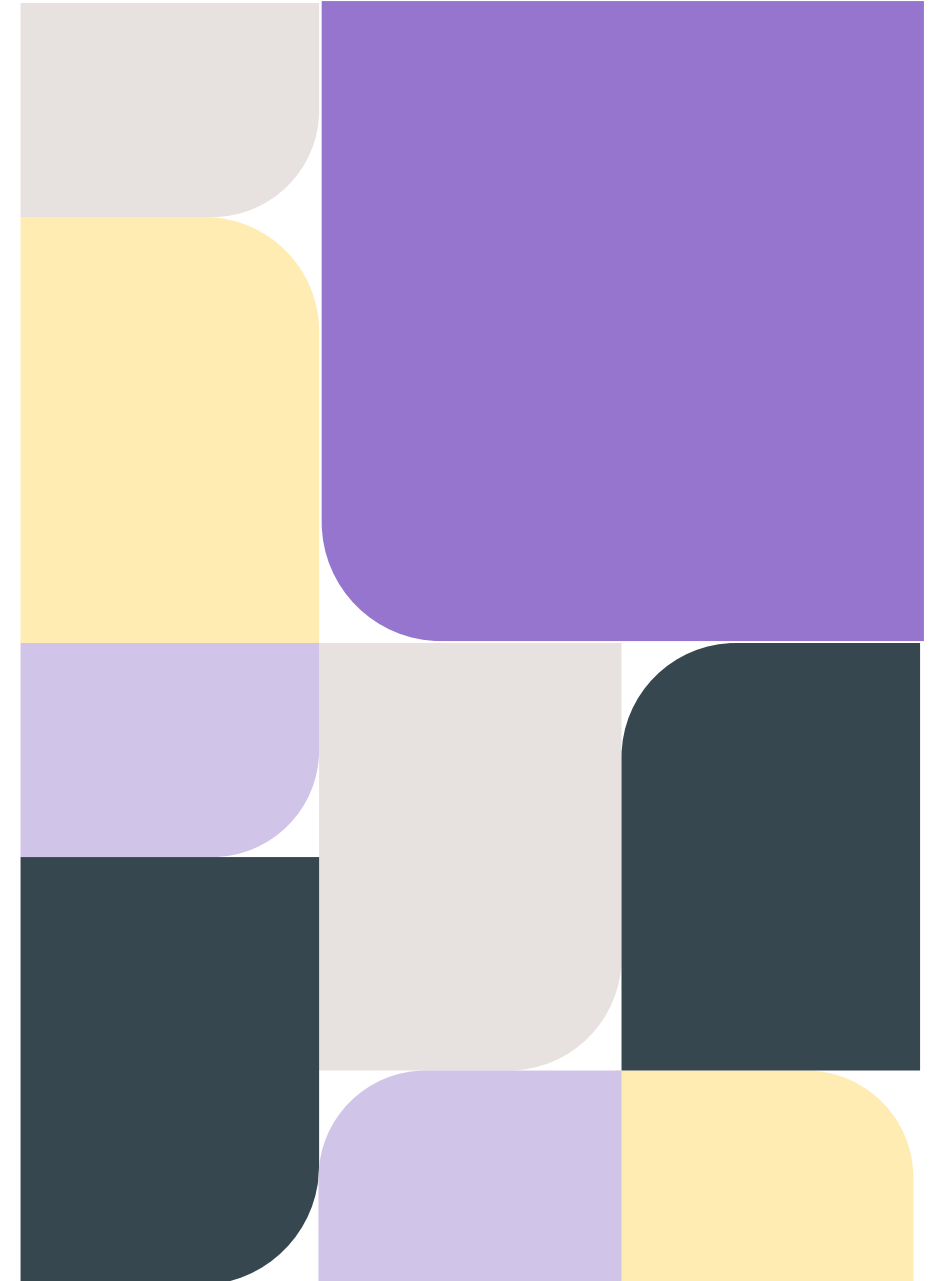


Organizational and social work environment – the key to sustainable and healthy organizations.

Ingibjörg Jónsdóttir Professor

Institute of Stress Medicin, VGR

School of public health and community medicine,
Sahlgrenska akademy, Gothenburg University



Institutet för Stressmedicin (ISM)

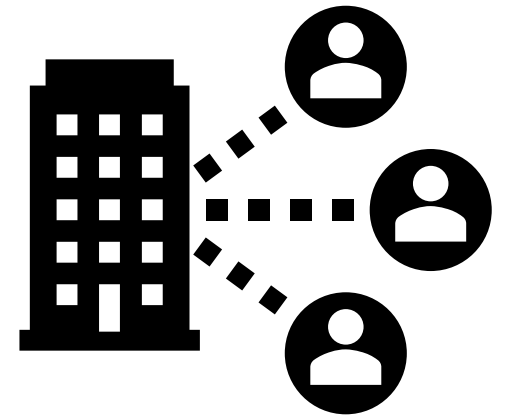
R&D center for stress-related research involving different aspects including; Organization, leadership, work-related stress, prevention, clinical studies regarding stress-related mental health problems



What is organizational and social work environment?

The organizational work environment encompasses **conditions and prerequisites for work, including leadership and management, communication, participation, autonomy, task distribution, and requirements, resources, and responsibilities.**

The social work environment encompasses **conditions and prerequisites for work, including social interaction, collaboration, and social support from managers and colleagues.**

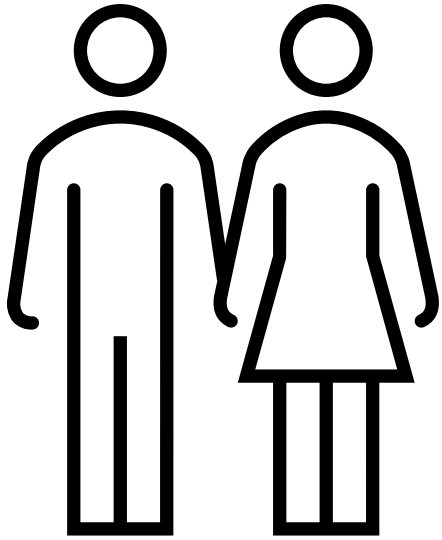


Why do managers leave the health care sector?

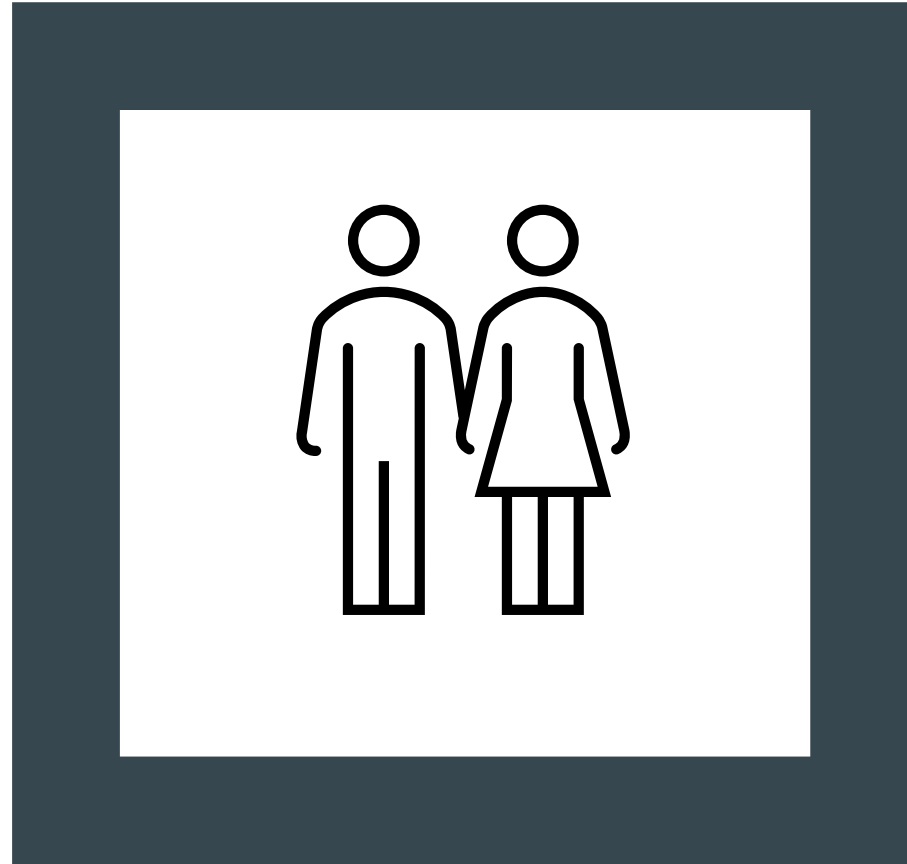
66% of managers who have responded to an exit survey (N=151) indicate the organizational work environment as one of the main reason

" "Uncertainty about where decisions are made and on what grounds. Given conditions change without information or motivation. Difficult to get a hearing for opinions. Poor feedback."" .

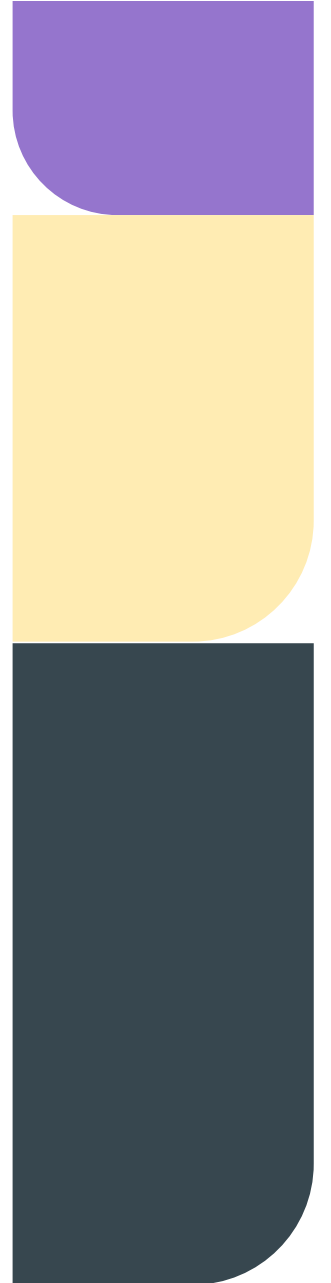
" I believe that we had an excessive workload as unit managers, and decisions were made without my input. I didn't receive enough support, appreciation, or trust to feel comfortable staying on as a unit manager."



Manager's individual characteristics



Manager's conditions



Why do managers leave?

1. Organisational work environment 66%

1. Poor leadership

2. High work load

3. Inadequate resources to perform tasks.

2. Coincidence 48%

1. Was offered position

2. Saw a job advertisement and applied on impulse

3. Headhunted

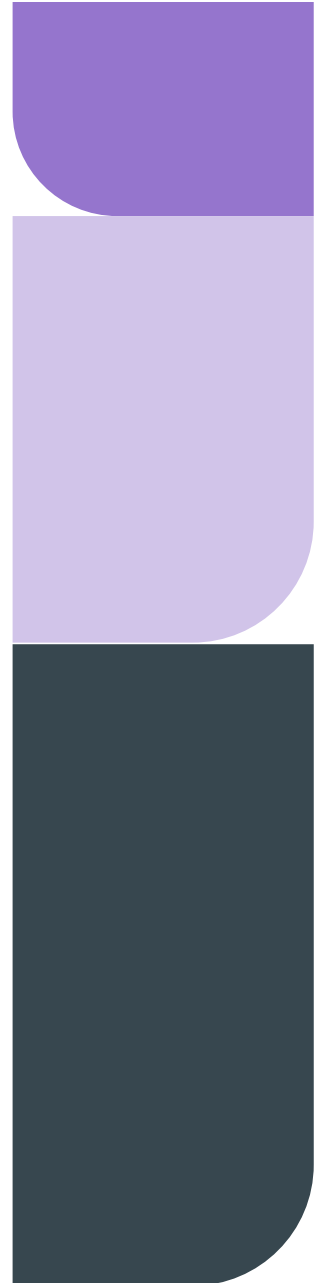
3. The professional role 42%

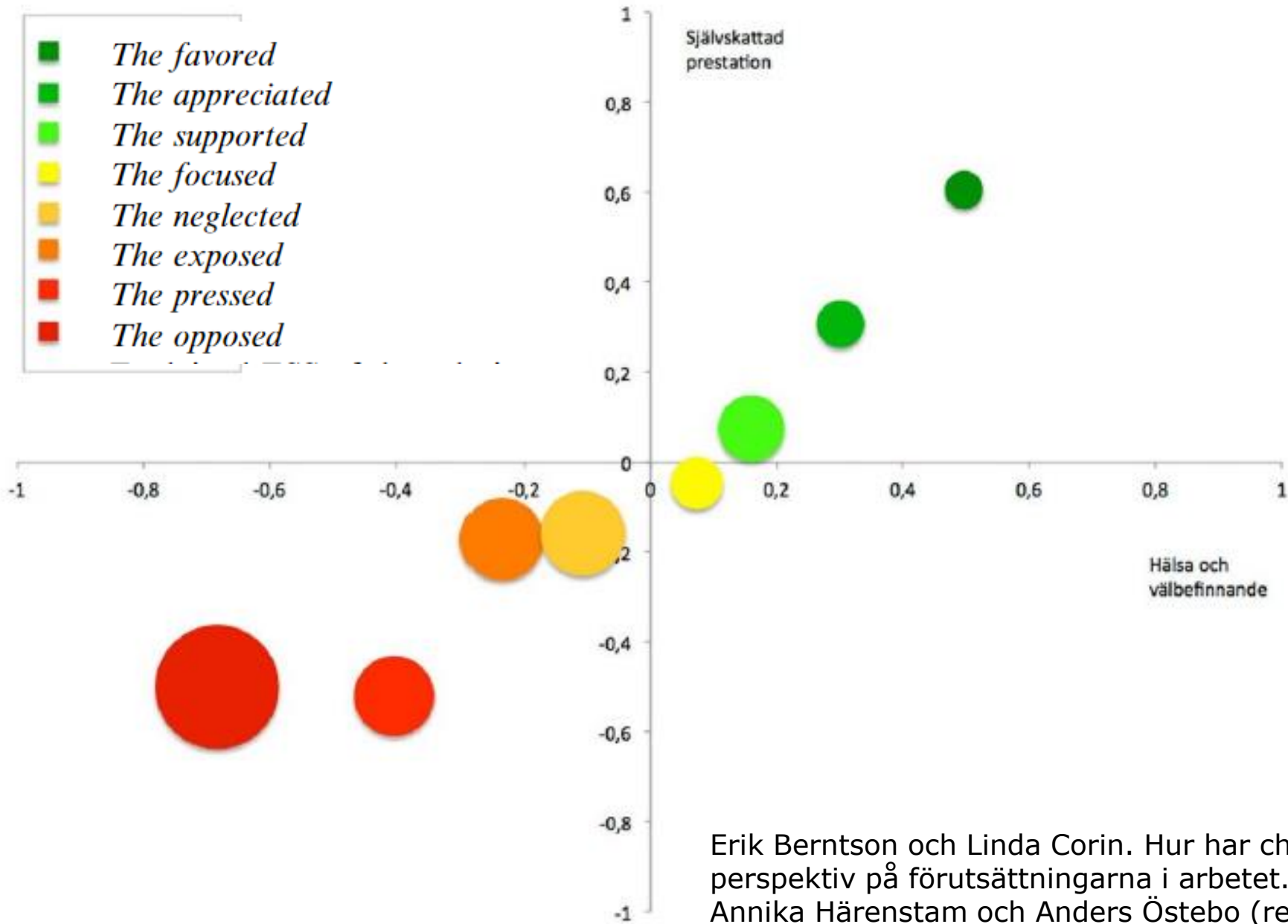
1. Poor possibilities for advancement

2. Poor salary

3. Mentally exhausted work

(n = 151)





Erik Berntson och Linda Corin. Hur har chefen det? Chefens perspektiv på förutsättningarna i arbetet. I ISM rapport 14:1, Annika Härenstam och Anders Östebo (red). (2014) Chefskapets förutsättningar och konsekvenser - Metoder och resultat från CHEFiOS projektet - slutrapport del 1.

Organizational structures (results from the Chefios study)

Technical departments	Care/education
Responsibility for an average of 18 employees	Responsibility for an average of 55 employees
Good support from stab functions	Poor support from stab functions
Access to formal and informal forums for dialogue with senior executives and politicians regarding goals and requirements in relation to conditions	Poor access to formal and informal forums for dialogue with senior executives and politicians regarding goals and requirements in relation to conditions

Span of control / Span of management

- Span of control refers to the number of staff members that report to a particular manager.





Managers work environment and conditions



Leda lagom många

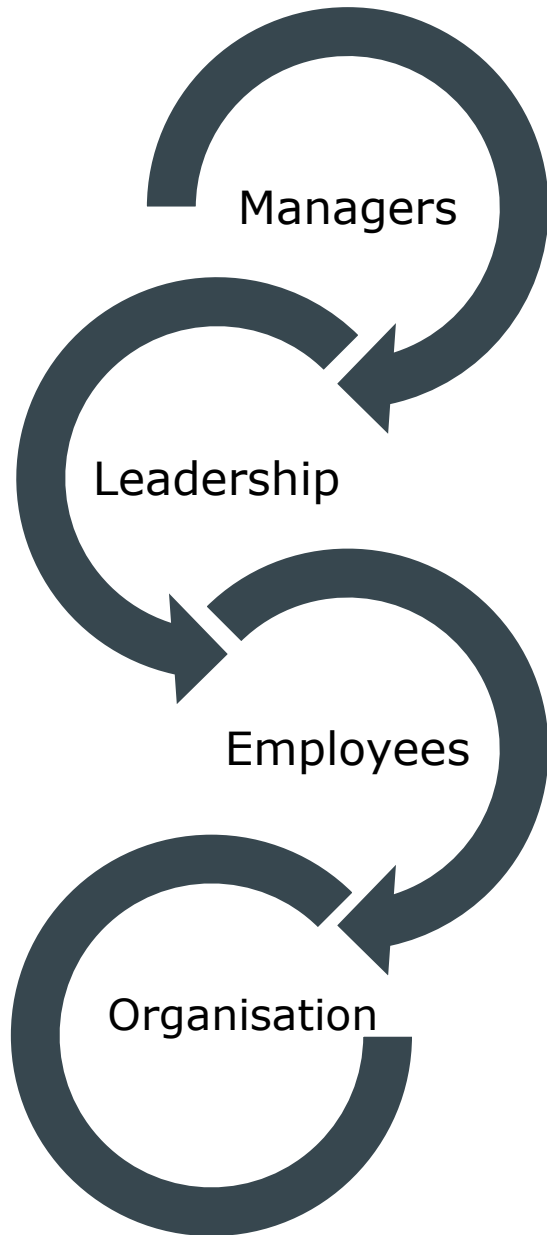
En kunskapssammanställning om betydelsen av antalet medarbetare per chef.

Linda Corin, Doktor i Arbetsvetenskap

Maral Babapour Chafi, Doktor i Människa-Teknik-Design

Anna-Carin Fagerlind Ståhl, Doktor i Medicinsk vetenskap





Decreased Control
Decreased Job satisfaction
Increased Workload
Increased Work fragmentation
Increased Logic conflicts

Decreased leadership quality
Decreased effects from leadership

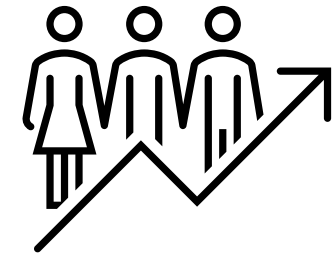
Decreased work engagement
Decreased Interaction/time with the manager
Increased discontent with management
Increased conflicts in the group
More development possibilities for experienced employees

Decreased patients' satisfaction
Increased accidents and incidents at the workplace
Increased employee turnover
Increased manager turnover
Increased flexibility

Chefoskopet is a research-based tool aimed at improving the work environment for managers.

Chefoskopet provides support in identifying and improving managers' organizational conditions. The tool has two components: **Knowledge and Methods**. The management works with the **Knowledge**, and operational managers are involved in **Methods**.

The management participates **because decisions about the organization and prioritizations are usually made at that level**



SUPPORT

Expert support, such as HR and economy
Administrative support
Meeting place for dialogue between managers and employees
Mission dialogue with the immediate supervisor
Collegial support
Prioritization support
System for introducing new employees
Customized premises
Functional IT systems

Management

Number of employees per manager
Geographical location of the organization
Employee turnover
Access to employees with the right skills
Expectations regarding the manager's availability
Resources tailored to the mission

The managers mission

Scope and Clarity of the Manager's Role
Authority and Decision-Making Space
Proximity to Decision-Makers

Goals and organisation

Degree of Consensus on Achievable Goals
Anchoring Goals in the Organization
Linking Goals to Priorities and Resources
Degree of Consensus on Organizational Functioning
Clarity in Decision-Making Structures
Organizational Structure Supporting Coordination



Labor shortage in the healthcare sector

The most common reason (63%)
for employees leaving VGR is the
organizational work environment



Institutet för Stressmedicin

Västra Götalandsregionen

2022-05-31

Tack för mig!

- Varför medarbetare i VGR slutar

Arbetsmiljösatsningen inom Västra Götalandsregionen (AMS)



A budget reinforcement within the Västra Götaland Region since 2017 with the aim of developing the work environment and reducing sick leave



Provides the opportunity for different workplaces to seek additional resources to develop the work environment within their operations and create a sustainable work environment for their employees.



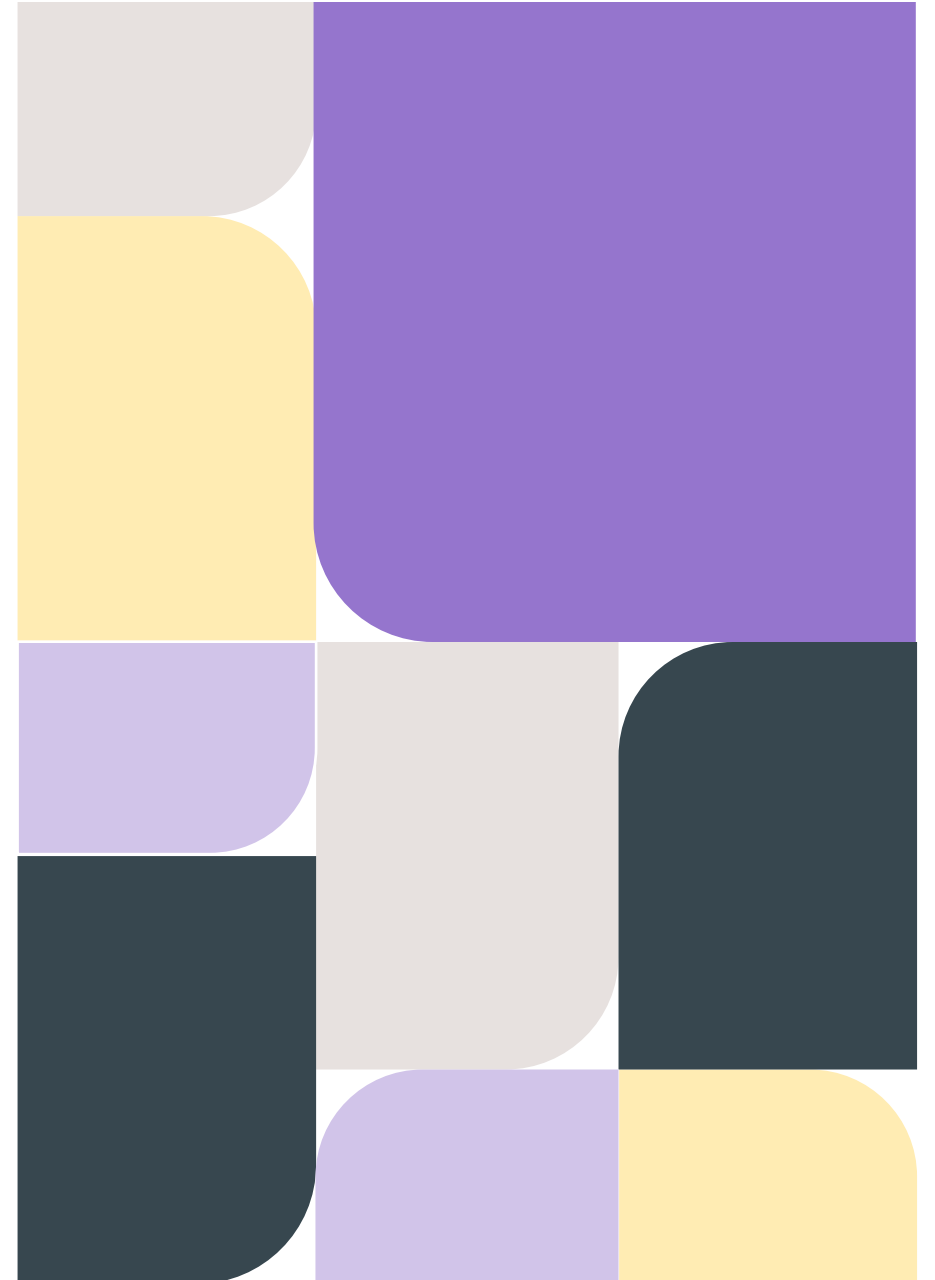
The fundamental idea is a long-term perspective, learning, and a shift in perspective, which involves focusing more on the organizational work environment

Follow-up research project (StratSAM)

Arbetsmiljösatsningen i VGR

2017-2023 data from 600 departments

- ✓ 97% of the problems described are related to the organizational and social work environment.
- ✓ Significant effects on sick-leave, turnover and work environment if the solution matches the problem.
- ✓ Economical benefits if you do the right thing!



Managers conditions

Managers support

Ambiguities regarding work conditions

Misunderstandings

Injustices

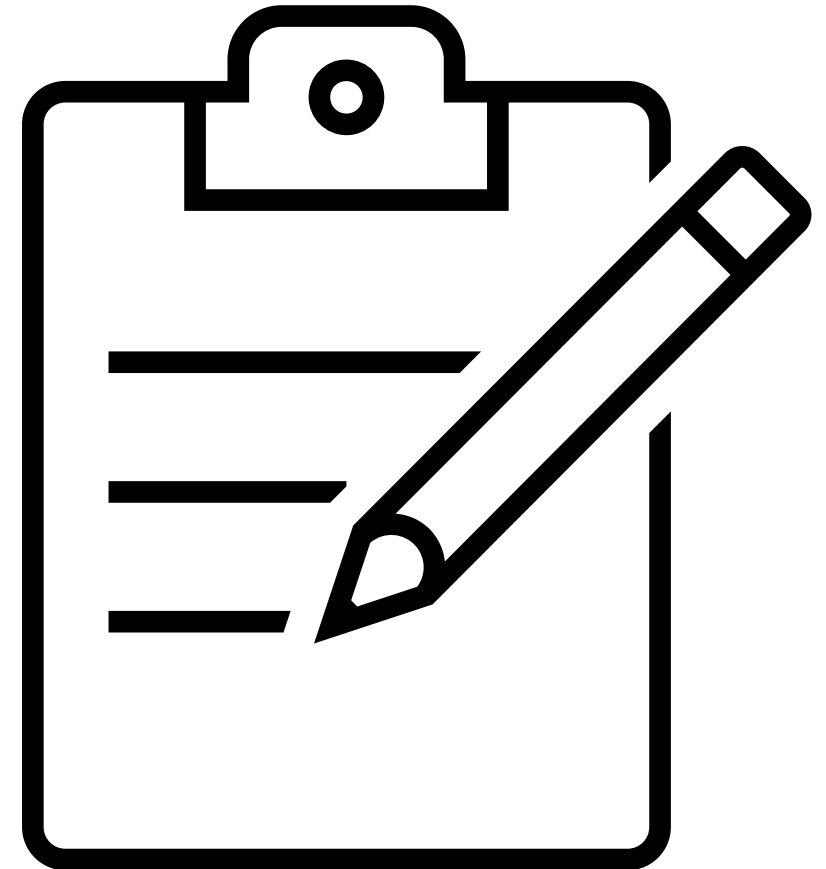
Flaws in communication

Administrative burden

Collaboration problems

Unclear roles

Inadequate support





Analyse the underlying causes



Adapt the measures to the challenges in the workplace

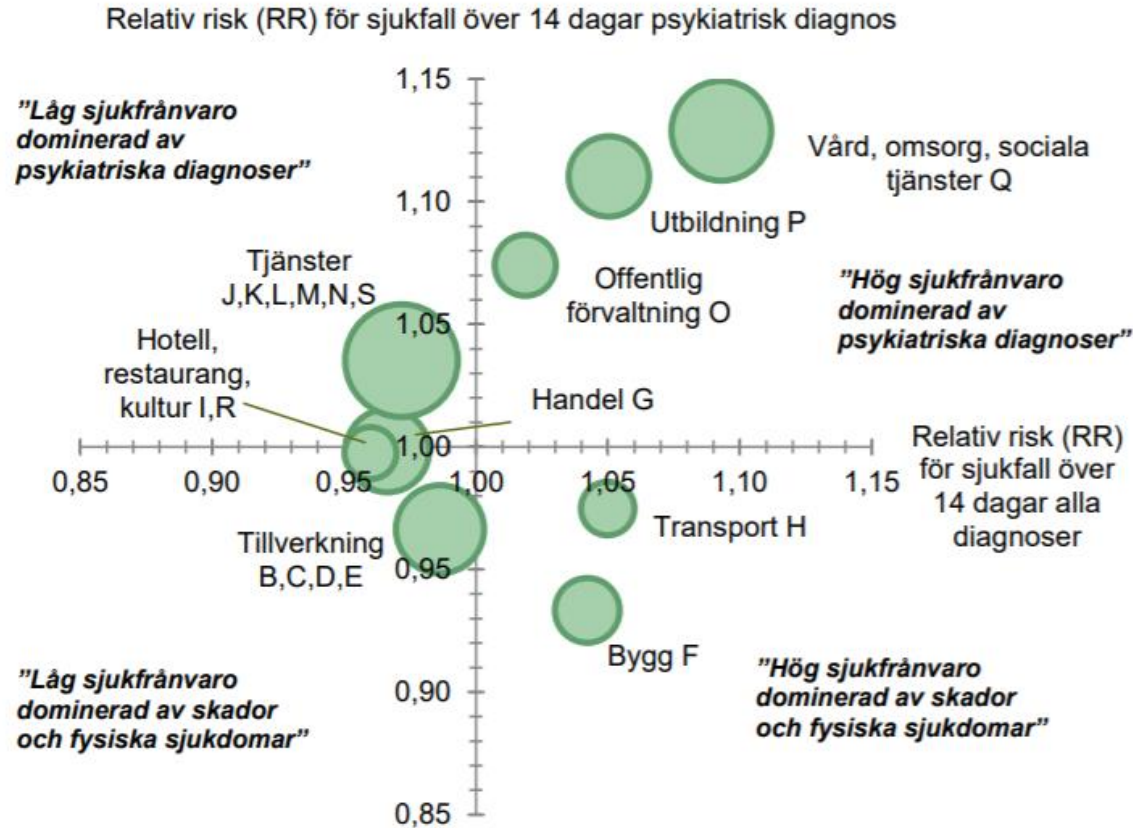


Ensure that organisational measures are included

StratSAM

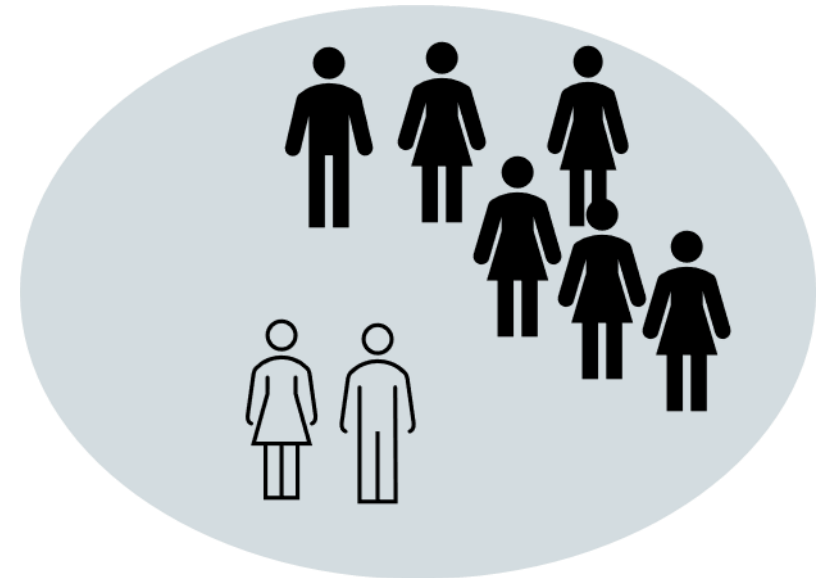


Figur 11 Relativ risk (RR) för sjukfall per bransch och branschernas relativa storlek



Health care sector
 Educational sector
 Social care sector

” It is well known that high sick leave due to psychiatric diagnoses is associated with problematic work environments, particularly organizational and social conditions”



There is no quick fix!



- Work systematically with the organizational perspective
- Improve occupational health and safety work in connection with changed management
- Ensure good conditions for managers
- Solutions are often contextual
- Usually, the work for managers involves 1) role conflicts, 2) workload, 3) recovery, and 4) support from superiors and management

www.vgregion.se/stressmedicin

