

Personnel Development in the Social Sector

Dossier No. 3: Health promotion



Dear Readers,

The social sector faces major challenges. On the one hand, it is a growth industry, because the demand for social services is growing in line with the demographic development. On the other hand, the demographic change also means a drop in the overall supply of labour which makes it increasingly difficult for companies in the social sector to find qualified staff in sufficient numbers.

To counter these consequences effectively, the Federal Ministry of Labour and Social Affairs (BMAS) together with the Federal Association of Non-statutory Welfare (BAGFW) have developed the "rückenwind" programme for social sector employees. Since 2009, this programme has supported personnel development projects in the not-for-profit social sector with funding from the European Social Fund (ESF) and the BMAS. Over the course of six funding rounds, 131 projects were set in motion which follow a wide range of approaches to personnel recruitment and retention and also to the establishment of sustainable personnel management.

The aim of this series of dossiers on "Personnel development in the social sector" is to contribute towards publicising a good selection of the valuable approaches from the sponsored projects and to highlight possible actions for social sector companies, providers and associations. The topics of the six dossiers are guided by the various sections supported by this programme. All interested parties will thus have an opportunity to get a multi-layered insight into the "rückenwind" programme and its projects. The dossiers are published on our website www.bagfw-esf.de.

This third dossier is dedicated to health promotion. The following pages give you an introductory overview of the topic. This is followed by the more detailed presentation of three "rückenwind" projects that approach the topic of health promotion in different ways – from development courses for a health-promoting management style, through to the structural integration of operational health officers and integrated measures to establish a healthy corporate culture. In addition, the dossier also contains a selection of further links and literature on the topic.

We hope you enjoy this booklet and take inspiration from it!

Dr Gerhard Timm
BAGFW Director

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In conversation

Andreas Bartels is the Consultant for Europe at the Worker's Welfare Federal Association (AWO) and represents his association in the steering group of the "rückenwind" programme.

Mr Bartels, how much importance does the "rückenwind" programme assign to the topic of health promotion?

In times of universal skills shortages and a sharp increase in older employees in social facilities and services, health promotion is also playing an increasingly important role for the social sector. This increasing importance is recognised by "rückenwind" with one of the six support sections dedicated to this topic. This supports organisations in developing competencies, which particularly increase the period of employment and reduces health-related absences. The focus of the 23 nationally supported projects is on the issue of how the physical health as well as the mental well-being of employees can be improved. The facilities take extremely different and innovative approaches that can be transferred to all fields of the social sector.

How important is health promotion within the AWO and how was "rückenwind" able to help promote this topic?

The health of our employees is very important to us. Healthy and happy employees make a significant contribution to the quality of the AWO services. And naturally another important aspect is that less absenteeism mean lower costs for the facilities and less stress for other employees. The "rückenwind" programme gives us the necessary momentum to place even greater emphasis on the topic of health. Several AWO "rückenwind" projects are trialling health promotion concepts. This includes projects dedicated to the development of managers and training these individu-

als to make a greater contribution to health in their organisations. But raising awareness among employees of their own health is also promoted – such as spine training sessions and seminars on topics such as stress management and dealing with conflicts. Thanks to "rückenwind" the projects are generating knowledge that will subsequently be used, not just by other AWO facilities and services, but will be available for health promotion measures for the social sector in general.

What is your evaluation of the current success of the "rückenwind" programme – including with regard to the next ESF funding period?

The "rückenwind" programme successfully promotes the position and direction of the social sector. A key feature is that, as a partnership programme, it is based on specific needs in the social sector and that it is implemented with shared responsibility. In light of the success of "rückenwind" it would be desirable for the partnership principle to continue to retain its importance in the new ESF funding period 2014–2020 and that another programme that addresses the skills shortage in the social sector is implemented. The new funding period is likely to have considerably less funds at its disposal, which will require an even stronger concentration on topics and targeted approach in future ESF programmes. A new partnership programme for the social sector could meet both these requirements very well: with a focus on the demographic resistance of social operations and measurable, structural changes.

Health as a precious commodity –

Step by step towards a healthy workforce

Even the social sector is not spared from illness-related absenteeism. On the contrary: its average of 23.4 sick days is above the average of other sectors.¹ There is an urgent need for action.

The high physical and mental work stresses for employees in social professions often results in muscle and musculoskeletal disorders, stress, loss of motivation, burn-out and, in the most serious cases, premature retirement. There is an urgent need for action, particularly with regard to demographic change. Social operations are finding it increasingly difficult to recruit young professionals, while at the same time the average age of employees is also increasing. This means that creating working conditions which maintain and promote health is becoming increasingly important. In this context, there are a variety of measures that can be taken in order to counter the various problem areas and to maintain and improve the health of employees.

A requirement for the implementation of customised health promotion measures is the initial implementation of a current situation analysis. The evaluation of absenteeism, the analysis of sick leave and the age structure or the identification of perceived stresses by employee questionnaires help to determine the necessity of health promoting measures and their nature. The current situation analysis is used as a basis for

developing and introducing specific health promotion offers in the next step. In particular, measures with a preventative character and which directly address the behaviour of employees have proven themselves in practice. In addition to information events that raise awareness of the topic, health checks, nutrition consulting, kinaesthetics training courses and relaxation exercises at the workplace are all on the list of effective measures. These can be complemented by cooperations with gyms and sports clubs in order to embed health promoting behaviour in the everyday life of employees. Apart from at the individual level, measures promoting teamwork should be used to improve cooperation in the workforce and the objective handling of conflicts. Managers play a very important role in this regard. Investigations by the scientific institute AOK show that a healthy management culture is positively correlated with the health of employees². The results show that a quarter of those surveyed report a direct connection between their health complaints and the existing working conditions, predominantly designed by managers. Furthermore, it is made clear that an open, respectful management style contributes to less stress and less health complaints.³ In light of this, companies are requested to empower their managers to design health promoting working conditions. This includes opportunities to reflect on their own management role, communication training and training courses on health promoting roster arrangement.

¹cf. AOK Fehlzeiten-Report 2011, p. 261

²The following statements are based on the results of employee surveys that were performed as part of the AOK-Service "Gesunde Unternehmen". About 28,000 employees from a total of 147 operations were surveyed between 2004 and 2009.

³Badura, Bernhard/ Ducki, Antje/ Schröder, Helmut/ Klose, Joachim/ Macco, Katrin (Publisher) (2011): Fehlzeiten-Report: Führung und Gesundheit, Springer Publishing House, Berlin, p. 29



It is also essential to raise awareness among managers and develop their diagnostic competence in order to identify team conflicts or burn-out risks and manage these proactively.

A structural change is required to ensure that these measures can be permanently implemented in the facilities and services. A so-called health circle is an expedient instrument in this regard. In these working groups, individuals from the various areas of responsibilities and organisational levels share information about stressful features of the working environments, analyse these features and discuss practical proposals for improvement. Members of the circle may include employees from the management board, the human resources department, the works council and company physicians. To safeguard and constantly develop the measures, it is recommended that the knowledge gained is embedded in the quality management system and that clear and transparent responsibilities are specified for the relevant processes.

The implementation and use of health promoting measures, from minor offers through to the introduction of a comprehensive operational health management process, contribute to maintaining and promoting the existing potentials of employees as well as resources among the operation's own ranks.

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Jana Stahlschmidt is a personnel consultant at conQuaesso®. The sociologist, specialising in labour, career and organisation, supports companies in recruiting qualified specialists and managers in the healthcare and social sectors. She is the author and co-author of various specialist publications, which focus on personnel development as well as the use of web2.0 instruments to recruit personnel and increase employee loyalty.

Practical examples:

Manager involvement

Project Gesund arbeiten (gesa) – Gesundheitsförderung am Arbeitsplatz	Managers play a key role in establishing health promoting working conditions – reads the basic assumption of the project by the AWO Bezirksverband Hannover.	
Term 01/10/2010 - 30/09/2013	As the behaviour of managers influence the working conditions of employees, they must be made more aware of their role model and leadership function in the area of health. The obligatory seminar “healthy leading” for the almost 100 managers included the topics of communication, awareness and conflict and change management. The discussions on difficult work situations and practical work relating to specific cases support the continuous transfer to everyday working life. Furthermore, in difficult management situations, managers can also obtain advice from trained professionals by calling a free number.	Recommendations: <ul style="list-style-type: none">– Active health management means that measures can be integrated into everyday working life with minimal expense.– The measures address all levels of the facilities. Managers as well as employees must take joint responsibility for anchoring the health topic firmly in the corporate culture.– The curricula for the individual training courses are constantly developed in order to specifically address changing needs and to maximise the benefits of the measures for participants.– The training courses deliberately break down the levels of hierarchy in order to facilitate open discussions.– All employees are regularly informed of the offers and developments (newsletter, website, info events, at employee meetings) to ensure permanent awareness of the topic.
Region Lower Saxony		
Field cross-sectoral		
Contact AWO vita gGmbH Bettina Kaßbaum Körtingsdorfer Weg 8 30455 Hannover Germany	The personal responsibility of employees in health-conscious workplace design is also strengthened. The “vital at work” seminar identifies which factors promote health in everyday working life in terms of salutogenesis and what a resource-focussed approach to specific stresses looks like. The project is being implemented in five not-for-profit companies, affecting more than 400 employees from social psychiatry services, childcare centres, aged care facilities, nursing services and health clinics.	
Tel: +49 (0)511 / 4952 170 E-mail: bettina.kassbaum@awo- vita.de Website: www.awo-vita.de	Action strategies: <ul style="list-style-type: none">– Five-day professional and manager training on the topic of “vital at work”– Five-day manager training on the topic of “healthy leading”– Establishment of a hotline and a knowledge platform– Pilot support for health management activities in the facilities– Training of internal health coordinators– Development of quality standards and documents for health-conscious personnel development	<i>“Manager leadership styles have a huge impact on the health of their employees – and on the corporate culture. This is precisely what our project addresses.”</i>

Bettina Kaßbaum, Project Manager

Practical examples:

Creating and consolidating structures

Few other professions in the social sector are as exposed to physical and mental stresses as the emergency service.

High stress factors, high physical strain and irregular working hours – these are the features that lead to an increased risk of illness and burn-out, especially if performed over several years. The "AGIRE" project by the DRK Kreisverband Emmendingen addresses this problem and trains employees as health officers. These then actively work to establish an organisation health management system in the emergency service centres. The health officers are available as a contact partner for all employees and give employees at all levels opportunities to influence the health promoting design of working conditions and the optimisation of work processes. They are structurally firmly anchored in the emergency service centres and are involved in all working groups with health-related topics.

Furthermore, the project involves regular workplace inspections together with a physiotherapy school, in which specific proposals for back-friendly lifting techniques and movements as well as preventative gymnastic exercises are developed specifically for the emergency services. Lecture series, seminars and workshops also give employees the opportunity to familiarise themselves with topics such as stress management, conflict management and healthy nutrition.

Action strategies:

- Training of five employees as health officers and long-term establishment in the facilities
- Improvement of the opportunities for employee influence on the design of working conditions (working groups, quality circles, ideas exchange, etc.)
- Development of healthy work techniques in cooperation with a physiotherapy school

- Promotion of individual employee competencies in dealing with physical and mental stress factors (workshops, lectures, etc.)
- Training for managers on topics such as communication, conflict resolution, early detection of burn-out, etc.
- Development of working time and roster models for better regeneration and the compatibility of family and career

Empfehlungen:

- Health is an extremely sensitive topic. It is therefore recommended that employee surveys are issued externally, e.g. to a health insurer. This increases the willingness of employees to participate.
- In order to reach all employees, the questionnaires should be sent together with pay slips.
- A deliberate decision must be made not to select managers as health officers, in order to minimise communication inhibitions. Health officers can benefit from the experiences and knowledge of others at cross-facility events.

“Our employees are our best experts. That’s why we want to ensure that they are actively involved in all operational health protection measures.”

Erwin Hildebrandt, Project Manager

Project

AGIRE – alt werden und gesund bleiben im Rettungsdienst

Term

01/07/2011 - 30/06/2014

Region

Baden-Württemberg

Field

emergency services

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Practical examples:

Changing the corporate culture for good

Project

Unternehmen Gesundheit! Ein Netzwerk für die Einführung eines betrieblichen Gesundheitsmanagements in der Sozialwirtschaft

Term

01/05/2011 - 30/04/2014

Region

Lower Saxony

Field

disability support

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The promotion of health must be transferred to the corporate structures and strategies as a management process and become part of the corporate culture.

This is the claim under which the “Unternehmen Gesundheit” project raises employee awareness of the health protection topic and empowers them to actively contribute to their own health. The objective of the project, in which six disability support facilities with around 2000 employees are involved, is to implement an integrated health management concept. The concept is based on the model of a so-called “Health House”, consisting of the complementary modules of occupational safety, operational integration management, prevention, career and family, management competence and dealing with change. The first step was to analyse the individual needs of employees and to prepare a corresponding health report for each organisation. This was followed by the development and implementation of customised measures. In addition to team training and physical exercises, this also included training courses on the topics of work-life balance and time management. The consideration of physical as well as psychological aspects is intended to maintain both the physical capacity of employees as well as their motivation and enjoyment of work. Managers also receive training in order to learn about health promoting management styles and the early detection of factors that are detrimental to health. In the future, a newly planned service point for the topic of family and career will advise employees on part-time model opportunities and professional development opportunities.

Action strategies:

- Implementation of facility-specific needs analyses
- Development and implementation of customised measures (information events, training courses)

- Manager training on the topic of healthy working conditions
- Development of a concept to introduce an operational health management concept focussed on employees
- Development of a toolbox with specific measures
- Preparation of a training catalogue
- Establishment of a “Family and career” service point

Recommendations:

- Managers must be convinced and made aware of the topic and should be involved in the process from the start.
- The cultural change required for the introduction of an operational health management concept is slow and is only experienced after a great deal of time. It is therefore important that all participants are patient and do not demand overly hasty results.
- The permanent installation of health circles or health officers is essential to ensure that the topic of health promotion is made visible and approachable for employees and management bodies with specific contact partners.

“Our greatest success is the clearly apparent awareness of the topic of health at all levels in the facilities.”

Marion Laudенbach, Project Manager



Practical examples:

Other approaches

Several other projects in the “rückenwind” programme deal with the issue of health promotion. Below we have listed some interesting approaches for you. Please visit the website of the ESF-Regiestelle (programme managing authority) for further information about projects and latest developments in the “rückenwind” programme: www.bagfw-esf.de.

Project

BOB – Burnout-Organisationsberater/innen für die Sozialwirtschaft

Contact

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Prevent burnout

Quantitative interviews are used to investigate the stressful work structures, incl. gender differences in several operations and facilities from the fields of youth assistance, adult education and the like. This is followed by the development of modules for training as a burnout organisation consultant and the implementation of qualification measures. The trained consultants are then employed in the facilities to record the structures and support active change processes with the objective of permanent burnout prevention.

For more information: www.bob-marburg.de

Project

Existenzielle Kommunikation und spirituelle Ressourcen im Pflegeberuf

Contact

Diakonie Deutschland – Evangelischer Bundesverband e. V.
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Meaningful basic attitude

On-the-job training and accompanying scientific research allows carers to learn how to deal with mental stresses in the profession. At the same time, they are also empowered in order to provide comprehensive assistance on existential patient questions. The focus is on the positive effects of a meaningful basic attitude and job satisfaction in everyday care, which does not have to be religious.

For more information: www.diakonie.de/spiritualitaet-in-der-pflege-ein-projekt-stellt-sich-vor-10068.html

Project

CareWell – Starke Mitarbeiter für eine gute Pflege

Contact

Caritasverband für die Stadt Köln e. V.
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Facilitating everyday care

Following the analysis of the current situation in nine outpatient care facilities, ideas on how to improve the work situation in the facilities are developed in working groups, consisting of caregivers and managers. The proposals include the optimisation of discussions, team development and kinaesthetics. Fixed health circles are installed in the facilities parallel to the training measures.

For more information: www.caritas-koeln.de

More on the topic

Health protection at work

The European Agency for Safety and Health at Work provides a comprehensive overview with legal bases, brochures, aids and other links on the topic of working time models, the protection of non-smokers, harassment and musculoskeletal disorders for social sector facilities and services on their website.

For more information:

www.osha.europa.eu/fop/germany/de/topics

Free guide on introducing operational health management

The guide published by the Unfallkasse des Bundes provides a clear and practical aid for introducing an operational health management concept. It provides a six-step guide that can be transferred to social sector facilities and services.

For more information:

www.uk-bund.de/downloads/Gesundheitsf%C3%B6rderung/Leitfaden_BGM_UK_Bund_2009.pdf

Company barometer and work situation analysis

The "Betriebsbarometer" (Company Barometer) questionnaire created by the Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege (BGW) is an instrument for implementing employee surveys and can be used as a starting point for developing health promotion measures. You will find instructions with information and tips on data protection, the execution of surveys and evaluation on the website. The work situation analysis, a group discussion process under the leadership of an external moderator, is more comprehensive and expensive. It provides a quick overview of the health stresses at work. The analysis takes advantage of the special knowledge of employees, promotes open discussion and creates a wide acceptance of the established solution approaches.

For more information:

www.bgw-online.de

www.bgw-online.de/DE/Medien-Service/Medien-Center/Medientypen/Arbeitshilfe/BAMGW-Betriebsbarometer.html

www.bgw-online.de/DE/Medien-Service/Medien-Center/Medientypen/Arbeitshilfe/TS-FAsa-asita-Arbeits-situationsanalyse.html

Site notice

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