



GOOD WORK

werken aan de randvoorwaarden voor
goed gezond werk

21 februari 2019

Tamara Raaijmakers, programmamanager en auditeur

werken aan de randvoorwaarden voor **goed, gezond werk**

integrale
aanpak



wij vertellen

meten, sturen,
veranderen



wij begeleiden

vragen naar
maatwerk



wij antwoorden

meten, sturen,
veranderen



*wij begeleiden
werknemers,
werkgevers en
zorgverleners*

Gluren bij de buren informeel leren in de praktijk Loopbaan, inzetbaarheid

[https://centrumwerkgezondheid.nl/
gluren-bij-de-buren/](https://centrumwerkgezondheid.nl/gluren-bij-de-buren/)



meten, sturen,
veranderen



*wij adviseren
overheid en politiek*

Fit for Work programma werkbehoud bij chronische aandoeningen



www.fitforworknederland.nl



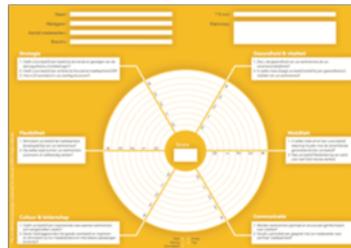
vragen naar maatwerk



*wij antwoorden
branche, sector,
beroepsgroep,
verzekeraars
vakbonden etc*

Maatwerk

- Advisering
- Coaching
- In company workshops
- Tools, scans en toolboxes
- E-learnings
- Congressen, werksessies, Masterclasses
- Exchanges, (buitenlandse) bedrijvenbezoeken
- good workathon



integrale aanpak



*wij vertellen
bedrijven
hoe ze kunnen
verbeteren*

iHMQ audit en certificering

Integrated health management and quality

www.ihmq.org



ENWHP is achtergrond van iHMQ

- European Network for Workplace Health Promotion (ENWHP)
- Gestart in 1995
- Brussel DG Sanco
- NL: VWS en Centrum GBW
(gezondheidsbevordering op de werkplek)



<https://www.enwhp.org/>



Definition WHP

Workplace Health Promotion (WHP) is the combined efforts of employers, employees and society to improve the health and well-being of people at work.

This can be achieved through a combination of:

- improving the work organisation and the working environment
- promoting active participation
- encouraging personal development

Healthy employees in healthy organisations

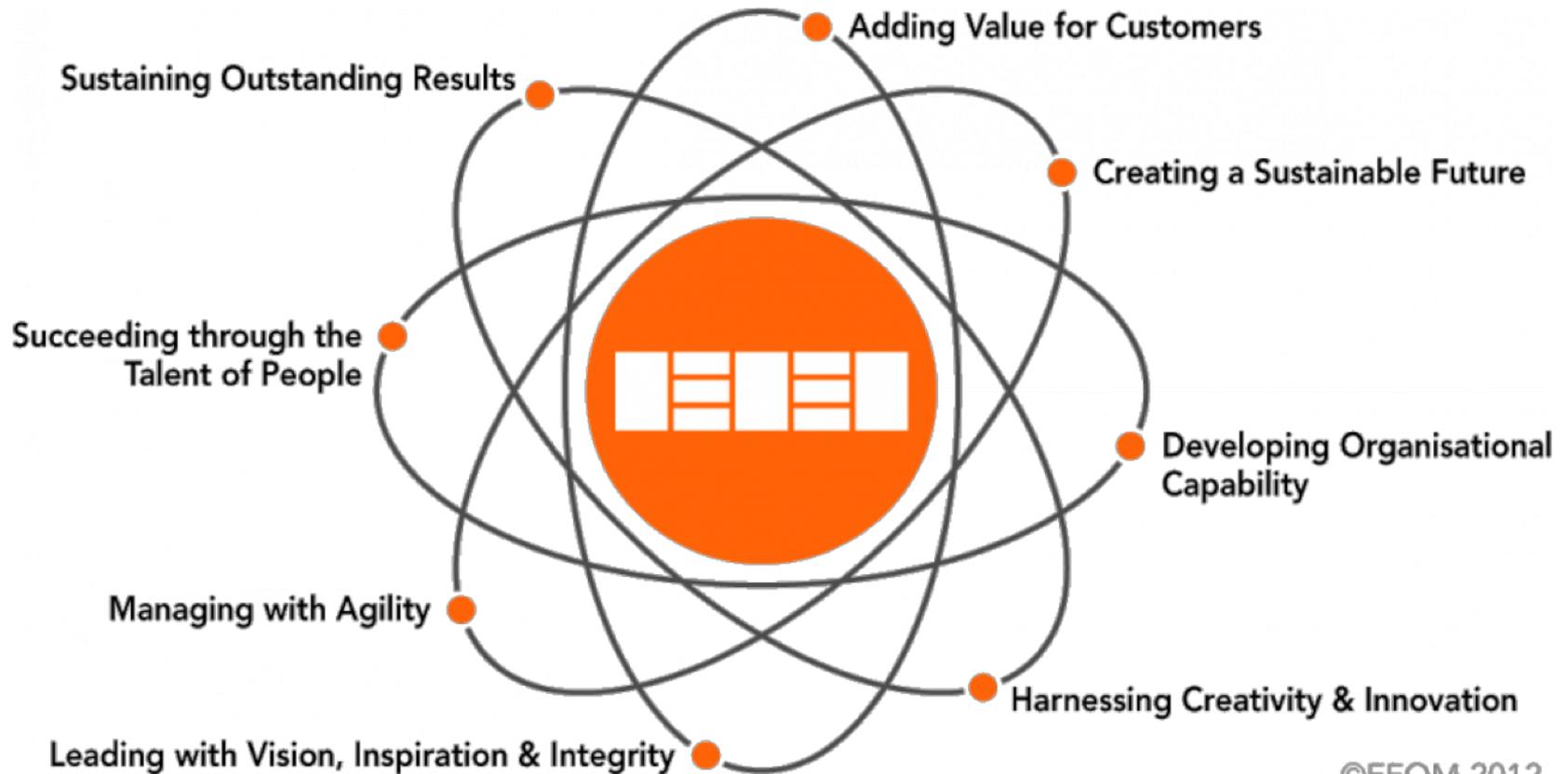
Healthy organisations for healthy employees

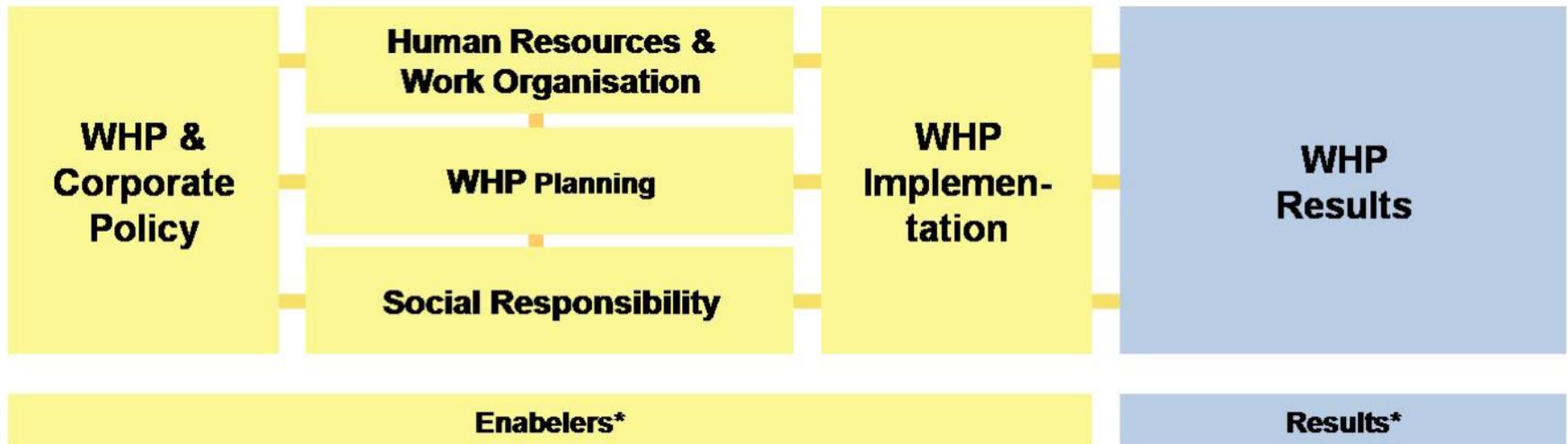
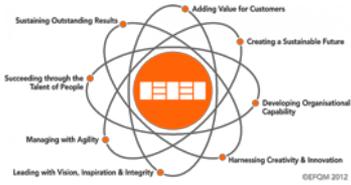
MOGP programma (1995-2002)

- MOGP Models of Good Practice
- Criteria voor WHP
- Vragenlijsten voor WHP
 - Algemeen/grote bedrijven
 - Overheid en administratief
 - MKB

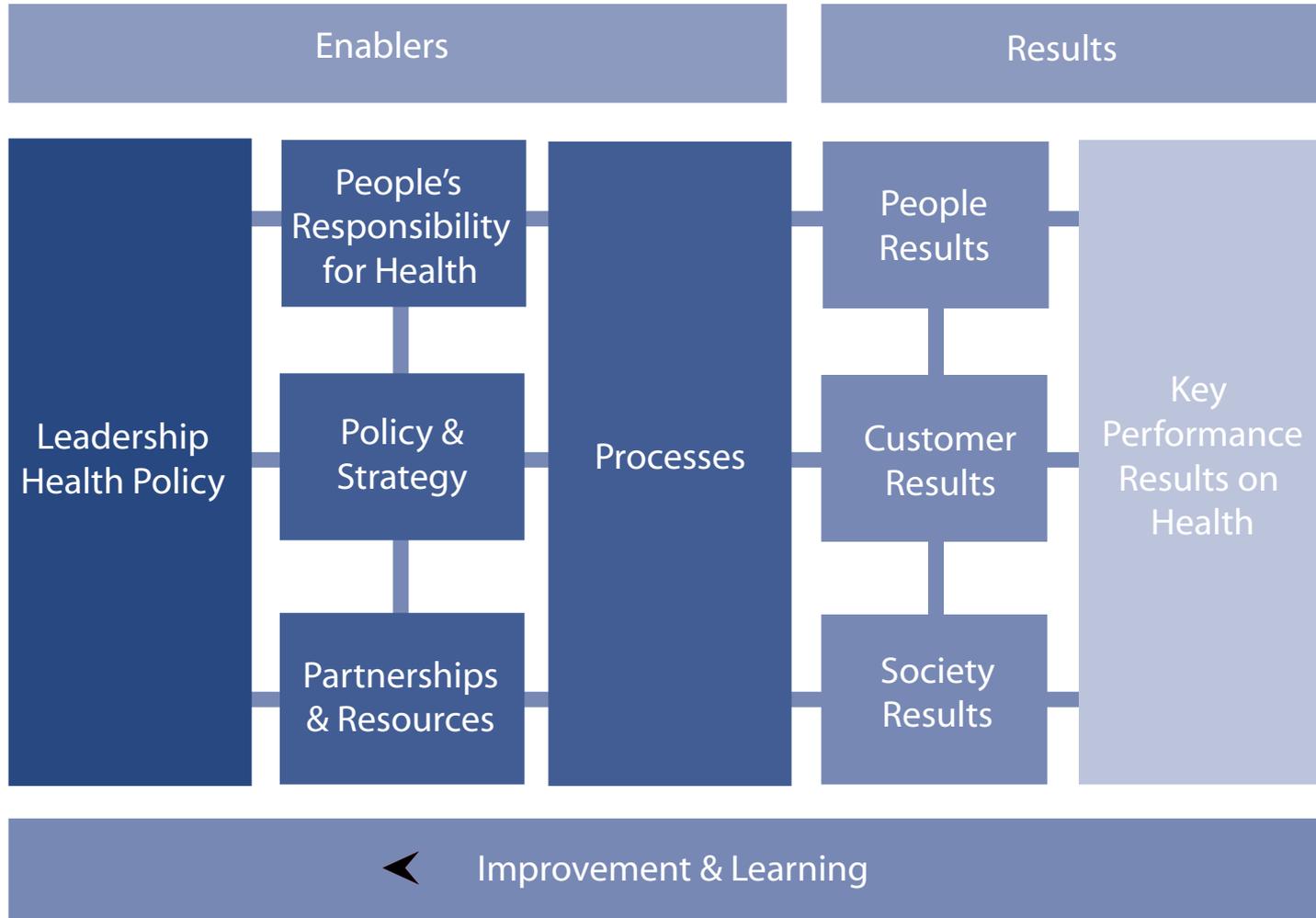
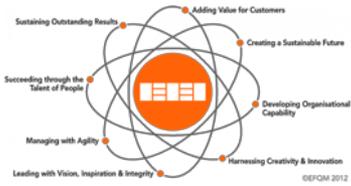


basis: kwaliteitsmodel INK/EFQM





*** The enablers include all procedures and structures which a health-promoting organisation needs. These lead to the corresponding results**

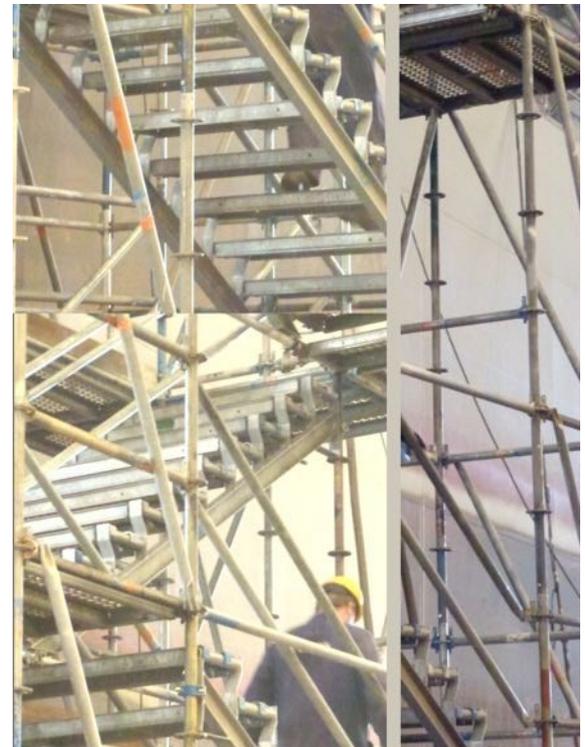


1. Leadership Health Policy	Algemeen beleid en management
2. People's Responsibility for health	Medewerkersbetrokkenheid
3. Policy & Strategy	Beleidsmatige aandacht, communicatie)
4. Partnership & Resources	MVO
5. Processes	Onderdeel van bedrijfsvoering
6. People results	Kwalitatieve indicatoren – medewerkers
7. Customer results	Indicatoren klantniveau - tevredenheid
8. Society results	Effect van organisatie op omgeving
9. Key performance results on health	Indicatoren gezondheidsmanagement financieel en niet financieel

Type indicator	Uitkomstmaat
Financieel	Te herleiden tot harde euro's, zoals: productie- en omzetcijfers
Kwantitatief, niet direct financieel	Klanttevredenheid medewerkerbetrokkenheid/tevredenheid
Kwalitatief, niet direct financieel	Werksfeer Communicatie Klantcontact
Kostenbesparing	Foutmarges in het werk (of: percentage foutvrij werk) Werving- en selectiekosten Verzuimkosten (of: participatieverhoging) WGA premies/uitkeringskosten (of: activeringskosten) UWV boetes voor ontoereikende re-integratie inspanning
Toegevoegde waarde	Gemotiveerd en betrokken personeel Goed opgeleid personeel, ook voor werk buiten de organisatie (duurzaam inzetbaar) Cultuur van creativiteit en innovatie Bedrijfsimago

Concrete voorbeeld: win-win-win

- **IHC: steigerbouw in eigen beheer**
- Veiligheid 
- Gezondheid 
- Kosten 



iHMQ waarderende werkwijze

- **Verdiepen, verbeteren, versnellen**
- Bevestiging van goed beleid en goede praktijk
- Op waarderende manier
- Met betrokkenheid van medewerkers
- Zodanig dat het 'eigen' voelt

iHMQ randvoorwaarden

- **Voldoen aan (arbo) wetgeving**
- Ambitie hebben rond gezondheidsbeleid
- Openstaan voor verbetering
- Betrokkenheid van medewerkers en OR/PVT
- Ervaringen willen delen met anderen

MOGP: Model of Good Practices

waternet

DU PONT

Zilveren Kruis



Interpay

Active Living

VERZUIMVITAAL
EEN GEZONDE VISIE OP EEN VITALE WERKOMGEVING



Unilever



FAD Gemeente Den Haag

B&G WEGVERVOER

Waterlandziekenhuis

ARBONED

INC

Het Motorhuis
Bouwt het verschil!

BOVAG

FNV
BEGGENDEN

COV

De Unie
verliefd op Invalide en Arbeidsloos

Van den Bergh Nederland

PRICEWATERHOUSECOOPERS

ministerie van Financiën

uniqema

provincie Overijssel

SIEMENS

OS
gezondheidsmanagement

In de praktijk



Eerste audit (preliminary):

1. Korte online vragenlijst
2. Groepsgesprekken en interviews
3. Document analyse
4. Rondlopen en gesprekken op de werkvloer



OUR PEOPLE

- more than 3,000 employees
- in 39 locations worldwide
- 44.3% with a higher education or university diploma





Preliminary audit – concrete voorbeelden



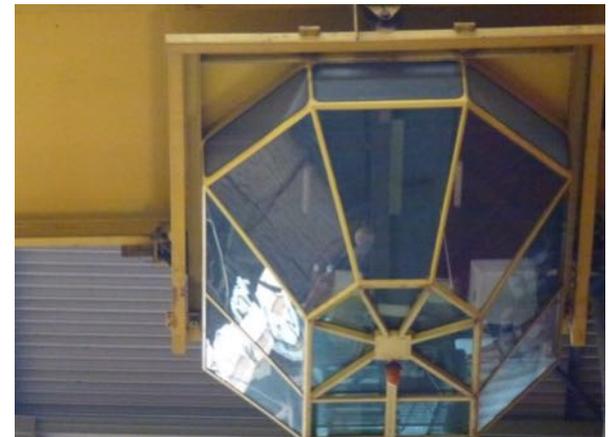
2011-2012

Uitmuntend:

- Gezondheidsmanager, bedrijfsarts en fysio op de site
- Veiligheidseisen en video voor ingeleend personeel/externen

Aanbeveling:

- Meer integrale beleidsmatige aanpak en dichter tegen het werk aan (kwaliteit, veiligheid, functie/taakgericht)
- Rookbeleid, ADM beleid



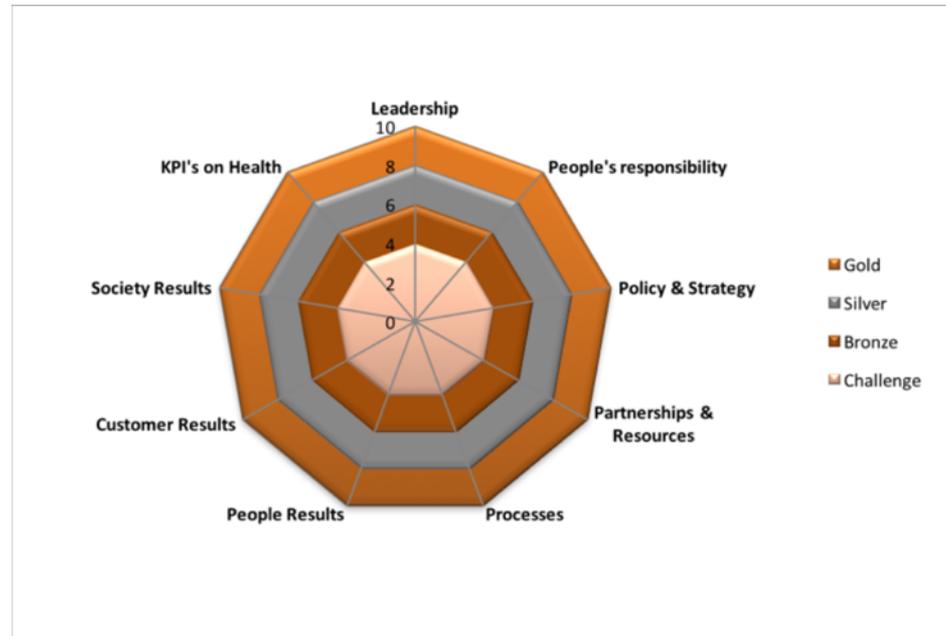


Business value of health

Preliminary Audit
2018 September



Paul Baart



Interviews

[name]	Board of Directors
[name]	Chairman of the Board
[name]	Group Director HR
[name]	Manager HR
[name]	Senior manager sales
[name]	Manager department
[name]	SHEQ Manager

Collective Interview

[name]	OR member
[name]	Company doctor
[name]	Communication Specialist
[name]	HR specialist
[name]	Senior Manager
[name]	Team Leader
[name]	Team Leader
[name]	Healthy working
[name]	H-value

Documents (examples)

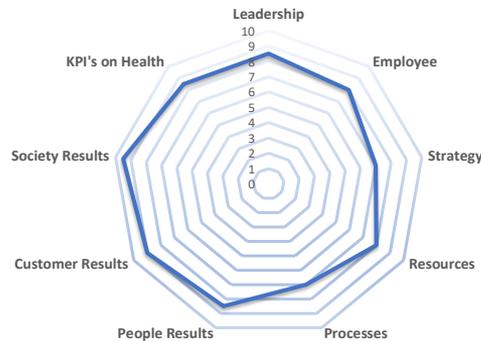
- WatMerkenWeVanGezondWerken.pptx
- Leidinggeven Vakspecialisten.pdf
- Fast Development Program.pdf
- Value Case Gezond Werken.pdf
- Kickoff.pptx
- Brochure On Boarding.pdf
- Presentatiesheet.PDF
- Verzuimoverzicht.xlsx
- Indicatoren Duurzame Inzetbaarheid.pptx
- Week rapportage.pptx
- Corporate presentation.pptx
- Brochure Leidinggeven aan gezondheid.pdf
- nieuwe stijl interventies.docx
- Health prevention def_EN_UK.PPTX
- coach presentatie.pdf
- info voor leidinggevend BA.pptx
- Informatie externe ondersteuning.docx
- Jaarplan voor extern gebruik.xlsx
- Masterthesis.pdf
- DI.doc
- Rapportage resultate.pptx
- Screenshots Health Program.docx
- Screenshots Leren en Ontwikkelen.docx
- Social Plan.pdf
- Specialistenoverleg.pptx
- Strategiekaart.pptx
- Strategisch HR Plan.pptx
- Health campaign.pptx
- Verslag gezondheidsmanagementoverleg.docx
- Wat en waarom Gezondheidsmanagement.docx

Resume

The commitment of [company] aims at achieving good business results, good products and optimal customer service. [Company] does this by investing in employees' vitality and health so that they can also provide sustainable production and high quality. At the [company], the auditors find an exceptionally good combination of targeting and optimizing a healthy work environment. To stimulate healthy work and individual health, realizing business goals and individual perspectives. The policy is shaped by well-defined policy outlines and clear and qualitative and quantitative goals for the short and long term. High-quality internal and external professionals support the policy, especially by stimulating and teaching teams and appealing and training executives. [Company] makes her approach visible by activating the surroundings of the buildings from which she works, the layout of the workplaces, and by the individual and collective exemplary behavior of the members of the Board of Directors and the management. When temporary workers can fully participate in the policy and [company's] approach, we can speak of a Golden Organization!

Appreciation

[Company] = Silver/Gold



[Logo Company]

Business value of health

Preliminary Audit
Date XXX



auditors
date

Any resemblance to existing organizations, persons or titles is based on coincidence

Health Management [Company]

Mission

Investing in vitality and health leads to more job happiness, better employability and better performance. Therefore, we deliver more added value to our customers (Value case).

- Healthy work
- Understandable & Credible
- Personally relevant
- Innovative & distinctive

Vision

Employee Responsible to appear fresh at the start
Employer Top performance demands top support
Supervisor/manager to give a good example and get tools to support employees

Stakeholders:

1. Customers
2. Employees
3. Business partners
4. Shareholders

Suggestion

Make the policy available to hired staff, chain partners and providers

Success factors

- Health support
 - Occupational Physician
 - Psychologist
 - Physiotherapist
- Programs
 - Healthy Working
 - Dynamic Work
 - Platform
 - Healthy work campaign
 - Coordination with departments

ORGANISATION

RESULTS

1. Leadership

Strengths

- Board of Directors is the portfolio owner.
- Sustainable employability = Health management is a topic in "all" policy areas.
- Health Management budget is part of the budget.
- HR Director is the secretary and operationally responsible for specialist operational approaches: campaign, programs.
- Health facilities, trainings are available to all employees.
- Leaders are (partly) responsible for HM and receive active support (HR, MD training)
- Exemplary behavior of the Supervisory Board and Management.

Suggestions

- Responsibility. With [company's] active role, it can make a difference for working conditions and vitality, including for hired staff and, for example, staff of carriers. For example, by HM criteria and conditions in agreements with providers, collaborators, suppliers, etc.
- Strengthening the relationship between brands through the connection with healthy working approach.

2. Employees

Strengths

- Employees are addressed on their own initiative, responsibility and involvement.
 Employee support by executives, professionals and programs:
- Online Health Guidelines (Measurement, Advice, Training / Behavioral Change)
 - Team / individual training
 - Healthy work, support for daily work and sustaining it
 - Dynamic working, move-up-your-work-week and lunch walks
 - Health campaign
 - Lifestyle: Smoking, Stress, Nutrition, Sleep, Moving
 - Onboarding, introduction of new employees and new executives

Suggestions

- Anyone working for [company] - hire agents, service providers, partners - take part in health policy (good employability, chain responsibility).
- Relate family members of employees to the [company] approach.

3. Strategy

Strengths

"[Company] considers it importance that employees constantly pay attention to and work on their sustainable and broad employability. Only then are employees able to anticipate changes as well as possible."

- Strategy card
- T shape professional: coordination between Healthy Working Programs and Production Departments
- Attention to [company] approach of HM and SE in recruitment of new staff (advertisement text of job vacancies).
- Attention for 'appreciating goodbyes' on resignation. Employees then leave with confidence (= sustainable employment with other work) and remain [company's] ambassador .
- In addition to the Training Centre, 'warm' transfer can take place through [company's] people and providers network.

4. Resources, good work environment

Strengths

- Resources for training, team and individual support are in place:
- Getting health care at the premises
 - Campaign
 - Health training
 - Arrangement of working environment is aimed at moving - consultation routes, bicycle workplaces, height adjustable desks.
 - Preventing 8-9 hours of same type of work.

Suggestions

- Hired staff (flex forces, catering, security, counter, maintenance, etc.) are equally involved with SE and HM, with the same facilities.
- Extra attention to noise in call centers. There are differences between locations. Noise canceling headsets can improve customer conversations and reduce stress for employees.

5. Process

Strengths

The integration of SE and HM into daily affairs is a school example of integration: GM as an element of business management.

It plays a role:

- Production agreements
- Yearly talks
- Functional profile of workplace managers and employees
- Skills of workplace managers and employees
- Management
- T shape professionals in the departments
- Supporting services

Suggestions

- Further integration with work and business by emphasizing the relationship between health and work with benefits for employee and [company] (business value of health).
- Do not offer more than 8 hours of work, even in call centres.
- In addition to running, standing and cycling, it also builds task roles or task widening (especially for call centre employees). Good for health and for sustainable employability.

6. Employee results

Strengths

- HM and SE integration with work and annual interviews
- High participation MD
- Programs
- Health squares
- High scores in employee involvement research
- Low absenteeism

Suggestions

- [Company] 'alumni' network: loyalty and pole for talent.

7. Customers

Strengths

- Business results are the measure: number of satisfied customers.
- HM products and services have a strong relationship with the organization's way of working.

Suggestions

- Products and services for employees are probably also good customer products.
- The first contact of a customer is often with an employee who is not or temporarily employed by [company]. This employee often has the least amount of control space, less access to health facilities, and is often not covered by HM and SE policy. Investing in this group is investing in the quality of products and services (value case).

8. Society

Strengths

- [Company] sponsors associations, research and initiatives in the field of health.
- Presenting [company's] approach in forums of professionals.

Suggestions

- To propagate the good of your own organization:
- Deploying [company] management ideas and examples at customer collectives.
 - Network meetings with customers for exchange.
 - Colleges at business schools by managers and MT aimed at healthy business operations and healthy management.
 - Coaching managers / management of customer organizations by experienced people of [company].

9. KPI's Health

Strengths

- Employee
- Balance work and private life
 - Working pressure acceptable for type of work
 - Vitality
 - Fitness
 - Resilience
- Employer
- Productivity ↑
 - Employability ↑

Supervisor

- Responsible to set a good example
- Optimum HR support

KPIs available on:

- Production
- Employee satisfaction
- Sick leave
- Long-term absence

Targets were amply achieved

Suggesties

KPI's

- Errors ↓
- Efficiency ↑
- Innovative ideas for products and services ↑
- Similar KPI's in agreements with service providers
- What do customers notice from the health policy of [Company]
- Value case or healthy working

Definitieve audit: international





2018

Uitmuntend:

- Integraal beleid – SHEQ
- Management en medewerkers: verantwoordelijk- en betrokkenheid

Aanbeveling:

- Nog meer onderling uitwisselen
- Extern personeel PBM's
- Health and safety overseas



GOLD CERTIFICATE



International Institute for Health Management and Quality

The board of IHMQ declares that



Developed an integral vision and practice on health management that meets the GOLD standard of the international institute for health management and quality in the year 2018

IHMQ

P.C. Baart MA
general manager



www.ihmq.org



CEO Dave van der Heijde
nieuwsjaarspeech 8 januari 2019
(filmpje 3 min)



Meer info achtergrond en werkwijze van iHMQ

Certificering als een management tool voor gezonde bedrijfsvoering
Gezonde werknemers in een gezonde werkomgeving

Opgesteld door Tamara Raaijmakers MSc, Stichting Centrum Werk Gezondheid en international Institute for Health Management and Quality (iHMQ) in opdracht van het Ministerie van Sociale Zaken en Werkgelegenheid

21 november 2013



Rapport [Certificering als een management tool voor gezonde bedrijfsvoering](#).

Opgesteld in opdracht van het ministerie van Sociale Zaken en Werkgelegenheid.

www.ihmq.org

- Models of Good practice
- Criteria
- Flyer

Leuke deal!

Als je binnen nu en 3 maanden een bedrijf interesseert voor iHMQ audit en certificaat, mag je deelnemen aan het auditteam en zo proeven aan de iHMQ methode



maakt mensen beter
maakt organisaties beter

Meer informatie

centrumwerkgezondheid.nl

werkgezondheid.nl

ihmq.org

fitforworknederland.nl

targetatwork.nl

werkenchronischziek.nl

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