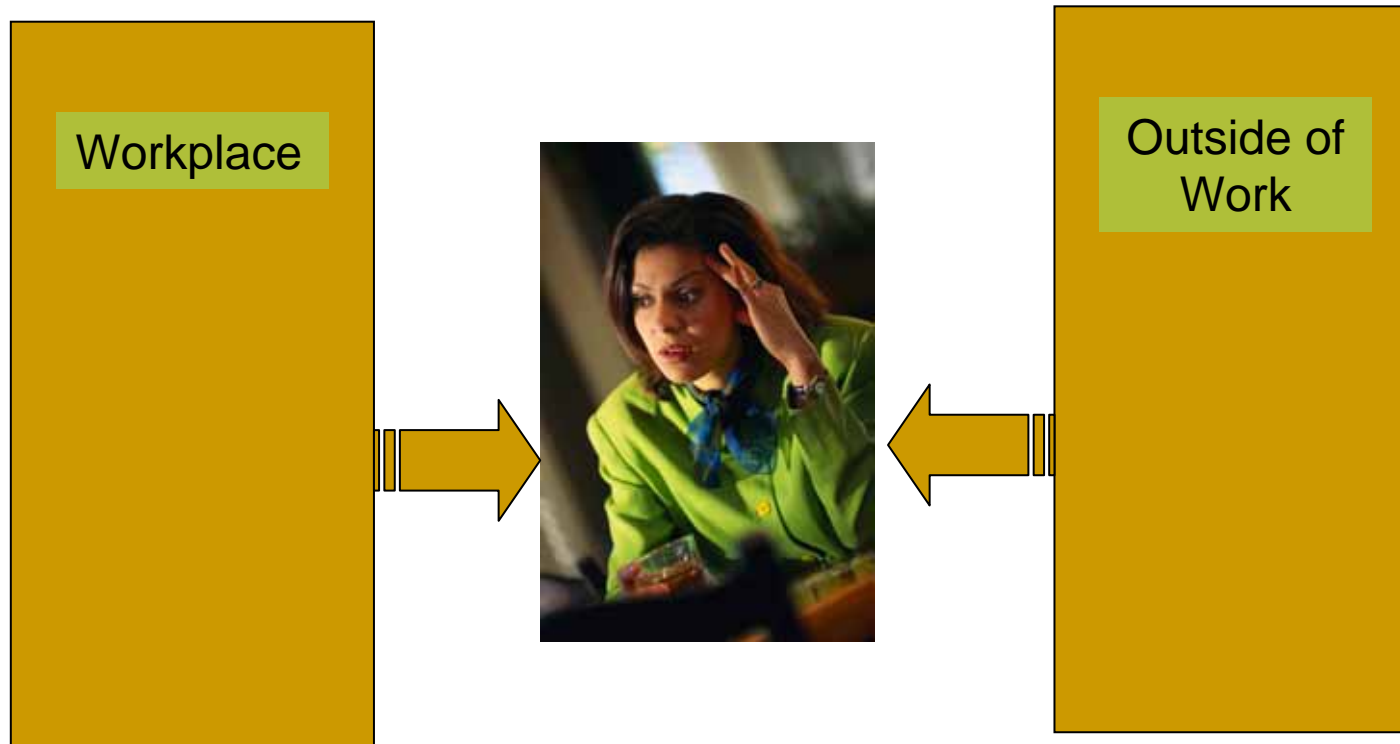
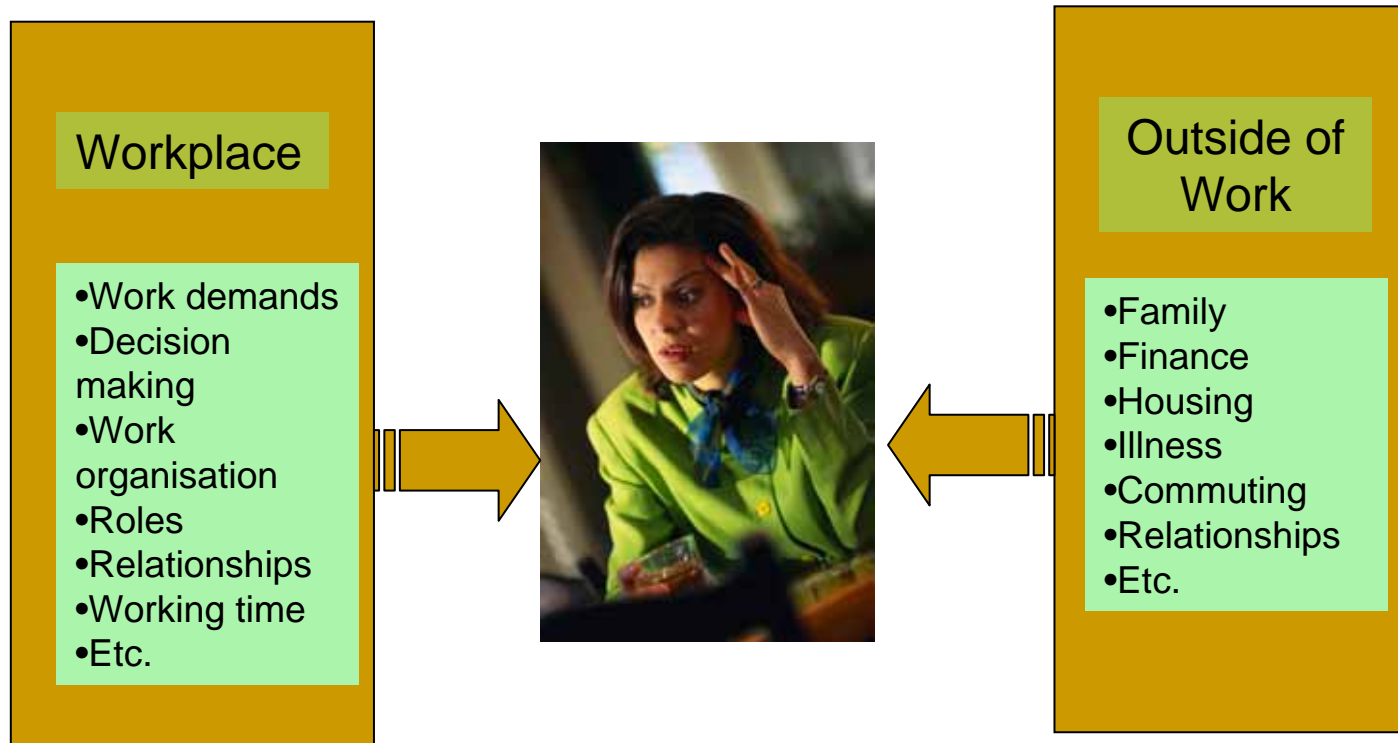

Good practice in organisational stress prevention

*Richard Wynne, Work Research
Centre, Ireland*

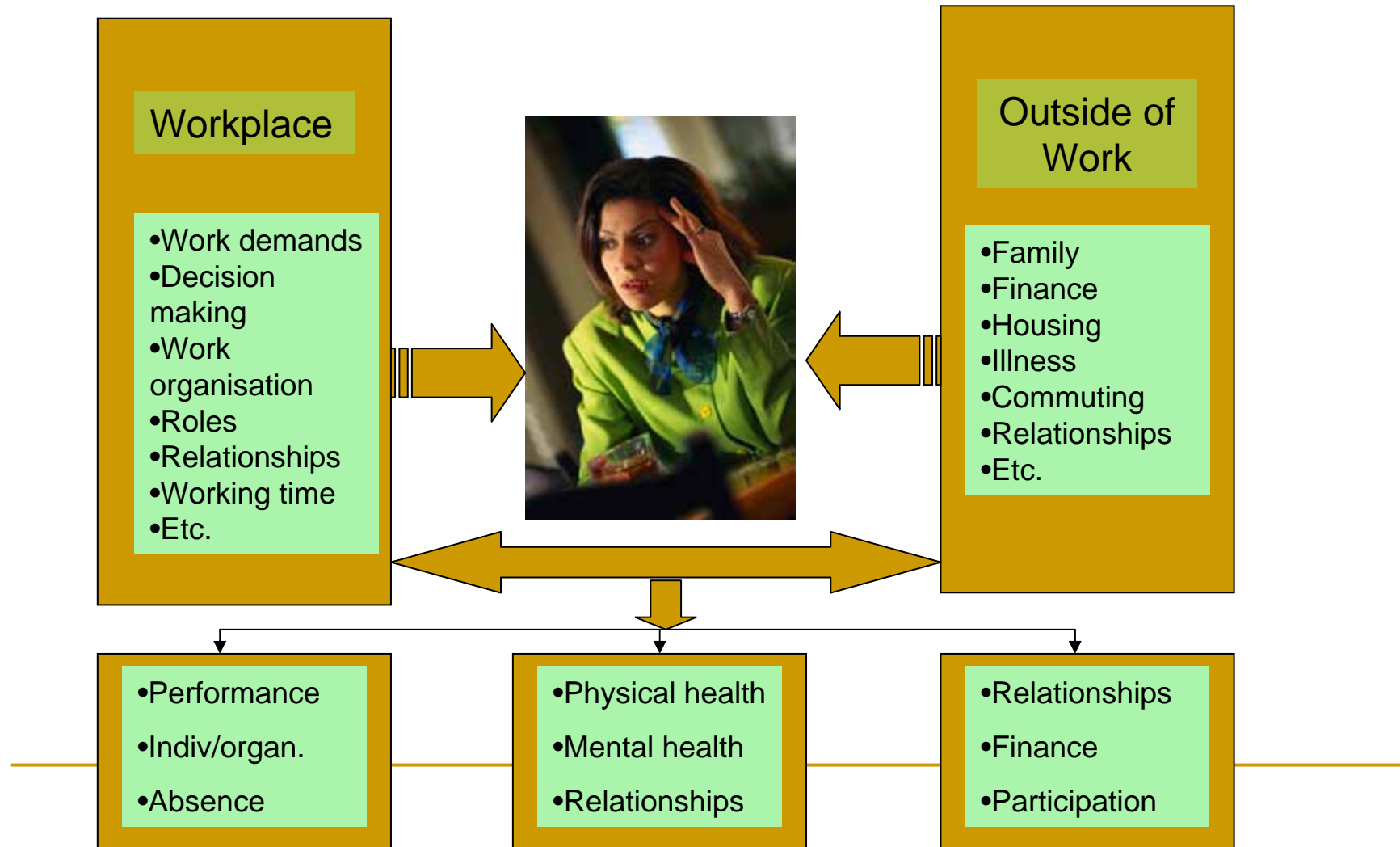
The stress load



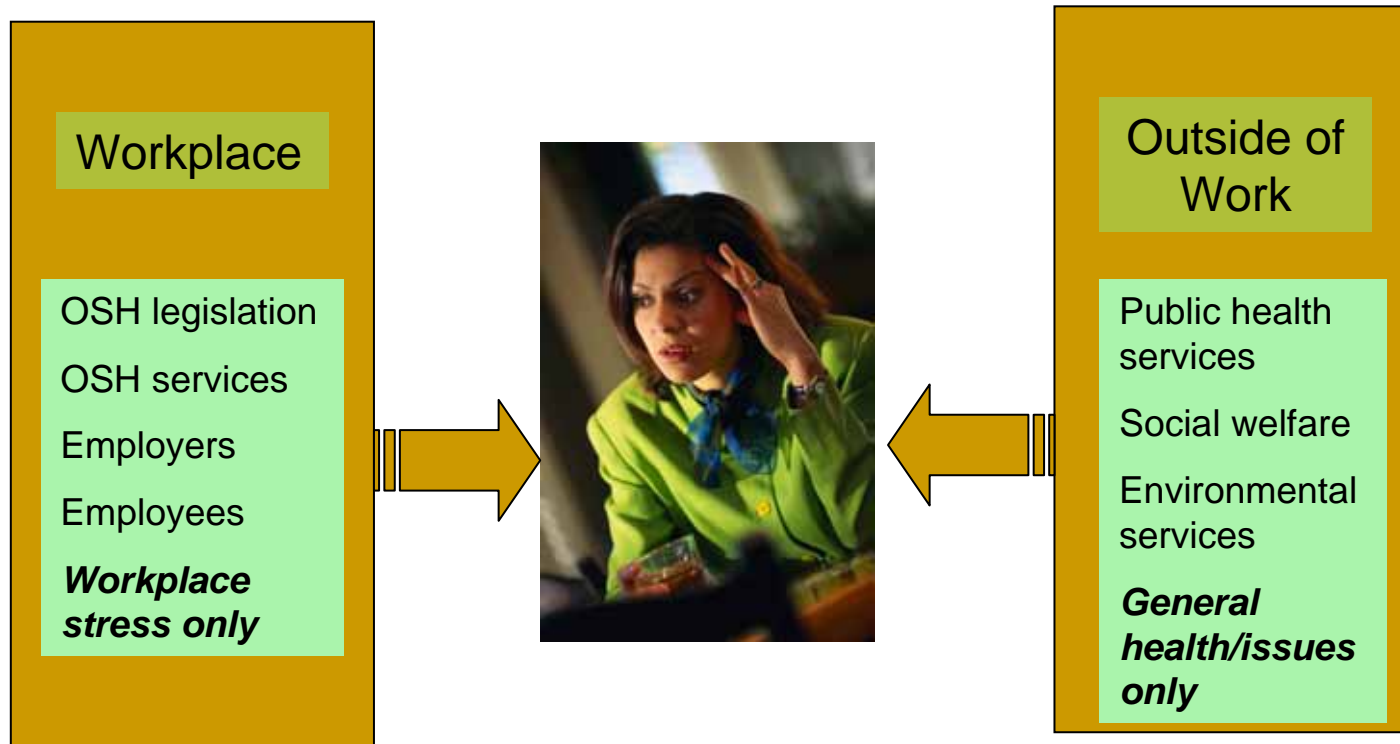
Sources of stress



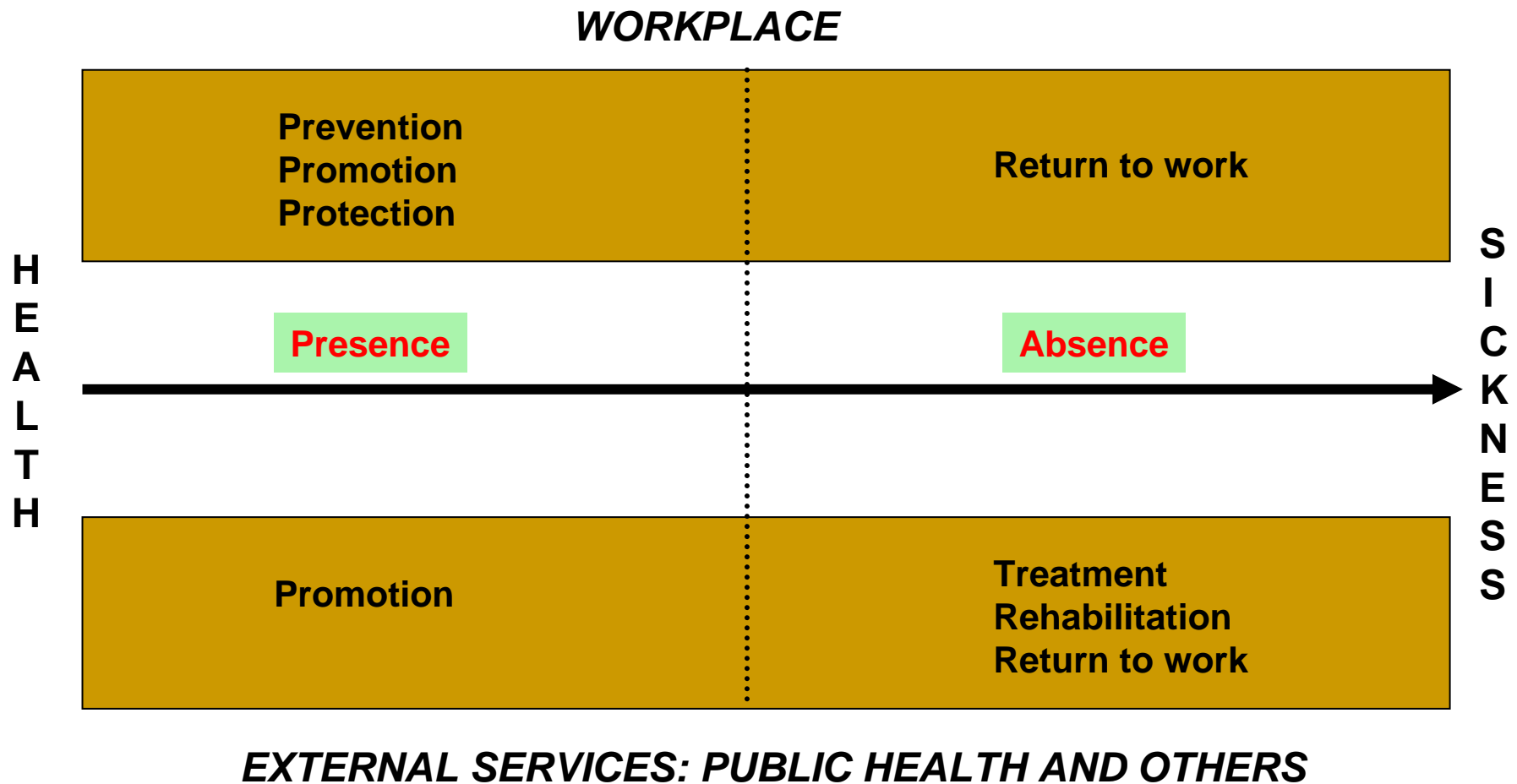
Stress outcomes



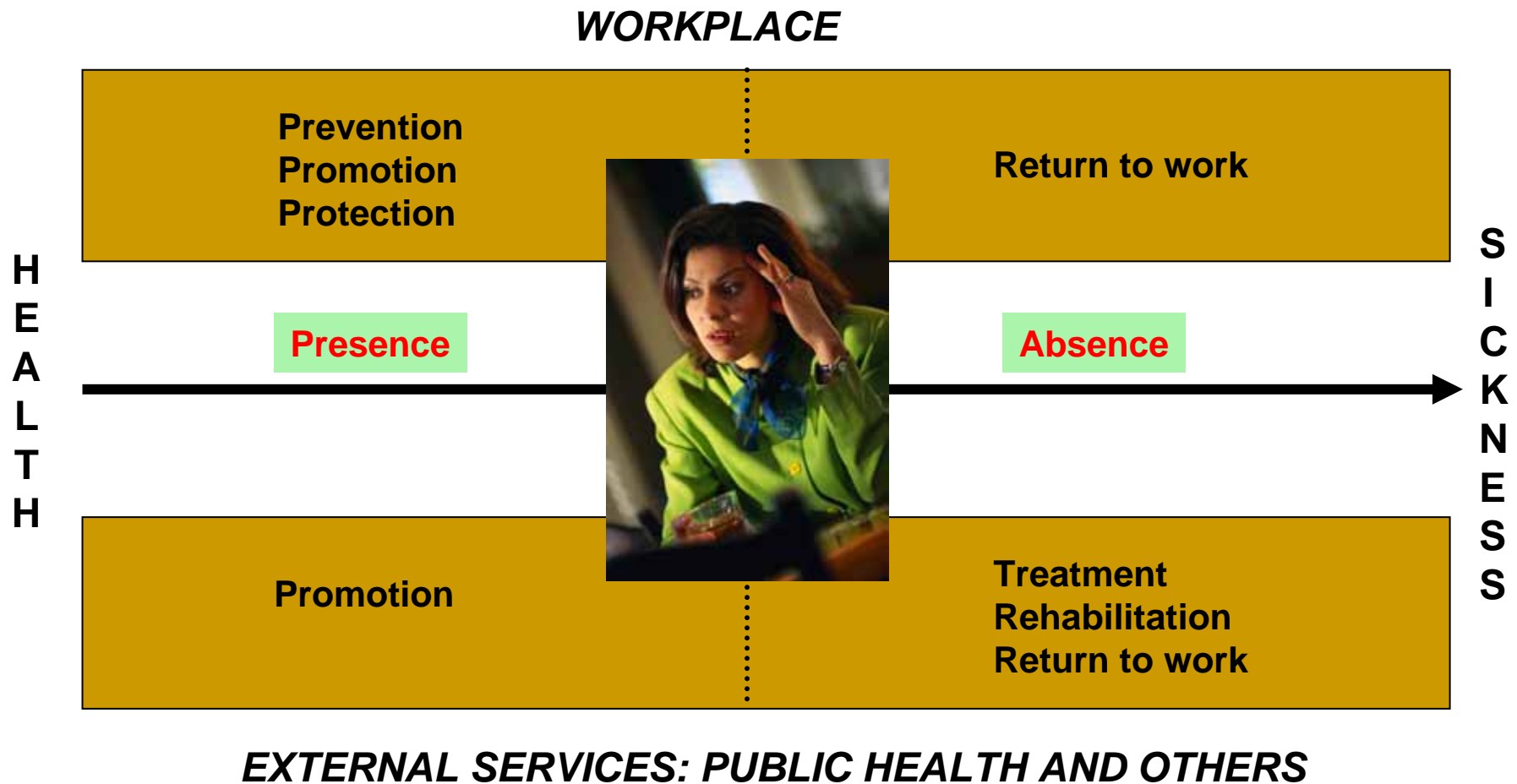
Responsibility for dealing with stress



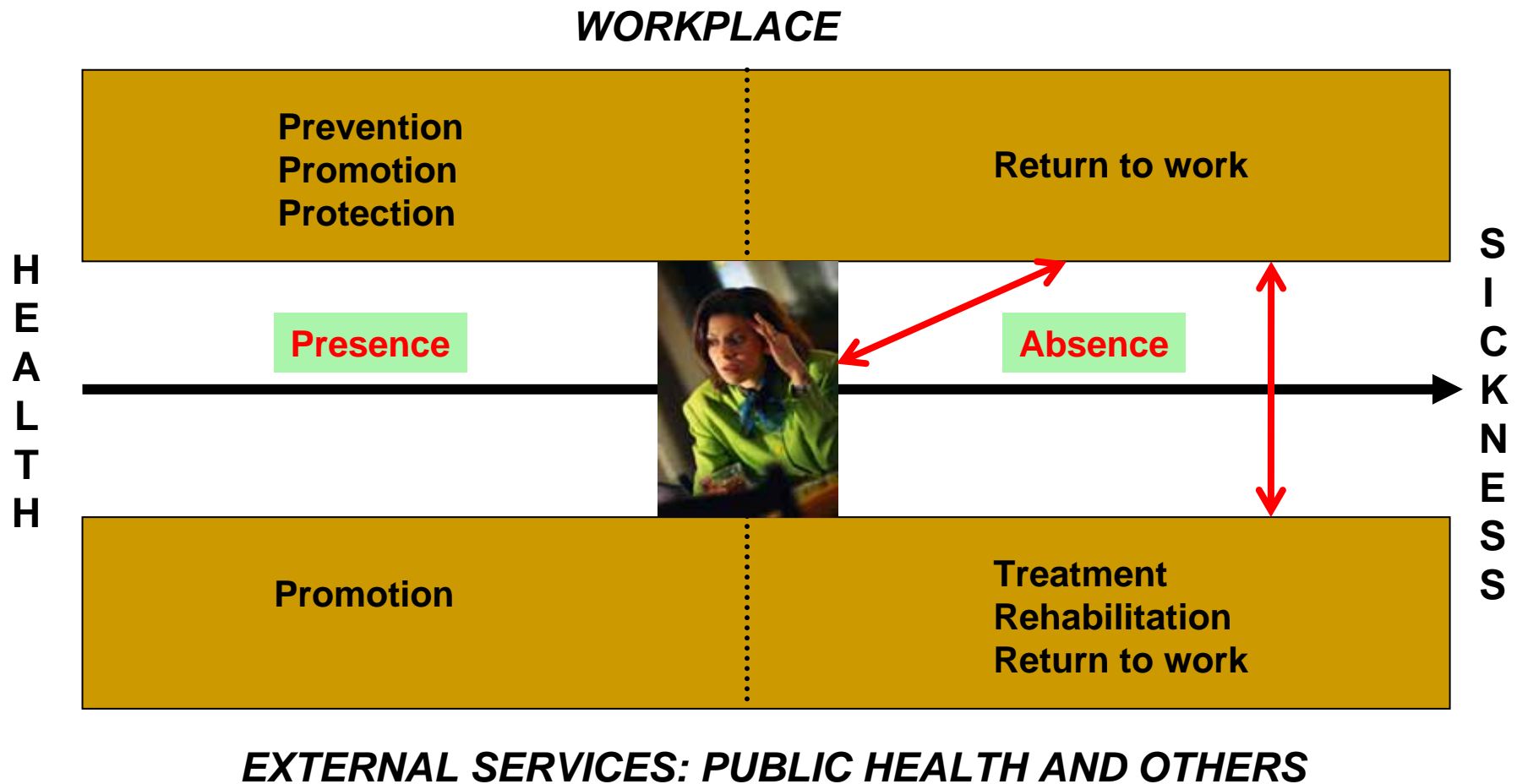
The stress career



Quality of service ????



The missing links



Dimensions of interventions

- Worker oriented interventions
 - Stress management courses, appraisal, relaxation, problem solving
 - Operational training
 - Work oriented interventions
 - Modification of the work environment
 - Redesigning jobs, tasks and work
 - Changes in resources
-

Dimensions of interventions

- Primary prevention
 - Eliminating sources of stress
 - Secondary/tertiary prevention
 - Reduction or elimination of the effects of stress, e.g.
 - Early identification of at risk groups
 - Development of treatment/early response mechanisms
 - Rehabilitation
 - Most methods focus on the worker and are secondary/ tertiary prevention level
 - Comprehensive programmes provide a mix of measures
-

Individual level interventions

- Psychological relaxation/meditation
 - Cognitive behavioural approaches
 - Multi-modal interventions
 - Physical relaxation
 - Changing own behaviour
 - Goal setting
 - Time management
 - Employee assistance programmes
 - Changing own work environment
-

Interface level

- Social support
 - Improving job-person fit in terms of:
 - job demands
 - participation
 - autonomy
-

Organisational interventions

- Changing organisational characteristics
 - Structure
 - Processes
 - Reward systems
 - Recruitment and placement
 - Changing role characteristics
 - Definition
 - Overload
 - Participation in decision making
 - Role conflict
 - Changing task characteristics
 - Job design
 - Training
 - Shift redesign
-

Effectiveness of interventions

- Dimensions of effectiveness
 - Individual
 - Wellbeing
 - Psychological complaints
 - Physical symptoms
 - Organisational
 - Absenteeism
 - Reductions in stressors
 - Productivity
-

Effectiveness of interventions

- Individual level interventions
 - General improvement in wellbeing, psychological and physical status
 - Mixed evidence of effect on absenteeism
 - Job focused interventions
 - Improvements in mental wellbeing, job satisfaction and absenteeism
 - Few negative effects
 - Organisation focused interventions
 - Generally improved wellbeing and absenteeism
 - Mixed evidence on burnout/anxiety
-

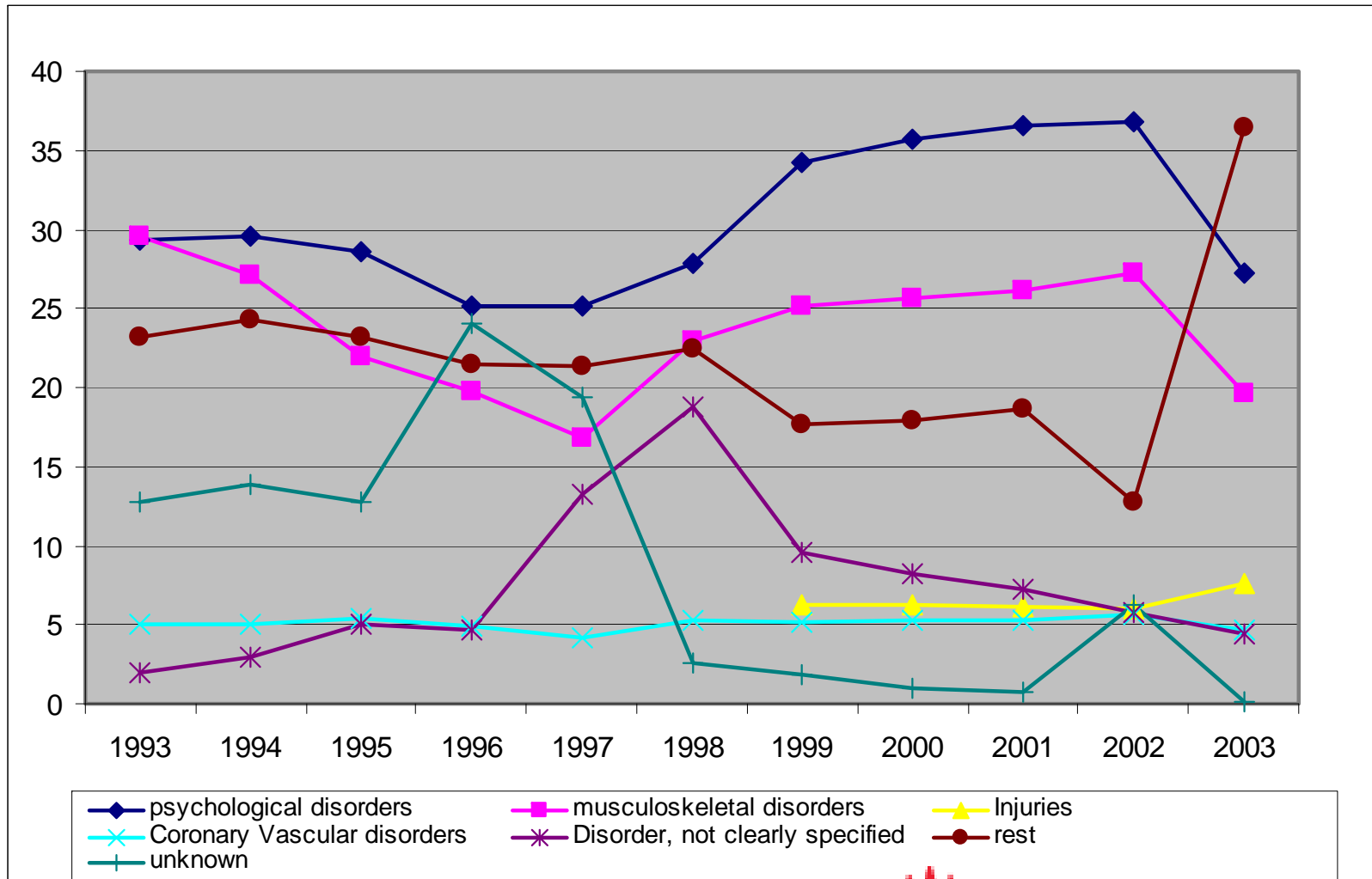
Effectiveness of interventions

- In conclusion:
 - Individually focused interventions have more consistently positive results
 - Organisationally focused interventions:
 - Less consistent positive results
 - Rarely evaluated
-

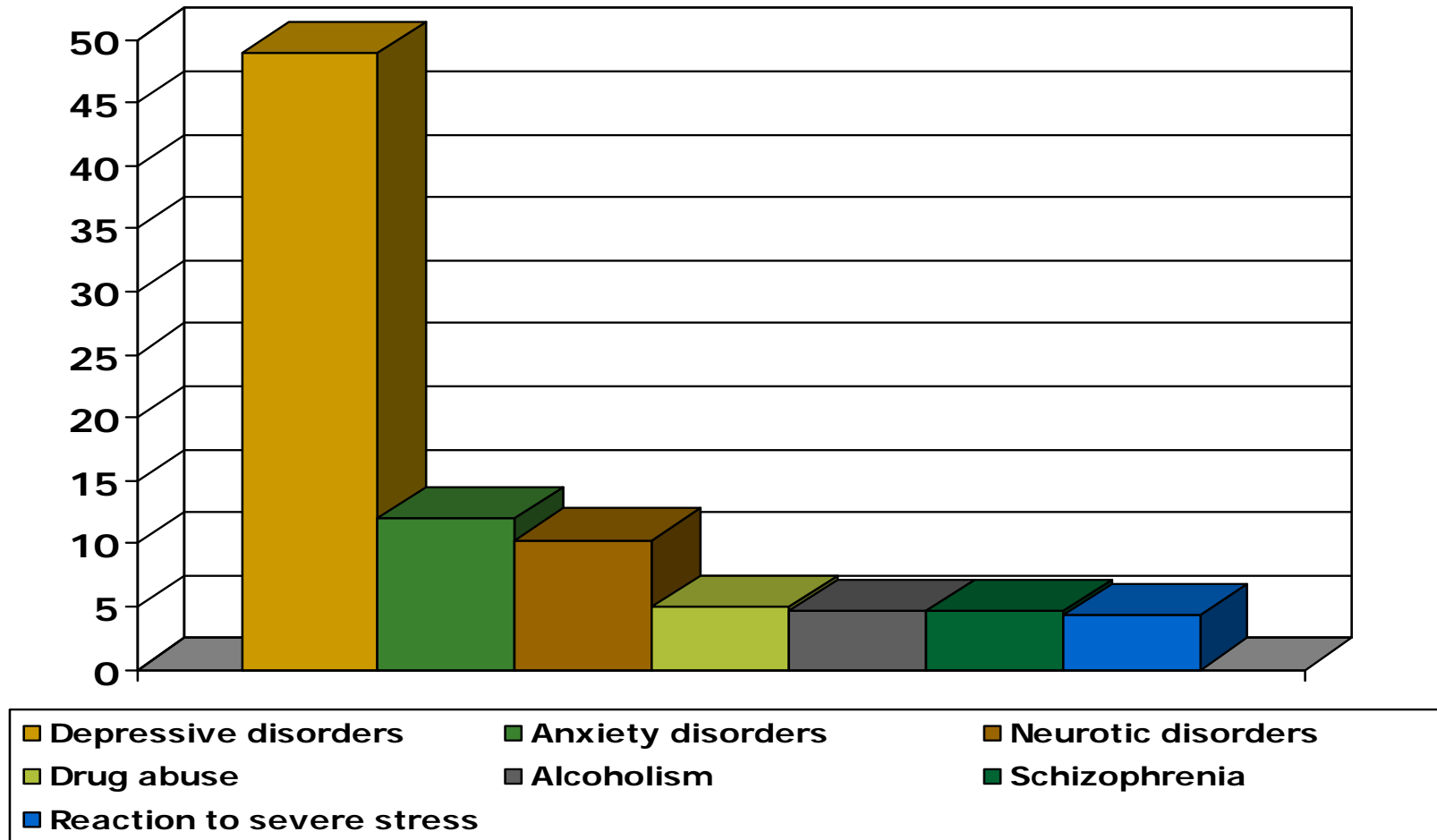
Return to work interventions

- Involve employer, employee and external services
 - May involve:
 - Diagnosis
 - Treatment
 - Medical rehabilitation
 - Vocational rehabilitation
 - Assessment
 - Return to work
-

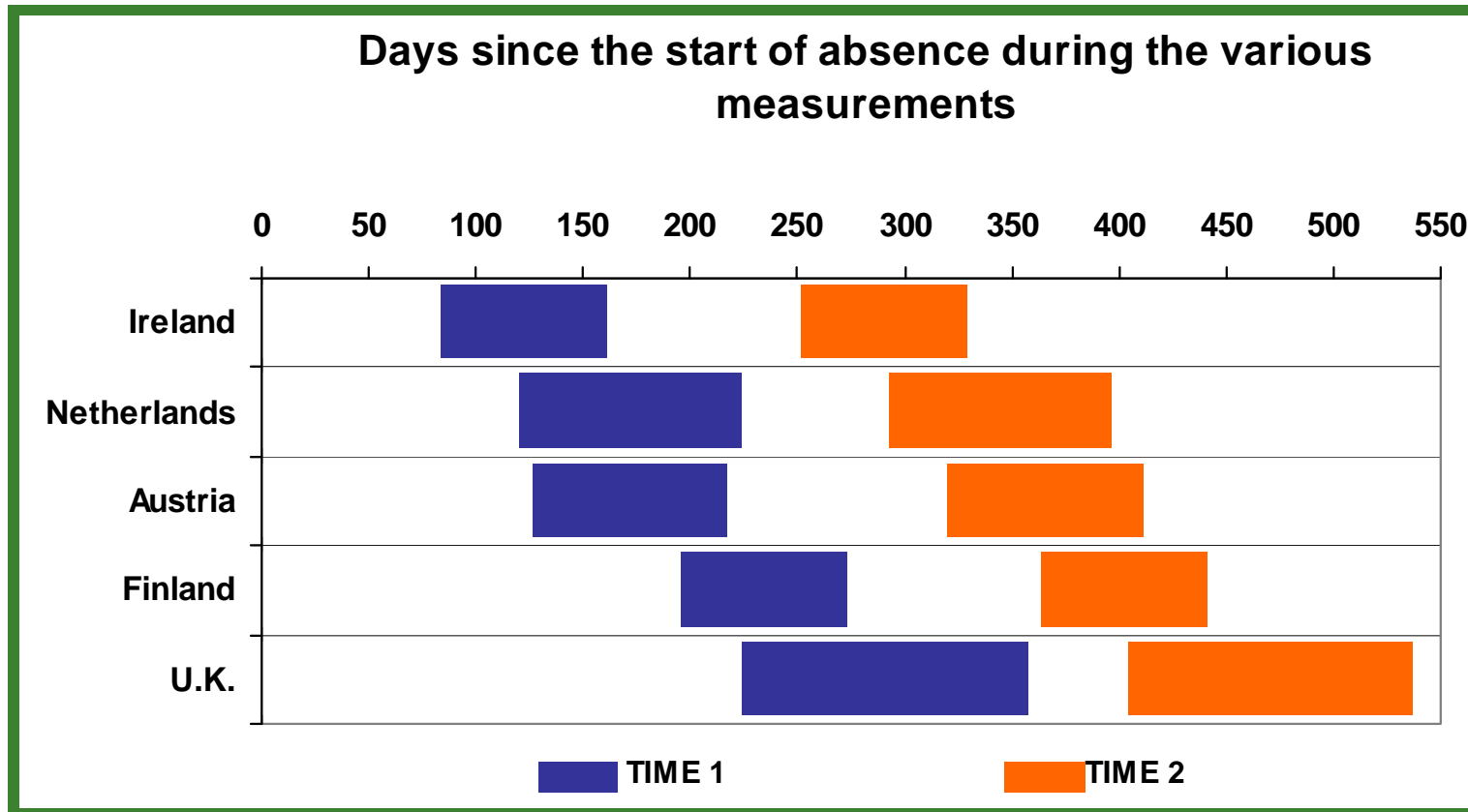
Disability diagnosis (NL)



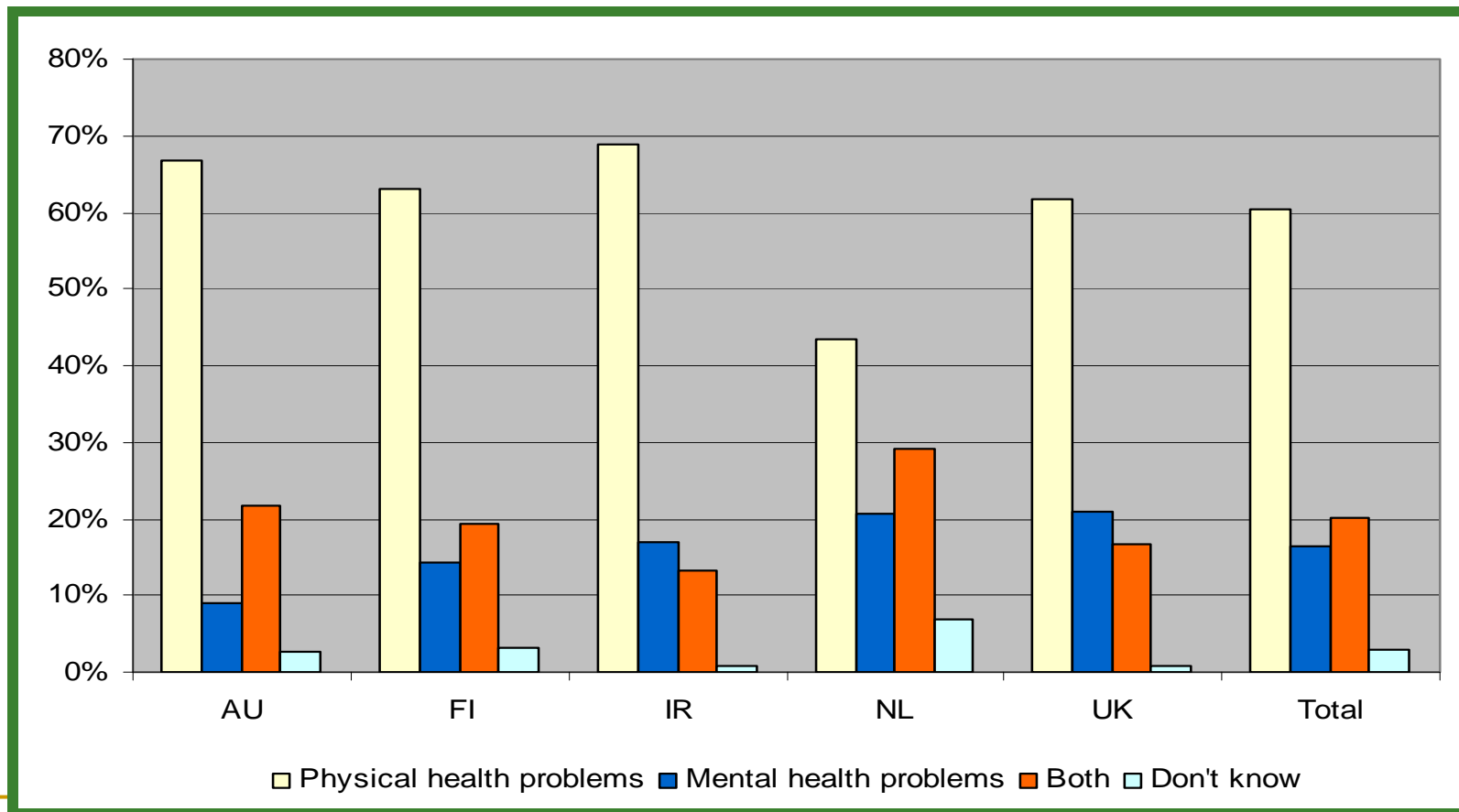
Mental Health Disorders and absence



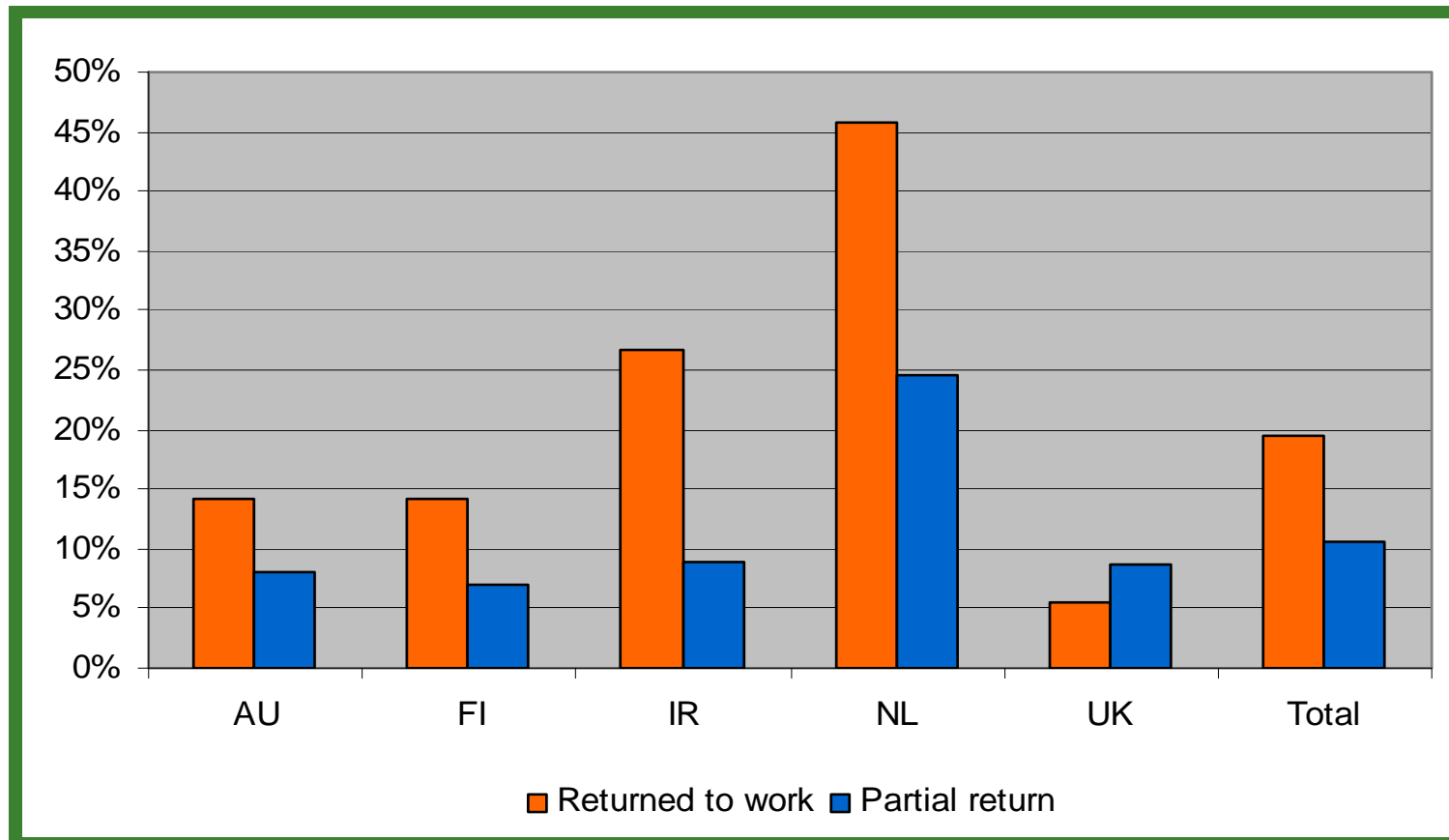
Study Design



Findings: Self-reported diagnosis



Findings: RTW per country



Percentages after excluding full RTW at Time 1

Responsibilities for return to work

	AU	SF	IRE	IT	NL	UK
Diagnosis	PH	PH, OSH	PH	PH	PH, OSH	PH
Treatment	PH	PH, OSH	PH	PH	PH	PH
Med rehab	SI, PH	SI, PH, OSH	PH	PH	PH, OSH, Emp	PH
Voc. Rehab	TR	TR, SI	TR	TR	Tr, Emp	TR
Assess	PH, OSH	PH, OSH, SI	PH, OSH, PI	PH, OSH, SI	PH, OSH	PH, OSH
RTW	None Emp	None	None	None	Emp	None
Funding	SI	SI	SI	SI	SI, Emp	SI
RTW rates						

THE POLICY CYCLE

GOVERNMENTAL / SOCIAL ARENA

1 POLICY

- Public Health
- Quality of Work/Life
- Employment
- Economic
- Equality
- Occupational H&S
- Demography

2 WORKPLACE

3 Policy Domains relevant for workplace

- sickness absence
- accidents & occupational ill health
- health inequity
- social inclusion
- work organisation
- health promotion
- intrinsic job quality
- disability management
- international cooperation and regulations

4 Activities

- services
- structures
- processes
- people
- resources
- ...

INDICATORS

5 Output

- measuring activities
- measuring results of activities

INDICATORS

6 Outcome

- health
- costs
- job satisfaction
- productivity
- retirement
- workability
- ...

INDICATORS

PUBLIC HEALTH

WORK HEALTH



Conclusion

- Stress arises from multiple sources
 - It has multiple outcomes
 - Prevention can work
 - Promotion can work
 - When breakdown happens, RTW tends to be poor
 - PH and OSH/WHP approaches are needed and need to be integrated
-