Integrated Research on Worker Health

INAIL at a glance

From **1933**, National Institute for Insurance against Accidents at Work. Public non-profit entity safeguarding workers against physical injuries and occupational diseases.

In **2010**, INAIL took over the functions of a research institute, ISPESL (Higher Institute for Prevention and Occupational Safety), so becoming also Italy's leading **research and prevention** hub.

The **Health Promotion Laboratory** conducts applied research and participatory projects of organizational development with a systemic approach.

The INAIL–ARCS–HPH Alliance

2025 - Partnership INAIL + HPH Italian coordinator
Cristina Aguzzoli

Project in **ARCS** (Regional Health Coordination Agency), with **CUG (Workplace Gender Equality Committee)**.

The project is included in the **Annual Plan** for sustainable healthcare governance and workforce well-being.

Health Promotion Paradigm Shift: The Environment Shapes Health



FROM: Individual

- ✗ Focus on lifestyle behaviours (diet, exercise, habits)
- ✗ Implicit blame of the individual for health outcomes
- ✗ Interventions targeting persons in isolation

Health is not merely a matter of individual choice. The environment shapes gene expression."



New biology (Epigenetic) demonstrates that living and working conditions directly modulate genetic expression



TO: Systemic

- ✓ Living and working environment as primary determinants of health
- ✓ Epigenetics & environment: organisational context shapes biological outcomes
- ✓ Interventions that act on systems and foster engagement
- ✓ Goal: Design Well-being Together

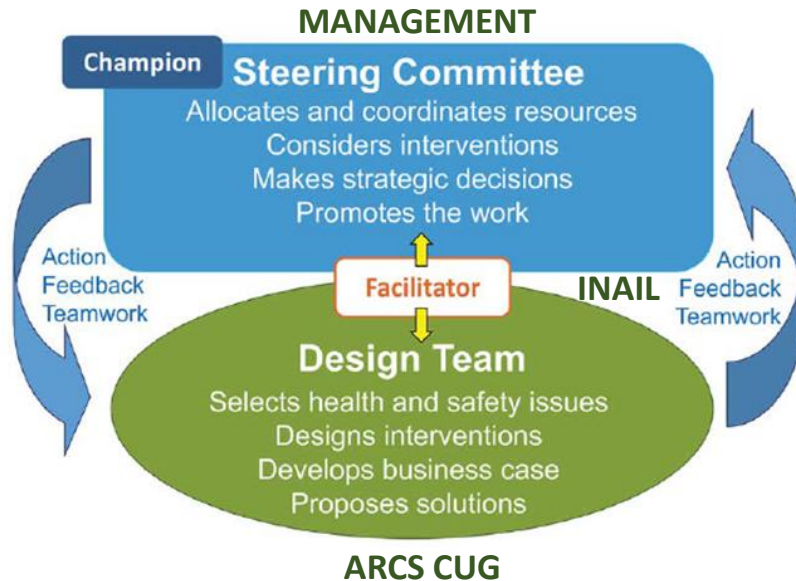
Acting at All Levels: The IGLO Approach to Organisational Well-being

I	Individual	Focus: Personal resources, resilience, self-awareness	• Self-assessment tools • Soft skills development
G	Group	Focus: Team dynamics, relational climate, cohesion	• Team building • Participatory workshops
L	Leadership	Focus: Managerial style, salutogenic leadership, role clarity	• Transparent evaluation • Leadership development
O	Organization	Focus: Structures, policies, physical environment, governance	• HPH standards integration • Action plans

Why IGLO matters

Sustainable well-being requires simultaneous action across all four levels. Intervening only at the individual level — without changing the organisational context — produces limited and short-lived results.

Consistency with Total Worker Health® (NIOSH) dual structured-model



This dual-structure model ensures that **strategic governance** and **operational creativity** reinforce each other, producing plans that are both feasible and transformative.

Co-designing Well-being: The Participatory Process with ARCS

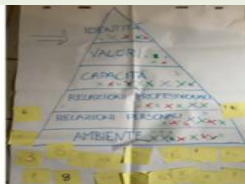
Context: Training of members of the Workplace Gender Equality Committee (CUG) of ARCS was integrated with the HPH self-assessment strategy to implement wellbeing improvement plans.



01

Organisational Needs

Identify priority areas through participatory self-assessment



02

Development Areas & Proposals

Employees generate bottom-up improvement ideas



03

Link with HPH Standards

Proposals mapped to HPH Standard 1 & 4 sub-standards



04

Action Plan Presentation

Direct presentation by employees to senior management



05

Resource Allocation

Management commits resources to implement selected initiatives

DESIGN TEAM

STEERING COMMITTEE



Key feature:

The process is generative and bottom up, ensures psychological safety and employee voice at every stage

Standards § Facilitation a good mix of Structure and Movement



INAIL participatory process and HPH standards complement each other.

The former is generative and fosters **creativity**, the latter allows the **evaluation** of experiences:

the more an action plan covers the entire set of standards, the higher its quality is. Consequently, standards also facilitate the **comparability** between projects.

Result 1 — A Safe Space for Voice, Creativity and Empowerment

Three key outcomes of the participatory process:



Safe and trust-based space

Participants felt genuinely free to put forward proposals and constructive improvement ideas — a prerequisite for authentic organisational learning and innovation.



Empowerment in action

Employees independently developed proposals and presented them **directly to senior management** — bypassing hierarchical barriers and fostering a culture of shared responsibility.



Active listening and resource commitment

Senior management responded with concrete resource allocation to implement selected initiatives:

- Telethon fundraising
- Soft skills training programmes
- Improvements to workplace

Result 2 — Six Strategic Areas for 2026: A Systemic Action Plan



Communication & Engagement

- Enhance internal communication
- Boost participation & well-being
- Strengthen psychosocial support



Leadership & Performance

- Develop soft skills
- Transparent evaluation
- Salutogenic leadership



Training & Well-being

- Improve onboarding
- Stress management training
- Health promotion programmes



Flexibility & Human Capital

- Support work-life balance
- Optimise staff allocation
- Align roles to aptitudes



Safety & Salutogenesis

- Enhance incident reporting
- Monitor well-being risks
- Improve safety systems



Team Cohesion

- Foster team building
- Enhance collaboration
- Strengthen staff engagement

All six areas map directly to HPH Standards, demonstrating the coherence between participatory bottom-up processes and international quality frameworks.

Result 3 — The Action Plan Is Consistent with International Standards



Principles of Integrated Approaches (WHO/NIOSH)

The action plan addresses **multilevel and intersectoral dimensions** — impacting both the **physical work environment** and the **psychosocial factors** related to work organisation.



Alignment with HPH Standards

Every improvement area refers **to one or more HPH standards** — validating the process as an evidence-based quality improvement cycle.



Coherence with the NIOSH Total Worker Health® approach

The dual-structure (Steering Committee + Design Team) integrates **strategic governance** and **operational creativity**, producing plans that are both feasible and transformative.

Take-Home Message — A Generative Model for HPH Implementation

01

Creativity and Participatory governance

Experience confirms that a participatory process geared toward creativity increases engagement. However, to be effective, the process requires collaboration between the technical and management levels.

02

Standards as processes not simple outcome

Some standards emphasize tools and outcomes. They should be therefore rethought in terms of processes to better integrate participatory approaches and capture the complexity and diversity of participants' proposals.

03

IGLOO empowerment and development

The impact is systemic and the CUG participants, after carrying on the participatory process, led by Inail, can replicate the model, becoming facilitators and agents of change.

Thank You for Your Attention

and for every step you will take to make your hospitals
places where people don't just heal, but thrive.

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*thanks ARCS,
for every kilometer!"*



ARCS staff participated in the
Telethon fundraising run,
Udine, 29-30 November 2025 —
a living example of team cohesion
and community engagement.