

# Good work! Action for wellbeing at work

COMMENDED

Satakunta Hospital District, Finland

[www.satshp.fi](http://www.satshp.fi)

## The issue

The social and healthcare field employs technical, cleaning, catering and administrative staff, in addition to front-line medical professionals such as doctors and nurses. The different working cultures of these occupational groups, as well as the distribution of work sites across a region, have made it challenging for Satakunta Hospital District, with 3 600 employees, to develop comprehensive arrangements to ensure occupational wellbeing of employees.

## Action taken

In 2008, Satakunta Hospital District introduced a holistic wellbeing at work programme, entitled 'Good work!', with four areas of emphasis: productive leadership, securing know-how, a successful work community, and motivating and meaningful work.

In the first stage of the programme (2008–10), a number of personnel management and occupational safety and health (OSH) guidelines were updated. In the second stage (2011–13), each work unit drew up its own wellbeing at work plan. In the current stage (2014–16), work organisation and processes have been put centre stage, recognising that wellbeing at work cannot be 'created', it is something brought about by good work organisation.

Structural factors, such as leadership, managing know-how, smooth procedures, maintaining a good work atmosphere and improving the work environment, are the responsibility of supervisors. Various tools and procedures have been drawn up to address these. The employee's contribution is equally important. Employees are encouraged to extend their capabilities and take up learning opportunities.

Other measures to improve work organisation and promote a culture of OSH include the development of internal communication, supporting units during times of change and establishing OSH measures in the work units. A 'fitness-for-work' operational model, targeting employees fit for part-time work, was developed to avoid early retirements. Supervisors were given training in leadership and in supporting the development of know-how. A process for dealing with problems at work has been created and challenging situations are resolved through collaborative working.

In 2014, the 'workday activity' campaign was launched, which aims to increase physical activity among staff. The campaign started with a basic examination of the physical condition of employees. More than 1 500 employees have enrolled on the programme.





## Results achieved

- Sickness absence was reduced by 9.1 % over the period between 2013 and 2014 (equivalent to a saving of almost EUR 1.5 million).
- Fitness-for-work planning produced net savings, for 2013 alone, of over EUR 1 million.
- There was a decline in the number of accidents at work (by as much as 25 % annually).
- A study carried out among employees showed that work satisfaction has improved.

*Wellbeing at work cannot be 'created', it is something brought about by good work organisation.*