

## **Social partners' conference on approaches to the issue of psycho-social risks and stress at work**

**Helsinki, 10 November 2015**

### **Summary of presentations**

#### **Chair Morning Session**

Margret STEFFEN, ver.di, Berlin, Germany /

President of EPSU Standing Committee "Health and Social Services"

#### **Welcome and introduction**

Marjut McLEAN, Vice-President, Tehy, Helsinki, Finland

Nico KNIBBE, LOCOmotion, Amsterdam, The Netherlands – setting the link between the two conferences on addressing musculoskeletal disorders and PSRS@W and the role of social partners

#### **Session 1: Setting the scene: causes of psycho-social risks and stress at work**

Julia FLINTROP, EU-OSHA, Bilbao, Spain

Julia Flintrop will give an overview on the topic "Managing stress and psychosocial risks at European workplaces". Her presentation will cover the key objectives of the EU-OSHA 2014-2015 Healthy Workplaces Campaign "Health Workplaces Manage Stress". She will look at the 5 steps to address psycho-social risks and stress at work/the workplace (PSRS@W) and into the hierarchy of prevention. Julia Flintrop will present data from the ESENER Survey run by EU-OSHA and focus on data from the sector "human health and social work activities" in view of the identification and the management of PSRS@W and with regard to the dimension of "workers' participation". At the end she will introduce the relevant EU-level legal background when addressing PSRS@W and different approaches of EU MS to tackle PSRS@W based on the two instruments "legislation and labour inspection".

#### **Session 2: Risk assessment and risk management in the field of PSRS@W**

Albert NIENHAUS, Berufsgenossenschaft für Gesundheitsdienst & Wohlfahrtspflege (bgw), Hamburg, Germany

Albert Nienhaus will address the issue of stress in healthcare and how it can be measured and prevented. He will refer to the crucial role of risk assessment and the inclusion of organisational factors, i.e. also the psycho-social aspects of work, into this exercise to be able to effectively address different forms of PSRS@W. He looks in the dominant concepts to explain the reasons for stress and how it can be coped with (effort-reward-imbalance and job demand control model) and related

instruments for risk assessment (including the Copenhagen psycho-social questionnaire, covering different dimensions). He will present results with this tool focusing on the hospital and elderly care (residential care and home care), e.g. looking into the social support or the meaningfulness of work. He will also shed light on results from analysis on risk assessment in dialysis, the role of (transformational) leadership and the process to organise a risk assessment (fully/better) involving the staff concerned (e.g. via a moderated risk assessment). He will look at challenges to go from planning and analysing to action to better prevent or reduce PSRS@W. A final section will be devoted to evidence on violence against nurses and other care givers and how it can be better tackled.

Peter KELLY, Health and Safety Executive (HSE), Leeds, United Kingdom

Peter Kelly will elaborate on psychosocial risk prevention within the health care profession in the EU. His focus will be on the context conditions and effects of work-related stress in the health sector. UK Statistic show that on a three-year average health professionals (in particular nurses) show the highest rates of total cases of work-related stress, depression or anxiety. He will present the HSE Management Standards addressed to the NHS leadership to better address PSRS@W. They cover the six primary sources of stress at work: demands (e.g. work patterns and work environment), control, support (i.e. encouragement, sponsorship and resources provided by the organisation, line management and colleagues), relationships, role (this refers to the own role and role conflicts) and (organisational) change. These management standards and supporting processes are designed to 1) help simplify risk assessment for stress, 2) encourage employers, employees and their representatives to work in partnership to address work related stress throughout their organisation; and 3) provide the yardstick by which organisations can gauge their performance in tackling the key causes of stress. He will put the emphasis on the importance to communicate with staff and to inform the workers about challenges and support to address different forms of PSRS@W. He will conclude by underlining that not doing anything is not an option and encourage to use the EU OSHA psychosocial risk campaign material in the hospitals and other health care facilities.

### **Session 3: Better managing PSRS@W**

Sarah RUTTEN-KETELAAR, Academic Medical Center, Amsterdam, The Netherlands

Sarah Rutten-Ketelaar will talk about the use of workers' health surveillance to manage PSRS@W. She will look at international (ILO) and national (here: Dutch) definitions of "health surveillance" and at conditions for health surveillance to be effectively used. The speaker will present results of health surveillance from the hospital/health care setting, focusing on physicians and at nurses and allied health professionals. She will present the concrete functioning of workers' health surveillance in practice, the main elements and the main target (i.e. the individual worker). In a final step Sarah Rutten-Ketelaar will present examples for measures to implement interventions on the organisational level. Whereas the first example looks at stress and high perceived work load of resident physicians, the second example deals with the need for recovery after work. A third example is built around the exposure to aggressive and/or traumatic incidents and a forth illustration looks into the perceived team atmosphere and the contact with colleagues and supervisor. The speaker will conclude with summarizing the reasons speaking in favor of the implementation of workers' health surveillance in hospitals.

Anders WESTLUND / Malin VADELIUS / Tord ANDERSSON, all Region Gävleborg, Sweden

Anders Westlund, Malin Vadelius and Tord Andersson will team up to present the role of the social partners in handling of harassment in hospitals in their home region Gävleborg in Sweden. They start with explaining the reasons for the decision to take action and then inform about the legal framework(s) in place and their methodological approach. They explain how the cooperation between management and workers' representatives was shaped and put into practice. They will explain how the risk of harassment has been built in the training of managers and the implementation of human resource strategies and how evidence on actual problems and risks is being collected based on employee surveys. The three speakers will also look into the preventive action taken and distinguish between action taken at signs of harassment as well as the contents and set-up of investigation procedures in case of harassment.

Catherine Allemand, SYNDEX, Paris, France / Valérie D'ALMEIDA, CFDT Bayonne, Bayonne, France

Catherine Allemand and Valérie d'Almeida will look into activities around risk assessment & primary prevention of psychosocial risks and stress in the context of the restructuration of an institution of the CAPIO Group in Bayonne (France). It was implemented in the framework of the so-called "Belharra Project" as part of the medical strategy of Capiro especially for out-patient care. The reorganisation of medical services has brought about a significant evolution of the organisation of activities and the work organisation of the teams. Bearing in mind the aim of well managing organisational change it also brought about a need to develop support measures for the workers in view of the preservation of their physical and mental health. The presentation will look into the extent and the forms of worker participation and clarify the role of different institutions and committees (such as the consultative committee for hygiene, safety and working conditions) at local and regional level, but also how the management was part of the project. The French colleagues will highlight their work with regard to the risk assessment focusing on primary prevention of PSRS@W. They will also deal with the relationship between workload(s) and PSRS@W, not least by looking closer at three aspects: 1) the pace of the work; 2) staff resources: workforce and staff-patient-ratios and 3) the management of patient flows and of the work organisation. This is done by focusing on three types of services: 1) emergency services, 2) continuous care units and 3) surgical outpatient units. For all type of services and challenges recommendations to the hospital management have been elaborated that will be presented. This is the link to the PREZI presentations:

EN: [http://prezi.com/r3-x31destjx/?utm\\_campaign=share&utm\\_medium=copy](http://prezi.com/r3-x31destjx/?utm_campaign=share&utm_medium=copy)

FR: [http://prezi.com/oxwmpe8vdykg/?utm\\_campaign=share&utm\\_medium=copy](http://prezi.com/oxwmpe8vdykg/?utm_campaign=share&utm_medium=copy)

#### **Chair Afternoon Session**

Bjørn HENRIKSEN, SPEKTER, Oslo, Norway / Vice-Secretary General of HOSPEEM

#### **Session 4: Better preventing PSRS@W**

James TRACEY, Leeds Teaching Hospital NHS Trust, Leeds, United Kingdom / Kim SUNLEY, Royal College of Nursing (RCN), London, United Kingdom

James Tracey, the Management Side Chair, and Kim Sunley, the Staff Side Chair, will present the UK social partnership work for an improved prevention of PSRS@W as designed and implemented by the

Health, Safety and Wellbeing Partnership Group (HSWPG) in the UK. Two of its key objectives are to raise standards of workplace health, safety and wellbeing in healthcare organizations and to promote a safer working environment for health staff. The speakers will explain the tools used by the HSWPG to support the goals of the work in partnership. They will present the HSE Stress Assessment Tool and the related Stress Action Plan, with illustrations of results from staff surveys. They will explain the reasons why a focus on and investment in measures/instruments/work organisation to successfully managing stress is important and beneficial for the management of health institutions and for workers and their representatives. James Tracey and Kim Sunley will refer to the specific conditions and challenges for managing health and wellbeing of staff in health care settings and to research results supportive of successful management models. The two speakers will refer to guidance developed to better manage and/or prevent stress, focusing on effective measures and the partnership approach and what it implies for hospital managers.

### **Session 5: How can workers cope with their job demands and stay engaged?**

Saija KOSKENSALMI, Finnish Institute of Occupational Health (FIOH), Helsinki, Finland

Saija Koskensalmi will address the question how workers can cope with their job demands and stay engaged, with well-being at work being the "framing" concept. She will refer to important "ingredients" for well-being at work. Work engagement – defined as a positive and stable, affective-motivational state of fulfilment – is characterised as the key point for the well-being of workers. Work engagement seems to increase the motivation and the meaningfulness of work especially when work is challenging or even stressful.. She will deal with different mixes of job demands on the one hand and job resources on the other and under which conditions there can be a balance between the two. The second part of her presentation is devoted to elements and "instruments" to increase work engagement. Work-related resources playing an important role in this regard can be related to job tasks, organization, interaction or own personal resources and situations; illustrations will be presented. Saija Koskensalmi will also approach the topic of "job crafting", i.e. the shaping of a job by a worker/employee to fit better to her/his capacities, competencies, resources, etc. Work engagement will be portrayed as based on a sequences of small positive steps.

### **Closing panel**

Participants:

Kirsi SILLANPÄÄ, Tehy, Helsinki, Finland /  
Vice-President of EPSU Standing Committee "Health and Social Services"

Johanna KARLSTRÖM, KT Local Employers (HOSPEEM), Helsinki, Finland

Zinta PODNIECE, DG EMPL, European Commission, Luxembourg, Luxembourg

Julia FLINTROP, EU-OSHA, Bilbao, Spain

The following questions will be asked to the panelists by the moderator (Nico Knibbe)

- Question 1 (all):
  - What are the most important/relevant messages of the conference that you would like to take home?
  - From your perspective, what is main highlight of the conference ?
- Question 2 (for social partners: Kirsi Sillanpää and Johanna Karlström):
  - What are your expectations and demands as a trade union's representative/as an employer's representative regarding psycho-social risks and stress at work at EU level?
- Question 3 (for representatives of European bodies (Zinta Podniece and Julia Flintrop):
  - How do you perceive your role towards social partners ? How can you support social partners in the field of psycho-social risks and stress at work?
- Question 4 (all):
  - Having been present at the conference this day, from your perspective what is the first thing YOU are going to do about the issue of psycho-social risks and stress at work?
  - In other words 'What is number one of your to do list tomorrow'?