



## Work in tune with life

### Template Model of Good Practice 1

Work in tune with life **contact person (NCO):**

Name	Anja Dijkman
Organization	TNO Work & Employment
Telephone number(s)	+31-23-5549538
Email address	Anja.dijkman@tno.nl

#### A. Identification and Motivation

**General information** about the MOGP company:

Name of organization	Agis Zorgverzekeringen
Address	Postbus 19
City	3800 HA Amersfoort
Country	The Netherlands
Contact person (name/function)	Marcel Reijmerink, occupational health consultant
Email address	m.reijmerink@agisweb.nl
Telephone number(s)	+31-33-445 5717
Website	<a href="http://www.agisweb.nl">http://www.agisweb.nl</a>
Sector	Financial and insurance activities
Number of employees	1500

(When the company does not want to provide this information a reference to the NCO will be made, which will support the connection to the company if necessary)

**Motivation (max. 100 words)**

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?

Max. 100 words:

**Agis Health Insurance**

Agis is with 1.23 million customers and 1,500 employees one of the major health insurers in the Netherlands. Agis occupies an important position in the Dutch health care system. Desire for innovation, care and attention to learning are important values to Agis. This is also reflected in the health policy of Agis for its employees.

To promote mental health at the workplace Agis makes use of its own 'Health Behavior Model'. Employees who are not (yet) absent, but who do indicate that they experience some kind of mental problems at work are detected with this approach. Depending on the nature of such problems, employees are offered a specific program to increase their resilience. This systematic approach reduced the absence rate of 9% to 2.5% in 2010. In addition, the productivity and wellbeing of employees increased in recent years.

96 punten

**B. Policy and Culture (max. 300 words)**

Please explain how the **health policy** in the company is organized.

Clarify the approach and the reason why a health policy/initiative was initiated.

Indicate how **mental health is integrated/linked** to this general health policy: Conditions fulfilled concerning the integration; mental health part of mission statement; mental health incorporated in organizations' strategies; systems and processes; specific targets on mental health promotion; comprehensive approach of Workplace mental health promotion (WMHP); management involvement.

Max. 300 words:

**From preventing absenteeism to promoting healthy behavior**

About 10 years ago, the absence rate at Agis increased to around 9%. Causes were to be found in subsequent reorganizations. After this turbulent period Agis started to build on one new organization at one location. They also intended to systematically reduce absenteeism. Of course there was also an economic motive in this intention. The costs of absenteeism were indeed very high. But Agis also wanted to reposition itself on its market and the labor market. For its customers, the policyholders, Agis wants the best care. Agis: the Care Enhancer. What Agis wants to be to its customers, is also realized internally for its employees. Core values that Agis incorporates in its mission are care and attention to each other - in addition to desire for innovation. The physical but also mental health of the employees is therefore high on the agenda.

The first years the focus was mainly on preventing absenteeism. Over time the focus shifted from reducing absenteeism to promoting healthy behavior for all employees.

In the policy of Agis, the physical side of health is promoted through a program based on the BRAVO compass, with the components More Exercise, Less Smoking, Moderate Alcohol, Healthy Food and Leisure. For the promotion of mental health Agis has developed its own model: The Health Behavior Model for prevention of psychological problems.

Health policy is embedded in the overall HR policy. The HR tools such as education and employability are all working towards the same goal: empowering employees (mentally) in order to work happily and healthily, now and in the future.

Agis is convinced that the return on investment in health is enormous. Agis has calculated that the



savings on health services, such as reduced use of temporary workers to replace sick workers, are much greater than the investments that were needed to refine health policies. The output and work ability of Agis' employees increased in recent years, as well as their wellbeing. These results are reflected in an absenteeism drop to 2,5% in 2010.

### C. Organisation and Structure (max. 200 words)

**Who is in charge** of and/or involved in the organisation and support of the mental health promotion initiatives?

And are these persons acquainted with the mental health topic?: Specific work group; composition of the group; training on mental health; resources etc.

Max. 200 words:

#### **The implementation of health policy**

The HR department is responsible for all initiatives in the field of health at Agis. Agis houses all the experts, in the belief that only this way the proposed health policy can be implemented successfully. These dedicated professionals work together in an interdisciplinary team and they are the direct executives of the health policy. The team consists of an occupational physician, a social worker and a (psychosomatic) occupational physiotherapist.

There are monthly meetings with all managers. The health of individual employees will then be discussed, but also other relevant current affairs. Every two months there is a meeting with the VGW-committee of the Board Participation, which guarantees the input and support from the employees.

### D. Implementation and Strategy (max. 400 words)

How does the company handle the planning of the initiatives concerning mental health promotion? Who is involved in the planning and implementation of these initiatives? Is the planning linked to a needs assessment? Please explain.

Please describe the initiatives and measures on mental health promotion that were taken in the company: what kind of workplace mental health activities were carried out?

- Promotion of mental health
- Prevention of mental health problems
- Dealing with (workers with) mental health problems at work
- (Re) integration of workers with mental health problems

Max. 400 words:

#### **Activities**

Agis promotes mental health at a particular website on the intranet of the organization. For special actions occasionally organized by Agis, there is always referred to this intranet site. In addition, there is an open consultation hour at the workplace, where anyone can go for any further inquiries. Also, each employee is sent an annual statement of all activities / services that exist within Agis to keep the employees (mentally) healthy.

Agis has 1,500 employees. Each year a group of about 550 people are requested to fill in a questionnaire (a Periodic health examination). In addition, employees also receive a physical check-up. Both are discussed / reviewed with the company doctor. Everyone receives this invitation every three years. Any complaints / causes for absence are thus revealed, so that action can be taken.

Employees can also go to the open consultation hour of the occupational therapist and business physiotherapist to work on their (mental) health.

#### **Promoting healthy behavior**

Agis works with a self-developed model for health behavior that aims to either systematically prevent psychological problems at work or to ensure rapid recovery when mental illness occurs.



Depending on the type of psychological symptoms / causes of absence, employees are offered a different pathway:

- Private Problem: consultation of Staff Welfare (after check by the company doctor)
- Depression / anxiety: Mild form: physical activity (possibly in combination with dietetics).
- Strain complaints: RET training and Coach Training "Tackle stress at work".
- Burn Out: coaching by company doctor

### **Training Tackle Stress at Work**

To keep workers employable without loss of productivity is important to Agis. Agis works on mental resilience in order to prevent complaints. The first part of the training focuses on "leisure" (from the psychosomatic physiotherapy), the second part is training and strengthening problem-solving ability of the participants that are send by a coach / company doctor. Because of these two aims, the training is an interplay between thinking, feeling and doing. The training is for employees who are not (yet) absent due to mental overload.

### **RET Training**

Employees receive training in understanding how your thinking affects your emotions and your behavior. The training aims to change unhealthy, negative feelings and behaviors into healthy feelings and constructive behavior. Employees learn to control stressful situations by applying techniques from Rational Effectiveness Training.

## **E. Evaluation and Lessons Learned (max. 300 words)**

Please describe how the mental health promotion initiatives are being evaluated in your organization. Who is involved in the evaluation and how are the results communicated?

- What are the results?
- What are the lessons learned from the mental health activities: success factors; barriers and ways to overcome

Agis benadrukt dat dit succes alleen te bereiken is als je jarenlang consequent bouwt aan je aanpak. Hiervoor heeft Agis zelf alle benodigde deskundigen in huis gehaald, die samenwerken in een interdisciplinair arboteam. Er is altijd iemand van dit arboteam beschikbaar, zodat medewerkers altijd kunnen aankloppen als er iets is.

Een andere belangrijke succesfactor is de steun van de managementtop van de organisatie, zowel inhoudelijk als budgettair. Het management heeft het geduld kunnen opbrengen om te wachten op de resultaten. Want resultaten bereik je niet op korte termijn, dat is echt iets van lange adem.

Vanuit de HR-afdeling en het arboteam wordt veel geïnvesteerd in de relatie met leidinggevenden, die een belangrijke rol vervullen in de uitvoering van het beleid. Tenslotte zijn openheid, vertrouwen geven en veiligheid bieden aan medewerkers belangrijke succesfactoren in de bedrijfscultuur.

Agis gaat door op de ingeslagen weg en wil zich in de komende periode, naast de voortzetting van bestaande initiatieven, richten op interventies op het gebied van amplitie: het versterken van het psychisch welbevinden van medewerkers om nog beter het potentieel van mensen tot bloei te laten komen.

Max. 300 words:

### **Results**

Through a systematic approach Agis has been able to reduce the absence rate in a period of 10 years from 9% back to 2.5%. The productivity, work ability and wellbeing of the employees increased in recent years.

Agis emphasizes that this success can only be achieved when organizations consistently work on their approach for many years. Therefore Agis chose to incorporate all the experts in the organization and let them work together in an interdisciplinary team of health and safety. There is always someone available at this occupational health team so that employees can always pass by for support.

Another important success factor is the support of the top management, both in content and budget. The management has had the patience to wait for the results. Because results cannot be achieved in



the short term, the approach really requires a long term vision. The HR department and the Health and Safety team heavily invested in relationships with supervisors, who play an important role in policy implementation. Finally, openness, trust and security for employees are considered key success factors in corporate culture.

Agis continues on this path and aims to focus, in addition to the existing initiatives, on interventions in 'amplitie': strengthening the mental wellbeing of staff to better utilize people's potential.