



IZZ. The collectivity of people in health care.

**Employee health is determined by
employers organizational climate!**

So you can influence this!

Anouk ten Arve Msc. program manager

IZZ

- Is a collective of employees (and employers) in Dutch healthcare
- We act as an advocate on behalf of our members
- The Board of IZZ: representatives of trade unions and employer organizations in healthcare



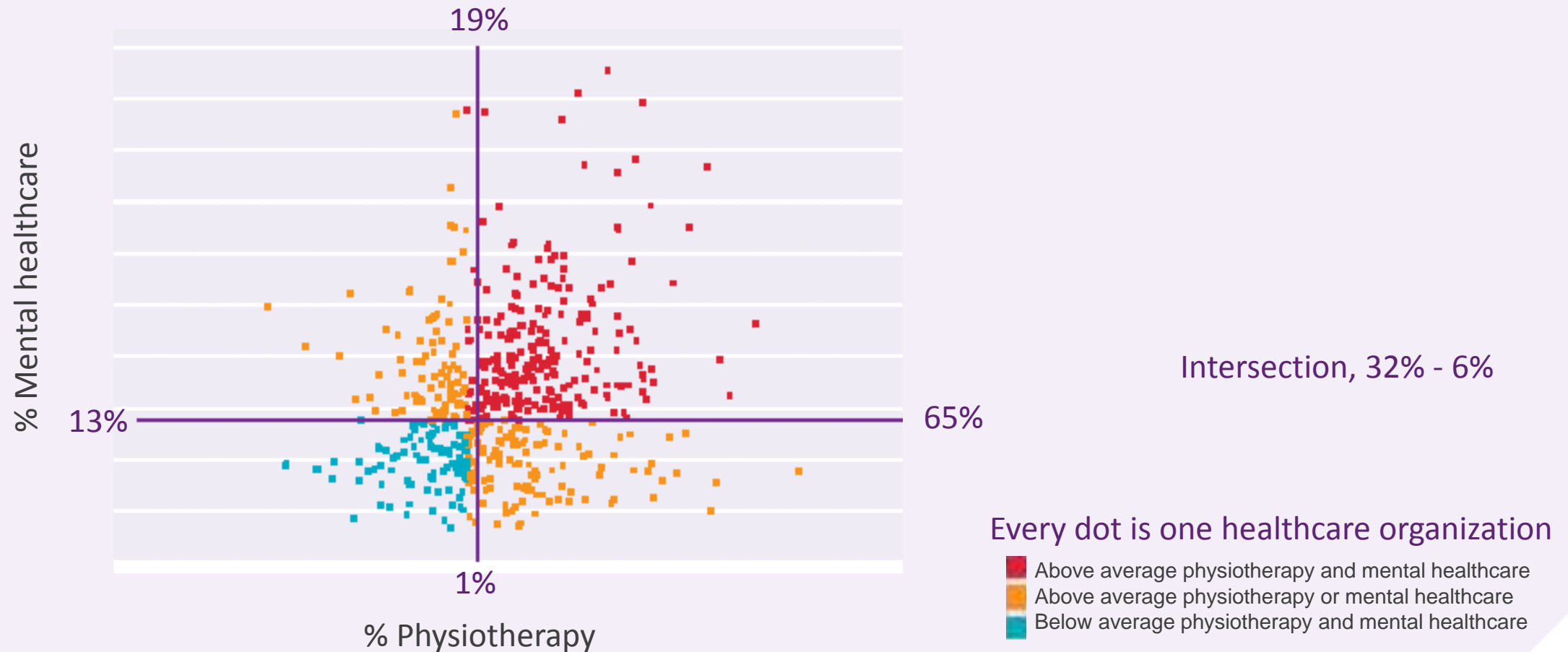
Our two statutory goals combine perfectly

A large collective of healthcare employees with an IZZ insurance

- provides a large amount of data
- and the ability to develop occupational health and safety programs on a group and organizational level



Difference in utilization physiotherapy and mental healthcare between Dutch healthcare organizations



The organizations in blue show a positive climate

“We do meaningful work together”

“Together we search for solutions”

“We can talk to each other about social safety”



Positive flow



- **Positive organizational climate**
- ↑ Lower work pressure
- ↑ More healthy and safe behavior
- ↑ Less healthcare utilization
- ↑ Less absenteeism (sick leave)
- ↑ Less outflow of employees or vacancies
- ↑ Higher problem solving behavior

The organizational influencer

Organizational Climate

Organization
Behavior
Motivation
Performance



Climate
Perceptions of
Policies,
Procedures
and Practices

Culture
Standards
Values
Assumptions

Influencers

1. Commitment Board
2. Leadership team management
3. Team values
4. Open communication
5. Employer and employee responsibility



Approach Organizational Climate



Most important results

Lang term effect
(6 month after intervention, 10 organizations, 235 teams)

Organizational climate	+ 4,9%
Health and safety behavior	+ 12,1%
Workrelated sickleave*	- 68,6%
Musculoskeletal problems	- 11,5%
Emotional exhaustion	- 15,5%
Quality of care	+ 11,2%
Healthcare utilization physical health*	- 63,9%
Healthcare utilization mental health*	- 42,9%

*self reported



Summarizing

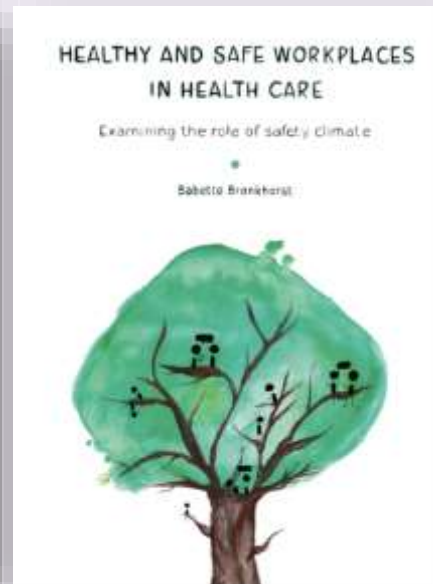
Employee health is determined by the employers organizational climate!

- Start talking: plan the dialogue and improve the employees health
- Use the work related utilization of health care as an indicator for the organizational climate

→ A healthier organizational climate starts with you!

More information

www.izz.nl/hospeem-epsu



Babette Bronkhorst



Anouk ten Arve



Marc Spoek