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 of physiotherapy and mental healthcare between Dutch healthcare organizations

Every dot is one healthcare organization

Source: Jaarrapport Zorggebruik IZZ
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

**team leader**

**Climate**
- Perceptions of Policies, Procedures and Practices

**Culture**
- Standards
- Values
- Assumptions

Source: Bronkhorst, B. Healthy and Safe Workplaces in Health care; 2018
Influencers

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

**Step 1**
Team poll
- Polling opinions of employees on the basis of statements

**Step 2**
Team dialogue
- Team enters into dialogue with each other and with team leader about the outcomes of the poll

**Step 3**
Member of the board on the work floor
- Leader in dialogue with the team about the outcomes of the poll and dialogue

Continuous dialogue
about health and safety
Most important results

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational climate</td>
<td>+ 4.9%</td>
</tr>
<tr>
<td>Health and safety behavior</td>
<td>+ 12.1%</td>
</tr>
<tr>
<td>Workrelated sickleave*</td>
<td>- 68.6%</td>
</tr>
<tr>
<td>Musculoskeletal problems</td>
<td>- 11.5%</td>
</tr>
<tr>
<td>Emotional exhaustion</td>
<td>- 15.5%</td>
</tr>
<tr>
<td>Quality of care</td>
<td>+ 11.2%</td>
</tr>
<tr>
<td>Healthcare utilization physical health*</td>
<td>- 63.9%</td>
</tr>
<tr>
<td>Healthcare utilization mental health*</td>
<td>- 42.9%</td>
</tr>
</tbody>
</table>

*Self reported

Source: Praktijktoets Aanpak Organisatieklimaat, November 2018, EUR / IZZ
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!