



IZZ. The collectivity of people in health care.



## Approach to Organizational Climate

### Talking to each other improves health and safety among health care employees

Plan the dialogue and improve your employees' health

**Gezond  
Werken in  
de Zorg**

# Approach to Organizational Climate

The number of physical and psychological problems among health care employees is high. To prevent over-burdening, changing the organizational climate offers the strongest opportunities.


Health care organizations with a good organizational climate have healthy employees. By entering into a dialogue with each other, you affect the organizational climate positively. IZZ developed a method for this, in partnership with Erasmus University Rotterdam: Approach to Organizational Climate. A - scientifically tested - effective approach for having a solution-oriented dialogue. With team members, between teams and their line managers, and between teams and senior management. As soon as these three layers within the organization enter into a dialogue with each other, solutions emerge for nearly all problems related to healthy and safety.

## Three rounds of three steps

The approach consists of three steps which are completed consecutively in one round. The teams complete each round three times. Per round, the organization decides a theme which is most important at that time, or is causing problems. Examples of themes include: physical strain, absence and psychological strain.

- In step 1 'Team poll' the opinions of the employees are polled on one of the chosen themes.
- In step 2 'Team dialogue' the team enters into dialogue with each other about the outcome of the poll.
- In step 3 'Leadership on the work floor' a member of senior management steps onto the work floor and discusses the outcomes of the team dialogue.

Experience shows us that people enter into conversations about healthy and safety more easily after three rounds. A climate is created in which all employees can enter into an open and honest dialogue about health and safety, from their own area of expertise.



“During the discussions, it became apparent that we have to take better care of ourselves if we want to provide optimal care for others. We sometimes forget about that part.”

# An ongoing dialogue in three steps



## Step 1. Team poll

Employees give their individual opinion on statements around a theme which has been decided in advance. The outcomes form the input of the team dialogue.

## Step 2. Team dialogue

The team leader presents the results from the poll and invites employees to share their own ideas. Problems are solved directly, insofar as possible, and wherever necessary they will be discussed afterwards with other stakeholders such as facility services, the health and safety commission and other experts. Thinking in solution levels is the guiding principle for the team dialogue.

## Step 3. Senior Manager on the work floor

The senior manager enters into a dialogue with the teams. He/she has been informed about the outcomes of the team dialogue in advance. The senior manager invites employees to give their opinion and offers enough room for people's own expertise and experiences. Wherever necessary, the leader will take an immediate decision to resolve issues which have a negative effect on health and safety.

## Recommended: Advance team coaching sessions

During three sessions led by an external team coach, the team leaders are provided with tools and methods to develop their team and to increase their own skills at kickstarting the dialogue. They learn how to empower employees and to stimulate their ability to focus on solutions.

# Who are involved?

For an optimal implementation of the approach, a project management structure is recommended. This involves a project team that is responsible for the implementation.

## Project management structure

The recommended project management structure consists of a preparatory phase (approx. 4 weeks), a realization phase during which the approach is completed in three rounds (approx. 24 weeks) and a solidifying phase during which the dialogue becomes a regular part of the work in the health care organization. The implementation of the approach only works if everyone participates, is aware of their role and is made to feel involved in the process.

## The project team consists of

- project manager: manages the project at a process level and is the point of contact for the internal organization.
- communication officer: helps with internal communication.
- administrative support.
- staff members such as HR, health and safety and/or behaviorist who helps to turn knowledge, assets and solutions into policy.
- a team leader and (two) health care employees.

## Participants in the Approach to Organizational Climate

- health care employees on the work floor.
- team leaders: they ensure that the dialogue in their team gets started and keeps going.
- organizational leader: one person from senior management of the organization. They implement the approach in words and deeds, are open to a dialogue with the work floor and are the link to pushing solutions through.



"It's never finished. The organizational climate is something you can keep improving."

# What can you expect?

The Approach to Organizational Climate has now been implemented in a variety of health care organizations. This has shown us that you can expect the following results.

## After 6 months

The physical and psycho-social organizational climate of the health care organization has improved. The experiences of employees around the theme of health and safety have improved; the level of expertise has improved and the motivation to exhibit safe behavior has increased.

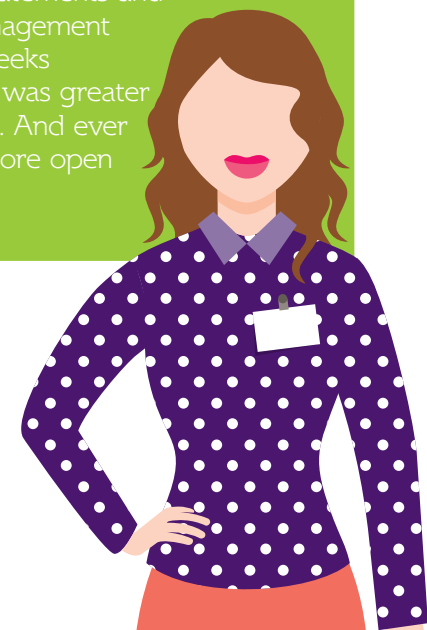
## After 9 months

+ the safety behavior improves, the physical and psychological problems of health care employees begin to decrease, as well as the physical and psycho-social workload.

## After 12 months

+ the physical and psychological problems of health care employees decrease further. The absenteeism, sick leave and utilization of health care also decrease.

"Both the discussion of the statements and the dialogue with senior management were effective. During the weeks following the dialogue, there was greater understanding for each other. And ever since, we have been much more open among ourselves."





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# Getting to work with the Approach to Organizational Climate

Do you give priority to health and safety? We have some good news for you. The Approach to Organizational Climate is available for every health care and wellness organization in the Netherlands. The IZZ Foundation developed a manual and a roadmap which allows you to get started yourself. This is free of charge. The main cost is time and effort.

This approach is based on a dissertation.

More information at [www.izz.nl/hospeem-epsu](http://www.izz.nl/hospeem-epsu)

**Want to know more about IZZ?**

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