Work Environment, Job Satisfaction and Job Motivation, in Hospital Sterile Supply Departments.

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Human Resources Department
My background

• Medical Doctor, graduated from the University of Münster, Germany
• General Practitioner
• CEO at a drug and alcohol treatment centre in Bergen; today “The Bergen Clinics of Addictions”
• Research fellow at the University of Bergen (“Communication skills in the GP-setting”)
• Speciality: Community Medicine & Public Health
• International project-coordinator; WHO/ILO/UNDCP: “Health Promotion in the workplace”, based in Geneva
• Since 1997 senior adviser at the Human Resources Department at the Haukeland University Hospital
Introduction

• Work environment, job satisfaction and job motivation are considered important factors in enhancing job commitment and quality at work.

• In times characterized by ongoing changes in the Norwegian hospital sector, work relationships, conditions of work and leadership training are all necessities in coping with continuous organizational change and quality improvement.
Admissions:
2002: 74,431
2003: 77,533
2004: 91,000

Out-patient consultations:
2002: 238,712
2003: 261,883
2004: 300,000
"Lines of Production and Patientflow":

- PHC (In-filter)
  - In-filter
    - elective
    - emergencies
- "think-line"
- Support units
- "knife-line"
- Out-filter
  - PHC
Aims and objectives

• To improve the quality of medical services, the hospital has given top priority to create a proactive, competitive and safe work environment.

• These goals can be achieved by
  – human resources development
  – employee involvement
  – active staff participation.

• The roles of top and middle management, union leaders and safety delegates, employees and staff members have to be clarified.
The workplace, a health and risk factor
Population growth and age distribution in Norway

S. Fauske
Expected changes in the working community in Norway 2000-2010

- 60-69 year: +148,000
- 50-59 year: +62,000
- 40-49 year: +46,000
- 30-39 year: -49,000
- 20-29 year: -37,000

Reduction/increase across age categories
Competitiveness and "turnover-intentions" – a challenge –

Specialized personnel

"Burn-out" absenteeism

Senior personnel

Students, apprentices

Retirement

"turnover"
Competitive workplaces

Personell policy/conditions of work

Leadership skills

no - priority - yes

dynamic

static

S.Fauske
Methods

• Acting on behalf of top management, a task force consisting of members from different staff units has been organized.

• The task force analyses the results from the HSE-surveys, adapt, prepare and organize the presentation of the data.

• The task force outlines a method of involvement and improvement based on knowledge of human behaviour in organizational change.
The metaphor of the traffic light

Needs for improvement

Improvements are suggested

Things are running nice and well
"Assessing job relationships, organization of work and job satisfaction"
**METODE: TEMPERATURMÅLEREN**

Avdeling:

Trafikklyset med sitt grønne, gule og røde lys kan være et godt bilde på opplevelsen av det psykosoiale arbeidsmiljøet.

<table>
<thead>
<tr>
<th>Signalerer gode og tilfredsstillende arbeidsmiljøforhold. Tiltak er ikke nødvendig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signalerer begynnende vanskeligheter eller problemer i arbeidsmiljøet. Tiltak for å bedre forholdene må vurderes.</td>
</tr>
<tr>
<td>Signalerer et stor for endringer i arbeidsmiljøet. Tiltak for å bedre forholdene er nødvendig.</td>
</tr>
</tbody>
</table>

Skjemaet er et temperaturmål på forhold i arbeidsmiljøet. Det er viktig at du tar utgangspunkt i hvordan du opplever **alle** arbeidssituasjoner i forhold til det enkelte området.

**Eksempler:**

Krav og forventninger til deg i arbeidet

<table>
<thead>
<tr>
<th>Persønlig utvikling</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Krav og forventninger til deg i arbeidet</td>
</tr>
<tr>
<td>2. Ansvar og myndighet som er knyttet til dine arbeidsoppgaver</td>
</tr>
<tr>
<td>3. Egen motivasjon til arbeidet</td>
</tr>
<tr>
<td>4. Læringsmuligheter i arbeidet ditt</td>
</tr>
<tr>
<td>5. Meningsfulle arbeidsoppgaver</td>
</tr>
</tbody>
</table>

**2 Sosialt samspill**

| 1. Samarbeid mellom deg og dine kollegaer |
| 2. Samarbeid mellom deg og din leder |
| 3. Din egen medvirking til et godt arbeidsmiljø |
| 4. Likhet mellom de ansatte |
| 5. Forståelse for hverandre på arbeidsplassen |
| 6. Forstyrrende personkonflikt |

**3 Organisatoriske forhold**

| 1. Tidspress i arbeidssituasjonen |
| 2. Frihet til å bestemme hvordan du vil utføre arbeidet ditt |
| 3. Informasjon om forhold som angår arbeidet ditt |
| 4. Rettferdig fordeling av fordeler og belastninger |
| 5. Organisering, koordinering av arbeidet ditt av selve avdelingen |
| 6. Kontakt og samhandling med andre utenfor din avdeling |

**4 Organisasjonskultur**

| 1. Rum for ulike meninger og saklige diskusjoner |
| 2. Tryghet på arbeidsplassen din |
| 3. Identitet til arbeidsplassen din («Vi følelse») |
| 4. Normer og verdier på arbeidsplassen |
| 5. Toleranse for din livssituasjon utenfor jobb (familie, sykdom o.l.) |
| 6. Arbeidsgjeld |

**Totalvurdering**

1. Hvordan vurderer du totalt sett ditt arbeidsmiljø?

The "Thermometer"

Areas surveyed by the Thermometer:

1. Personal development
2. Social relationships
3. Organizational conditions at work
4. Organizational culture

The result of the survey is presented by one Total score and four Subscores.
Sterile Supply Department, October 2005; n=24

Total score

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal development</td>
<td>3.0%</td>
</tr>
<tr>
<td>Organization of work</td>
<td>15.0%</td>
</tr>
<tr>
<td>Relationships</td>
<td>82.0%</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>3.0%</td>
</tr>
<tr>
<td></td>
<td>9.0%</td>
</tr>
<tr>
<td></td>
<td>89.0%</td>
</tr>
<tr>
<td></td>
<td>2.0%</td>
</tr>
<tr>
<td></td>
<td>22.0%</td>
</tr>
<tr>
<td></td>
<td>76.0%</td>
</tr>
<tr>
<td></td>
<td>3.0%</td>
</tr>
<tr>
<td></td>
<td>19.0%</td>
</tr>
<tr>
<td></td>
<td>78.0%</td>
</tr>
<tr>
<td></td>
<td>4.0%</td>
</tr>
<tr>
<td></td>
<td>9.0%</td>
</tr>
<tr>
<td></td>
<td>87.0%</td>
</tr>
</tbody>
</table>
Choose a **proactive** work environment strategy!

”Where we keep focused, will dominate the discussions”
”Where we keep focused, will dominate the discussions”
Stepping into the green zone

Health Promotion in the workplace
"Green Zone"

Moving away from Problem Orientation
"Red Zone"
4 Programme objectives:

- How do we keep our "green" employees "green"?

- How do we facilitate (behavioural) self-change in the amber zone?

- How do we train "key-personnel"?
  (Top- and Middle management, Union leaders and Safety delegates)

- How do we welcome and integrate new-arrivals?
HSE-strategy in the Workplace:

<table>
<thead>
<tr>
<th>TARGET</th>
<th>PROBLEM</th>
<th>TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL, HIGH RISK POSITIONS, NEW EMPLOYEES</td>
<td>NONE</td>
<td>POLICY TQM HEALTH PROMOTION AWARENESS CREATION</td>
</tr>
<tr>
<td>INDIVIDUALS AT RISK</td>
<td>HEALTH &amp; SOCIAL PROBLEMS, ON THE JOB PROBLEMS</td>
<td>SELF-CHANGE SUPERVISOR TRAINING EARLY ASSISTANCE EAP/OHS</td>
</tr>
</tbody>
</table>

Red Zone: Treatment & Rehabilitation (OHS/EAP)
A balanced HSE approach:

The **technical** dimension:
(safety, quality, external environment)
predictable, static

The **human** dimension:
(relationships, communication, values and attitudes)
unpredictable, dynamic

HSE: Health, Safety and (work) Environment Strategies
"The Venue of Possibilities"

Proactive

Supervisors and employees

dialogue

1-0

Reactive

Experts and staff

discussions

0-1

"The expert/staff challenge"
Business as (un-)usual

External factors

Hospital responses

Individual implications

Coping strategies

?
Business as UN-usual

Panorama of Diseases
  incl. Hospital Infections

Technology

Political Demands and
Public Expectations

Resources

The ”mismatch” – our challenge!
Economic Considerations

Professional & Organizational Change

Priorities

Public Demands and Political Signals
Total Quality Management

**Man** 80%

**Machine** 20%

**Management**
- Conditions of work, leadership, HSE-strategy: mobilizing the Human Capital
- Quality improvement: mobilizing the Social Capital

**Quality Improvement**

**Collaboration**

**Cost-reduction**
”Yes-maybe…”  ”Yes -but….”
SWOT-analysis

Strengths

Opportunities

Weaknesses

Threats
Principles of changing human behaviour:

Tell me - and I will forget

Show me - and I will remember

Involve me - and I will understand

Chinese proverb
Leadership functions:

- Strategic planning
- Operative planning, HSE
- Communication, motivation, collaboration, transitional skills
- Operative day-to-day tasks

HELSBERGEN
Communication skills

"one-to-one" talks
activating self-change
The important talk
The formal talk

Proactive orientation
Reactive orientation

S. Fauske
Communication Kit:

- Job-interview
- "kick off": fist day on the job
- 1+1
- activating "self-change"
- The "important" talk
- The "formal" talk
Verktøykasse for ledere innen relasjonell ledelse

Det relasjonelle lederskapet når sine mål ved å ha fokus på den enkelte medarbeiders styrker.
Mulighetenes samtale
og
Den nødvendige samtalen

Verktøykasse for ledere
innen relasjonell ledelse

Det relasjonelle lederskapet når sine mål ved å ha fokus på den enkelte medarbeiders styrker.

HELE BERGEN
Alles handling om helse i arbeid.

Verktøykasse for ledere
innen relasjonell ledelse

Det relasjonelle lederskapet når sine mål ved å ha fokus på den enkelte medarbeiders styrker.

HELE BERGEN
Alles handling om helse i arbeid.
Conflict Resolution
If you think knowledge is costly, - try ignorance!
Results

• The management of the Sterile Support Department followed the methods presented above. The focus on well functioning (green) areas established a positive climate for addressing potentials and areas for improvement (amber/red).

• The areas of improvement did not call for consultants or experts in organizational change or work environment methods, but were based on common sense related to daily life in the workplace.
demands

coping.

meaningfulness

responsibility

information

fairness

100% training

demands

independence

at work

collaboration: other units

coord.

org. & coord.

environment

organizational work enviroment

SSU:2003; n=29

SSU:2005; n=24
collaborative "climate"

participation
equality
empathy
conflicts
security
Job
identity
norms & attitudes
tolerance
happiness
at work
vertical
horizontal
100%
100%
100%
SSU:2003; n=29
SSU:2005; n=24

HELSE BERGEN
Sterile Supply Unit, October 2005, n = 24

- 96% Job-identity "pride"
- 92% Confidence in management
- 87% Job-commitment
- 87% Job-satisfaction

Adapt. Martin & Nicholls
Does it work?
Cleaning Unit; 2001 – 2005,
Maternity Department:
days of absenteeism (50 employees)

• January - September

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2001 2002 2003 2004 2005
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0     500   1000  1500  2000  2500  3000  3500  4000  4500
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2400 days
WHO/ILO/UNDCP

"Model Programme"

1992-1997
You can not address the "green zone" isolated from:

Corporate Attitudes, Values and Behaviour

You can not address behaviour in a corporate culture context without focus on:

Leadership and Communication

You can not address leadership and communication without bringing in:

Work Environment, Conditions of Work and Participation of all Employees
Conclusions

• Creating a better work environment calls for the involvement of all employees.
• The “Thermometer” is a useful method to create and secure involvement and local ownership.
• The method has proven its sustainability and replicability across different units of the hospital.
• The program should to be led by top management, supported by middle management, union leaders, local safety delegates and staff members.
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