

“Healthy and Safe Cleaning” P. DUSSMANN GmbH

A Good Practice Example of a Workplace Health Promotion Project

Mag. Olivia Rathammer

AMZ[®] Arbeits- und sozialmedizinisches
Zentrum Mödling GmbH

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PROJECT DESCRIPTION

Project Description

- **Initial Situation**

Cleaners are a **vulnerable** occupational group
(physical and psychosocial stress)

- ⇒ particularly high potential danger of
psychosomatic symptoms
- ⇒ high **sickness absence** rates and employee
fluctuation

Project Description

- **Aims and Objectives**

3 Levels of Workplace Health Promotion

1) Development of **structures for employee participation** in arranging measures for workplace health promotion



2) Enhancement of employee **well-being** (easing burdens, enhancement of resources)



3) Increasing all-round **awareness** of employee health and safety



Project Description

- **Target Group**
 - Hospital cleaners (extra vigilance!)
 - 90 employees
 - 2 sites in Lower Austria



Project Description

- Project **Executing Organisation, Duration, Budget**
 - Dussmann Service GmbH
 - Duration: January 2007 – December 2008
 - Budget: EUR 139,000

Project Description

- Provider of **Funds**
 - “Fund Healthy Austria” (Fonds Gesundes Österreich, FGÖ)
 - Austrian Social Insurance for Occupational Risks (AUVA)
 - Chamber of Labour / Lower Austria (AKNÖ)
 - 50% capital resources of Dussmann Service

Project Description

- **Project Mission Statement**

Values of organisation's corporate culture:

1. Healthy and motivated employees are the foothold of company's success.
2. This requires positive working conditions like health promotion, protection of jobs, development and career opportunities.
3. Mutual appreciation amongst teams is important to us.
4. We support open and solution-focused communication with colleagues, seniors and customers.
5. We ensure daily proximity to customers through personal support.
6. We boost creativity, innovation and flexibility in our company.

Workplace Health Promotion General Project Standards

Based on...

- **Ottawa-Charter for Health Promotion (1986)**
 - Process of enabling people to increase control over and to improve their health.
 - Health is a positive concept emphasizing social and personal resources, as well as physical capacities.
- **Luxembourg Declaration on Workplace Health Promotion (WHP) in the EU**
 - WHP is the combined efforts of employers, employees and society to improve the health and well-being of people at work
 - Can be achieved through a combination of improving work organisation, working environment, promoting active participation, encouraging personal development
 - Participation, Integration, Project Management, Comprehensiveness

Workplace Health Promotion General Project Standards

1. **Contract**
2. **Status Quo Analysis**
3. **Application** of Results, 1st Health Report
4. **Health Circles**
5. **Implementation** of the developed suggestions for improvement
6. **Evaluation**
7. **Follow-up Analysis**
8. **Publication** in 2nd Health Report

MILESTONES OF THE PROJECT

Milestones of the Project

- Establishment of **Project Team & Steering Committee**
- **Project Mission Statement Workshop**
- Analysis of **Sickness Absence Rates**
- **Kick-Off Event**
- 1st & 2nd Employee **Survey**
- **Analysis of Skin State**
- **Health Circles**
- **Health Workshops**
- Training of **“Information Multipliers”**
- **Implementation of Results of Health Circles**
- **Other Project Management Activities**

Establishment of Project Team & Steering Committee

- Contract regarding duration, responsibility assignment, etc. between
 - **management**
 - **project manager**
 - **team leaders**
 - **workers' union**
 - **external partners**
 - Centre for Occupational and Social Medicine Mödling – AMZ
 - Fund Healthy Austria – FGÖ
 - Austrian Social Insurance for Occupational Risks – AUVA
 - Chamber of Labour / Lower Austria – AKNÖ
 - Safety Inspection
 - Health Insurance Fund for Lower Austria
 - Chamber of Commerce for Lower Austria
 - Austrian Federation of Trade Unions - vida



Project Mission Statement Workshop

- based on **3 levels of workplace health promotion** and **intended measures/activities**
- **all members** of project team & steering committee
- result: **6 guidelines**

The project mission statement should be brought to life through the project!

Project Mission Statement Workshop

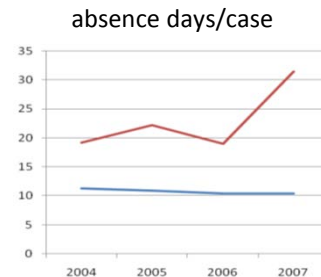
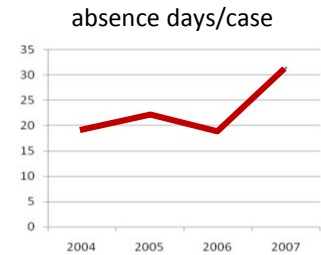
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Analysis of Sickness Absence Rates

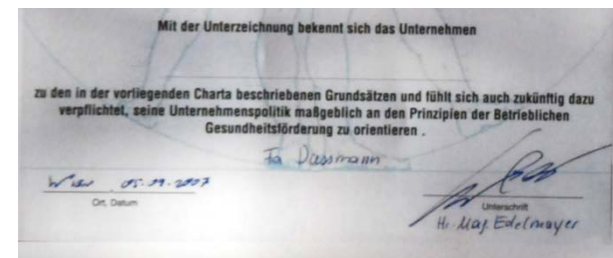
Sickness absence rates 2004-2007:

- 2007: fewer total days of absence but considerably **increased number of days per case** (from 19 to 31.4 days/case)
- compared with the same occupational group:
 - approx. 50% more days of absence
 - approx. 50% fewer cases of absence
 - **approx. 3 times higher number of days/case**



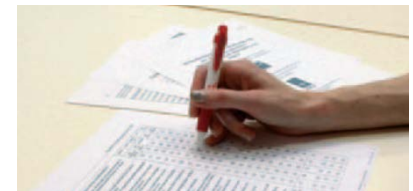
Kick-Off Event

- **round table discussion** with experts and political representatives
- project **information** for all employees
- **health checks** offered
- **signing of the WHP-charter** by the general manager



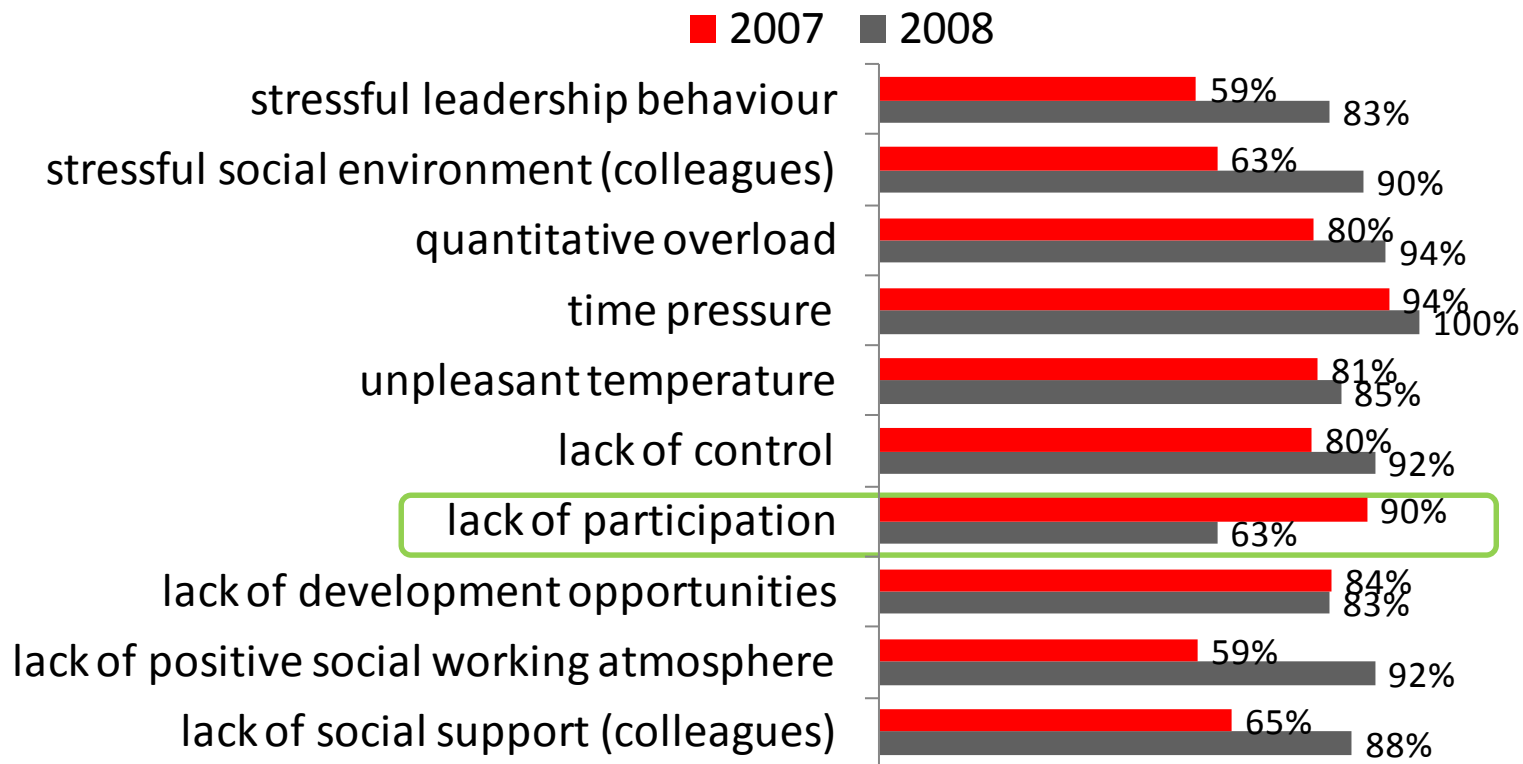
1st & 2nd Employee Survey

- **work analysis questionnaire: "SALSA"**
- conducted by the **AMZ (external partner!)**
- **comprehensive** questionnaire
- **all** cleaning staff had **option to answer**
- **anonymity:**
 - did not have to sign their name
 - original questionnaires remain at the AMZ
- **response rate:**
 - 1st 2007: 72%; 2nd 2008: 60%



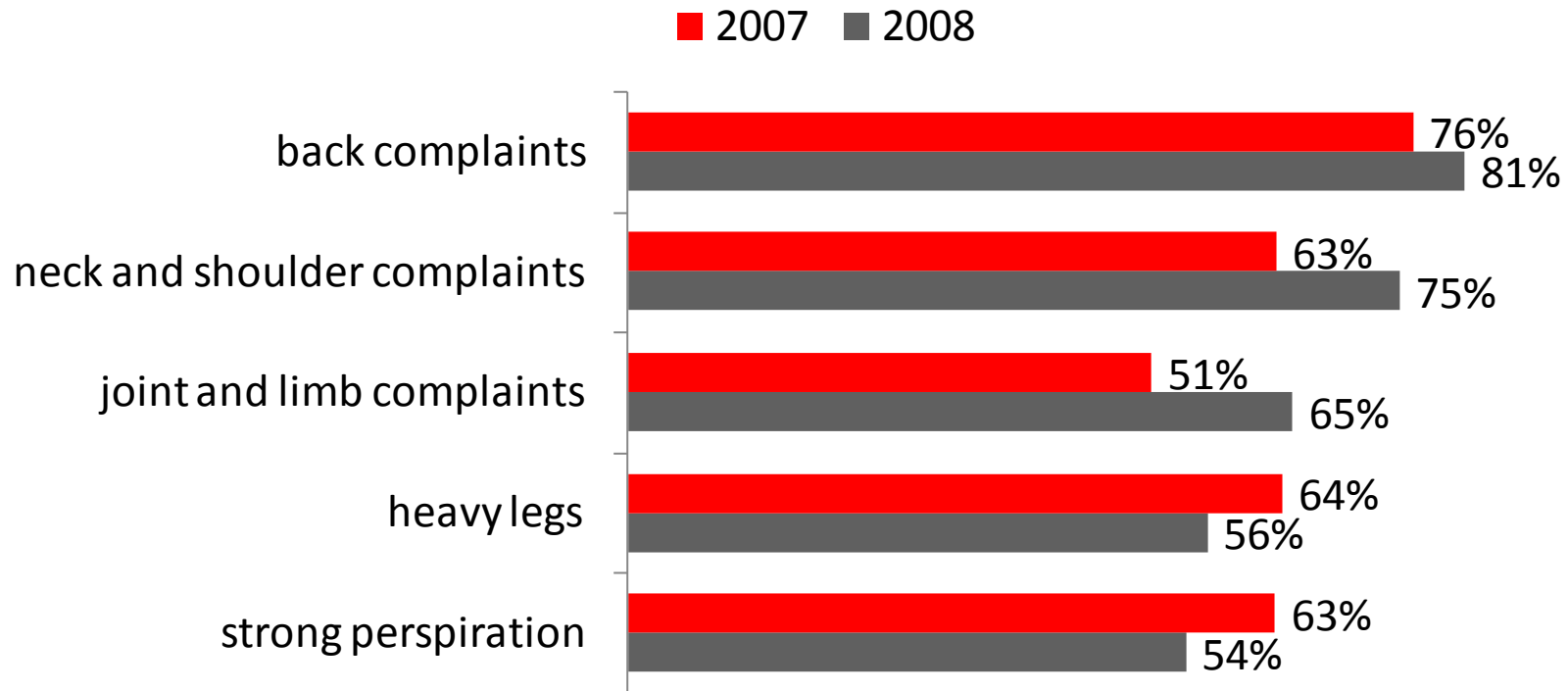
1st & 2nd Employee Survey

- main results / biggest stress factors:



1st & 2nd Employee Survey

- main results / medical conditions:



Analysis of Skin State

- **sub-project** conducted directly by the Austrian Social Insurance for Occupational Risks (AUVA)
- revealed that the **working gloves** were **not impervious**
- **immediate action**
 - new gloves
 - hand eczemas medically treated (lotions)
 - **already improvement through small actions!**



Health Circles

- the **central element** of a comprehensive health promotion approach (**active participation** of the employees!)
- **discussion groups** (with external moderator) to develop **change options** for the improvement of potentially harmful working conditions
- based on the assumption that **employees are experts on their own job conditions and demands** ⇒ this expertise should be used

Health Circles

- **2 health circles**
(one at each site)
- each with **8 employees**
and **5 meetings**
- **process**
 - introduction
 - gather information and topics
(work-related resources and stress factors)
 - develop suggestions for solutions for most important topics
 - preparation for presentation and conclusion



Health Workshops

“Healthy Working”

- participants: cleaning staff
- 2 afternoons for each site
- how to avoid pathogenic stress

“Healthy Leading”

- participants: team leaders, general manager
- training of health promoting leadership

"Moving with Awareness" & "Information multipliers"

Concept by **Prof. Elke Huth: ergonomic movements – moving with awareness**

- improve movement behaviours of cleaning staff
- development of awareness of how to analyse own habits
- learn how to improve postures through self-observation and self-initiated change

"Moving with Awareness" & "Information multipliers"

Concept by **Prof. Elke Huth: ergonomic movements – moving with awareness**

- training of "information multipliers"
 - 2 days per site
 - training of 8 information multipliers (4 per site)
 - workshop for all trained information multipliers on how to train colleagues (creation of worksheets etc.)

Implementation of the Results of the Health Circles

- to serve the **2nd project aim: enhancement of employee well-being** (easing burdens, enhancement of resources)
- **8 of 35 measures**, developed in the health circles, have been **implemented**, e.g.
 - new team meetings once per month
 - active sales of services
 - training of managers and staff
 - jointly plan holidays

Other Project Management Activities

- 1st & 2nd **Health Report**
- Touring **Exhibition**
- Continuous **Structural Activities**
- Project Team & Steering Committee **Meetings**
- Project **Consulting Service**
- Project **Management**
- Project **Journal**

PROJECT EVALUATION CONCEPT

Project Evaluation Concept

- What **results** have been achieved?
- Health promotion **standards fulfilled**? Which **project aims achieved**, which not?
- Implementation of **preventive processes**? What **concrete measures** worked out & applied?
- **Structural improvements** achieved?
- **Impact** of the **application of measures** on the effectiveness & the achievement of aims?
- **Supporting** and **inhibiting** factors?

Project Evaluation Concept

Aim 1) Development of **structures for employee participation** in arranging measures for workplace health promotion (⇒ ensure sustainability)

- **Measures**

- continuous meetings of steering committee
- health circles
- consulting service for the project team

- **Criteria ⇒ Approach**

- transfer of project activities into regular operations
- minutes of meetings (participation, agenda, results)
- ratio of participation
- topics and number of hours of consultation

Project Evaluation Concept

Aim 2) Enhancement of employee well-being (easing burdens, enhancement of resources)

- **Measures**
 - implementation of the health circle measures
 - employee survey
 - project journal
- **Criteria ⇒ Approach**
 - health circles minutes
 - participation in measures
 - results of employee survey

Project Evaluation Concept

Aim 3) Increasing all-round awareness of employee health and safety (enhancement of knowledge, skills and abilities)

- **Measures**
 - project journal, video kick-off event
 - workshops
 - health circles
- **Criteria ⇒ Approach**
 - participation in health circles & workshops
 - level of knowledge ⇒ number of participants in workshops, feedback sheet workshops



Supporting factors



- **Company's management actively involved:**
 - participation in mission statement workshop
 - signing the WHP-charter ⇒ commitment!
 - regular meetings of steering committee
 - signing the employee surveys and evaluation of results in result workshops
 - presentation of health circle results to general manager
⇒ decided on measures to implement
 - writing articles in project journal
 - participation in "Healthy Leading" Workshop
 - participation in closing event



Supporting factors



- **external partners**
 - supports commitment of the general management
 - suggestions and recommendations of experts
- **well-defined project plan and structure**
(incl. timetable, budget etc.)
- **improved image** through publications and prevention prize

↓ Inhibiting factors ↓

- bad timing: **new invitation to tender** for the cleaning services contract launched during project term ⇒ **high pressure** on general management / employees
- **role diffusion**: member of workers' union - project management
- **tensions** between the workers' union / project management and general management
- **unrealistic expectation** of results

↓ Inhibiting factors ↓

- **authoritarian leadership**
- **lack of cooperation** between general management and project consultant towards end of project (e.g. holding back the service specifications) ⇒ impeding further measures

PREVENTION PRIZE 2009

Prevention Prize 2009



- project was awarded with the **Lower Austrian Prevention Prize 2009** (category "Business in Lower Austria")
- endowed with **3000 EUR**
- **300 applications**
- decisive factors:
 - **active participation** of the target group (e.g. employee survey, health circles, workshops)
 - **sustainable behaviour modification**



CONCLUSION AND OUTLOOK

Conclusion and Outlook

Room for improvement

- **involve management** even more
 - ⇒ give more duties and responsibilities
 - ⇒ ensure support of middle management (point out benefit)
- assignment of the **project manager**
 - ⇒ productive relationship with general management
 - ⇒ good negotiation skills
 - ⇒ avoid role diffusion project management/workers' union

Conclusion and Outlook

Room for improvement

- **longer** project duration
 - ⇒ time to implement measures and to identify improvement
- **obligatory** workshops & training for everybody

Conclusion and Outlook

ALL IN ALL:

- need for optimisation in **respectful communication** between management and staff
- **successful project**: all fundamental structures and standards observed and steps carried out
- **BUT: sustainability questionable!**

**THANK YOU FOR YOUR
ATTENTION!**

Contact Details

AMZ® Arbeits- und sozialmedizinisches Zentrum Mödling GmbH

Rathausplatz 3
2351 Wr. Neudorf, AUSTRIA

www.amz.at

Mag. Jürgen Fritsche

Mag. Olivia Rathammer