



## HEILIGENFELD HOSPITALS PRACTICE A CORPORATE CULTURE OF “ATTENTIVENESS”

### 1. Organisations involved

Heiligenfeld GmbH

### 2. Description of the case

#### 2.1. Introduction

Heiligenfeld GmbH in Bad Kissingen consists of five hospitals, a medical care centre, a management consulting firm and the Academy of Heiligenfeld. It was founded in 1990 as a private hospital. It quickly developed into an innovative healthcare company that today employs over 600 people who invest their creative energy in the continued success of the hospital. It is devoted to the treatment of psychosomatic and somatic disorders. Their holistic concept of man is combined with scientific and economic efficiency. Integrated concepts and interdisciplinary cooperation create a protected field allowing complete restoration of patient health and their abilities. Its therapeutic approach encompasses body, soul, mind and spirit, social relationships and professional problems.

It is well known that physical and mental stress among health-care professionals is very high. Exhaustion and burnout are common feelings. Heiligenfeld is aware of this and builds a culture of respect and care for the mental and physical wellbeing of their employees. Therefore, they have implemented a corporate philosophy with regard to all aspects of employee development. An important tool to help them care for employees is comprehensive internal quality management, which is implemented at the facility and involves all employees, all departments and all hierarchical levels. It is based on the basic concept of Total Quality Management (TQM) and is used as a management tool for the continuous development of the internal structures and processes.

#### 2.2. Aims

Heiligenfeld GmbH has identified seven areas in which they have set goals for achieving the wellbeing of all employees:

##### Cooperation and team spirit:

- friendly relations of mutual respect and humanity
- cooperative social behaviour characterised by open, fearless, honest, loyal and collegial interactions with one another
- a cooperative work environment that includes a supportive team spirit, a sense of community and an awareness of co-creativity

##### Health:

- healthy workplace that covers all key dimensions of human life relating to the body, the soul, the spirit and the relationships of professional workers
- healthy corporate culture
- healthy working conditions

##### Inspiration:

- to work with the heart
- self-realisation of workers

- self-confidence
- positive attitude towards work and life

**Innovation:**

- innovative corporate culture
- creativity of workers

**Spirituality:**

- develop a mental competency
- create a supportive and rich, intellectual and spiritual climate
- mindfulness

**Development and learning:**

- growth of skills and personality

**Leadership:**

- self-organisation
- successful time management
- healthy behaviour
- proper dealing with information.

### **2.3. What was done, and how?**

The management and human resources department of the Heiligenfeld hospitals developed a comprehensive concept of “attentiveness” with regard to ensuring the wellbeing of employees.

Health is the overall top priority of management. In order to achieve this goal, they have created a framework that allows employees to maintain health activities. To ensure physical health, they developed and put in place some measures and activities such as:

- Workplace inspections have been introduced and are carried out during the employment of new workers or if required by permanent staff to evaluate all of the negative aspects of work
- They have developed comprehensive programs in the field of workplace health promotion for the wellness and physical training of the staff
- Work-related training courses are available to workers and are conducted in the departments
- Workshops and courses about nutrition or stress management are available to all employees
- They may attend organised training courses; they can play volleyball or join the running club
- Employees can use in-house wellness services with a swimming pool, saunas, steam baths and massages
- Nutrition in the workplace is based on healthy diet offers. Maintenance of physical fitness is provided with adequate nutrition, drinks, movement and breaks.

Additionally, they have created a bonus system that offers premium services at the Heiligensfeld Online Store with the goal of encouraging employees to take advantage of the offers of health promotion.

# Punkte Pass

Betriebliche Gesundheitsförderung Heiligenfeld.



## Heiligenfeld

*Gesundheit selber machen:*

Viele Krankenkassen bieten Bonusprogramme zur Gesundheitsförderung an. Heiligenfeld ergänzt dies mit einem eigenen Punktebewertungssystem. Als Prämie gibt es viele Angebote des Online Shops. Darüber hinaus könnt Ihr die Punkte auch bei den kooperierenden Krankenkassen für Prämien anrechnen lassen.  
Wenn Ihr den Pass in der Personalabteilung abgibt, schicken wir diesen an die Krankenkasse zur Bonuspunktregistrierung weiter, dann habt Ihr damit keine Arbeit und könnt Euch ganz auf die Angebote für Eure Gesundheit konzentrieren.

Nur das können wir Euch nicht abnehmen... Deshalb:  
**Gesundheit selber machen und  
Doppelt Punkten für die Gesundheit!**

Name	Vorname
Klinik / Abteilung	Geburtsdatum
Anschrift Krankenkasse:	Krankenkassen- Versicherungsnummer:

### Picture 1: Form for bonus system

In order to provide complete care for employee health, they encourage occupational physicians to be the consultants and coordinators for health and disease issues. The focus is on an expanded health concept that is geared towards physical, mental and spiritual health in the context of interpersonal relationships.

Another important factor in ensuring the wellbeing of employees is to reduce the psychological and mental stress that greatly affects their mental health. To ensure the mental health of employees, Heiligenfeld hospitals developed the following measures and activities:

- Organising events for personal self-awareness that are based on meditation and yoga or social events such as dances or singing in the choir
- Arrangement of an aesthetically pleasing work environment
- Promotion of culture of mindful appreciative treatment among employees
- Development of learning techniques for de-escalation and emotional balance
- Good ergonomic working conditions are guaranteed and employees have possibilities for individual workplace design
- Training in nonviolent communication for all staff
- Experience of self-determination and self-security community experiences through dance music and in silence
- They provide employees with knowledge about self-management in terms of information and techniques.

In addition to all of the foregoing actions and activities, hospital executives are working hard to ensure healthy relationships among employees and the wider environment. It is well known that relationships are a very important factor that affects wellbeing at work. To achieve this goal, they build good social networks within the company and outside it.

- They promote freedom for the maintenance of relationships outside the company. For example, employees can take advantage of special leave to attend official events outside the hospital.

- Much attention is placed on the development of social skills and communication skills. They organise training in this field for staff. These skills are then upgraded at open meetings and various group events.
- Time to take care of relationships and time for special family events is available.
- Feedback through employee appraisals, supervision and clinical situations is ensured.
- Various group events are organised for staff to experience group processes in the company and to experience one’s own status in the group.
- Relationship experiences outside the company are recognised as a major factor for "Social Networking".

They offer employees a lot of space to express and present their ideas to improve work processes at the hospital.

- The directors invite staff to exchange their views at meetings, during in-house reviews or via the intranet.
- Through their presence in teams and at evening open discussions, they are in close contact with employees.
- Communication is based on a trusting working relationship with mutual respect.
- Quality management enjoys a high priority, and employees are involved through regular quality management projects.





**Picture 2-4: Photos of events at Heiligensfeld hospitals**

The eco-orientation of the hospital is an additional mechanism that complements the efforts of the holistic wellbeing of workers. As a health care institution, they permanently create a favorable environment for staff. This includes, among other things, a major program of ecological orientation in all areas, whether in food, furniture, construction or energy consumption. Beauty and creating a feel-good atmosphere are also important aspects.

## **2.4. What was achieved?**

The implemented concept and job satisfaction were checked through various items of the annual employee survey as well as through open feedback. Employees assessed the working atmosphere with a good "B". The detailed survey among employees, which included the key workplace topics of leadership, collaboration and professional development, showed over 90% support.

The survey among employees showed that:

- Employees, who are not perceived as a cost factor, provide an appropriate environment and establish a good framework for patient healing
- Credible, respectful and fair cooperation of managers with the staff was established
- There is a strong identification of employees with their jobs
- Strong team spirit is achieved at the institution
- The employees recognise occupational safety and health not as a duty but as a support to their work
- Wellness and sport activities have been recognised as opening new dimensions to experience colleagues and themselves
- Employees appreciate the fact that they are allowed to express themselves in the working environment
- They gain experience regarding how to be part of a community.

## **2.5. Success factors**

The hospital is known at home and abroad as an extremely friendly health facility. This was made possible only through a balance of professional skills, social responsibility and affectionate human interactions. Their efforts are aimed at the wellbeing of their patients as well as their staff.

The increase in wellbeing of the staff is reflected through an award from the Great Place to Work Institute Europe in 2011. Heiligenfeld won 4th place in the category "Companies with 501-2000 Employees" and 1st place in the category "Germany's Best Workplaces in Public Health". The award

is based on a comprehensive employee survey and on an examination of the company’s personal approach and corporate culture.



## **2.6. Further information**

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## **2.7. Transferability**

The concept of ensuring the wellbeing of workers that was introduced at Heiligenfeld hospitals represents an innovative approach to staff care in medical centres where the welfare of staff is a very important factor that affects the welfare and successful treatment of patients. Therefore, the transfer of this concept is suitable for all health institutions as well as at other organisations.

## **3. References, resources:**

- <http://www.heiligenfeld.de/>
- <http://www.kongress-heiligenfeld.de/>