



Taking action to improve health for all



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Are Healthcare Organizations Healthy Work Ecosystems? Health and Well-Being of Health Professionals

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Laboratório Português de Ambientes de Trabalho Saudáveis



- Worldwide, healthcare cost constraints, digital transformations, and workforce instability, among other challenges, make healthcare professionals a vulnerable group within the healthcare system.
- Healthcare professionals often face heavy workloads and stressful working conditions, which can have a negative impact on their physical and mental health.
- Higher patient acuity
- Chronicity of care
- Lack of physical or psychological safety
- Perceived job security
- Diminished team support
- Physical or psychological demands (e.g., constant exposure to illness and moral conflicts)



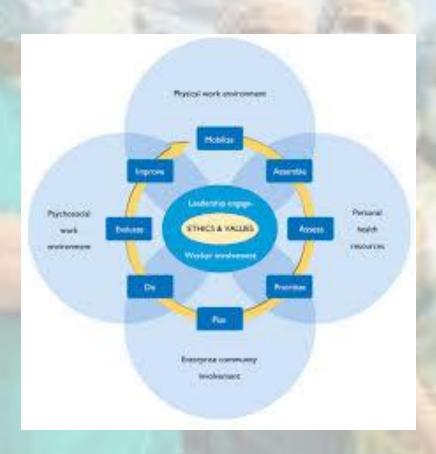
This high risk to mental health and well-being poses a major public health concern and threatens the delivery of quality care. Therefore, it is crucial to identify and mitigate these work-related risk factors to protect healthcare workers' mental health and well-being



Currently, many countries are experiencing challenges in the education, employment, deployment, retention, and performance of their healthcare workforce. This highlights the importance of engaging both international and national policy-makers to empower the role of mental health and occupational health professionals and promote the mental well-being of these workers.



Healthcare organizations must prioritize creating healthy and safe work environments by considering these challenges. Research indicates that fostering healthy work environments that prioritize the health and well-being of healthcare professionals is crucial for improving recruitment and retention. This contributes to better patient and societal outcomes and enhances organizational performance.



- According to this conceptual model, a healthy work environment integrates central dimensions such as the organization's ethics and values, leadership commitment, and professional involvement, which are then integrated into four environments:
- The model also advocates promoting healthy working environments as an ongoing process that involves diagnosing, defining priorities, planning, implementing, and evaluating again in a process of continuous improvement that should involve all stakeholders inside and outside the organization.

- Health professionals are among those with the greatest psychosocial risks at work, namely linked to the pace of work, cognitive and emotional demands, stress, and burnout.
- This situation worsened with the COVID-19 pandemic and has recovered in the years since. Social and economic changes are also putting a strain on the public health system and organizations, including the ageing population, patients' greater demands for healthcare, and the economic recession. The challenges facing human resource management in healthcare today are partly the result of these cumulative shocks.
- In Portugal, these aspects have gained a lot of relevance as they have added to the great competitiveness of growing private health organizations that are increasingly attracting health professionals from the public sector, accumulating a nearly exclusive dedication to the private sector which thus abandons the public sector.

- This highlights the importance of engaging both international and national policy-makers in empowering the role of mental health and occupational health professionals to promote the mental well-being of workers.
- o In Portugal, previous data concluded that professionals working in the hospital setting are vulnerable to psychosocial risk factors and burnout, emphasizing the need to increase awareness on the work-related consequences for workers and their organizations, as well as the development of healthy environments that promote healthcare professionals' physical and psychosocial wellbeing.
- The aforementioned WHO model can be operationalized through the EATS (Ecosystems of Healthy Work Environments) instrument.
- We want to answer the following research question:
 - "What is the relationship be-tween the work environment of the health organizations of the National Health Service (SNS) and the mental health and well-being of health professionals"

Hospital administrators' results

SWOT Administrators

Strengths
Weaknesses
Constraints
Opportunities
Proposals for Improvement



SWOT RESULTS

Themes- SWOT	Categories	Subcategories
Strengths	Organisation_Management	Mission Values
		Resources
		Strategy
		Skills
	Profissionals	Mission Values
		Work Conditions
		Skills
	Patients	Trust and satisfaction
		Healthcare provision
		Skills
Weaknesses	Organisation_Management	Lack of resources
		Skills
		Strategy/Execution
	Profissionals	Work Conditions
		Skills
	Patients	Improvement Access, Facilities and Procedures
		Care Provision
		Literacy_empowerment

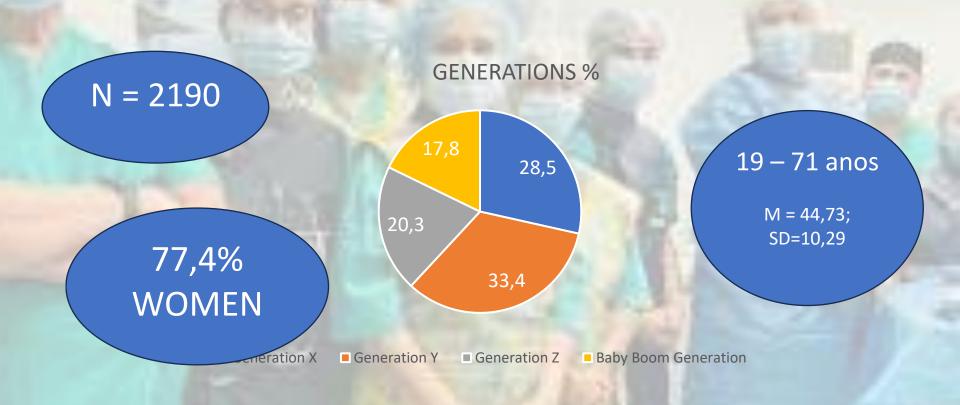
SWOT RESULTS

THEMES - SWOT	Categories	Subcategories
Improvement Actions	Administration Management	Autonomy
•		Strategic planning of the organisation's work
		Communication and organisational involvement
		Innovation
	Procedures	Interconnection of networks and software
		Streamlining processes
		Improving coordination with the community (services and partnerships)
	Facilities	Modernisation
	Profissionals	Improving contractual conditions
		Improving working conditions
		Improving labour relations
	Patients	Improving access, facilities and procedures
		Improving care provision
		Promoting literacy

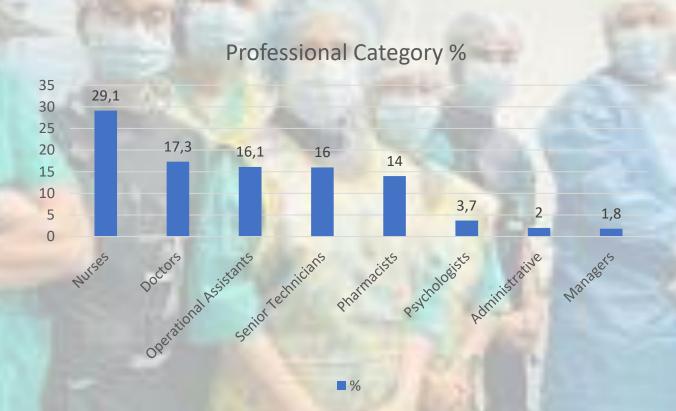
2021 - 2024



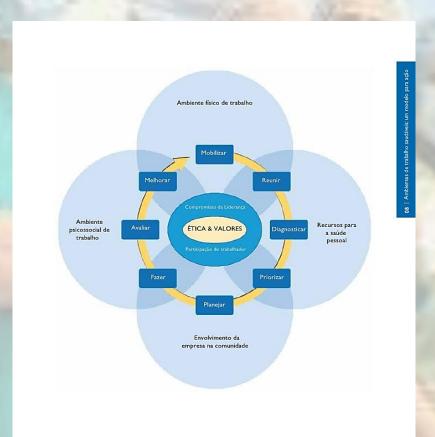
LABPATS - Method



LABPATS - Method



Healthy Workplace Ecosystems (EATS)



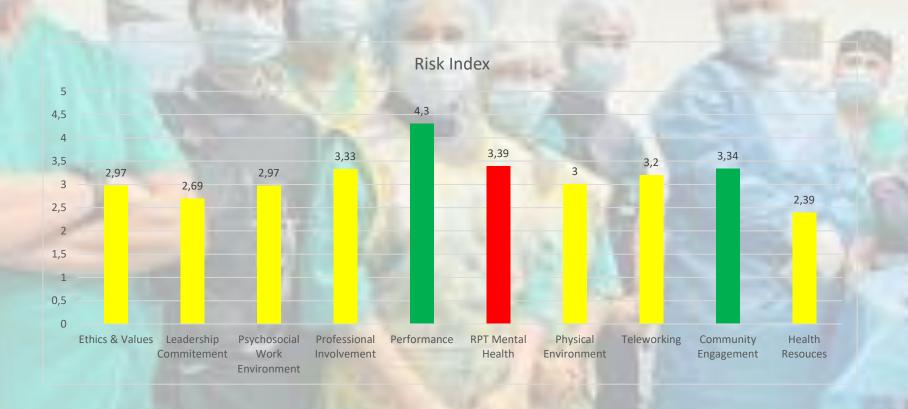
- Organisational Ethics and Values
- Leadership Commitment
- Professional Involvement
- Psychosocial Work Environment
- Teleworking (LABPATS)
- Physical Environment
- Community Involvement
- Health Resources

Gaspar, T., Faia-Correia, M., jesus, S. Machado, M. C., Xavier, M., Guedes, F. B., Pais-Ribeiro, J., & Matos, M. G. (2022). Ecossistemas dos Ambientes de Trabalho Saudáveis (EATS): Instrumento de Avaliação dos Healthy Workplaces. *Revista Psicologia, Saúde & Doenças, 23*(1), 252-268. https://doi.org/10.15309/22psd230124

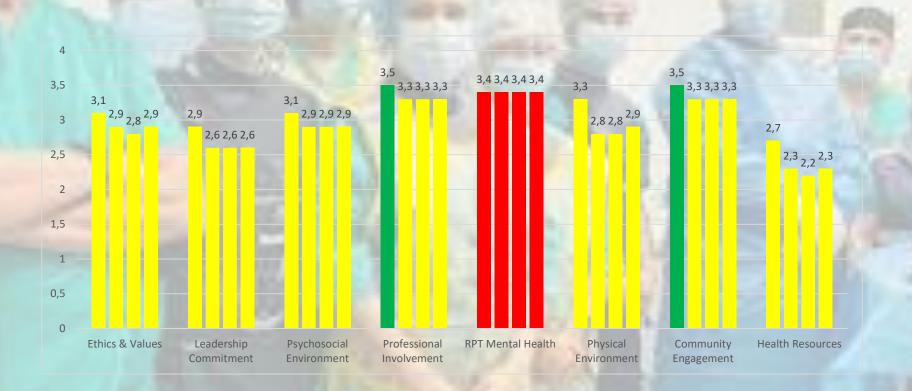
Results

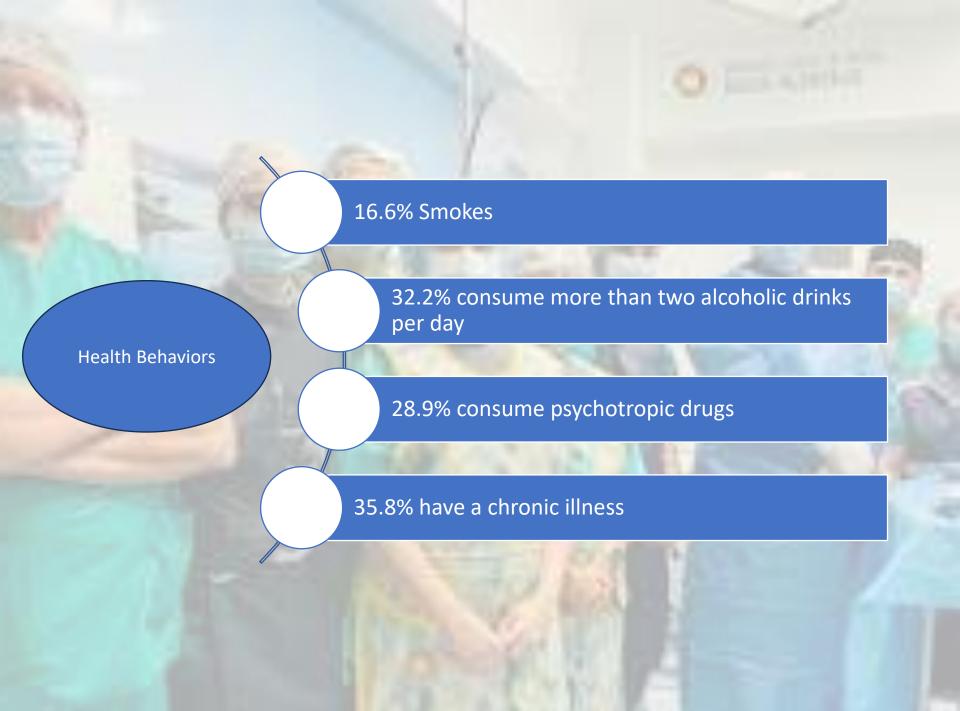


Risk Index

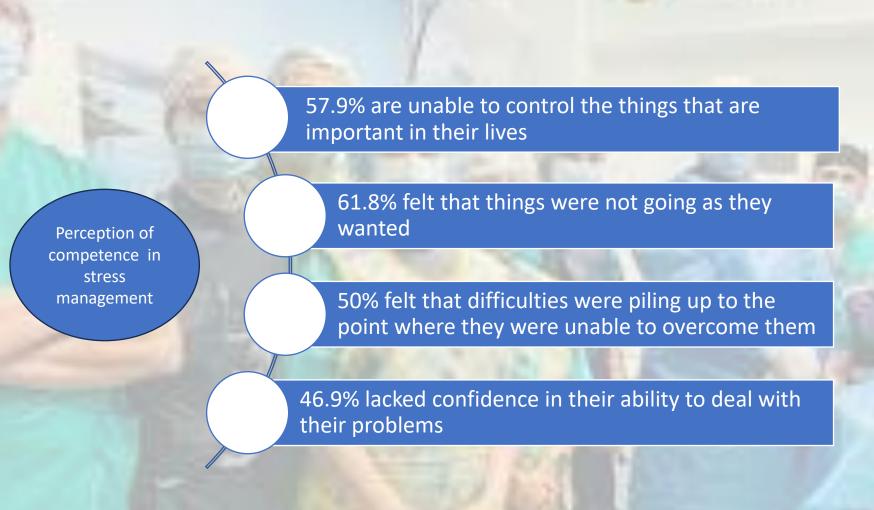


Risk Index - Evolution 2021-2024









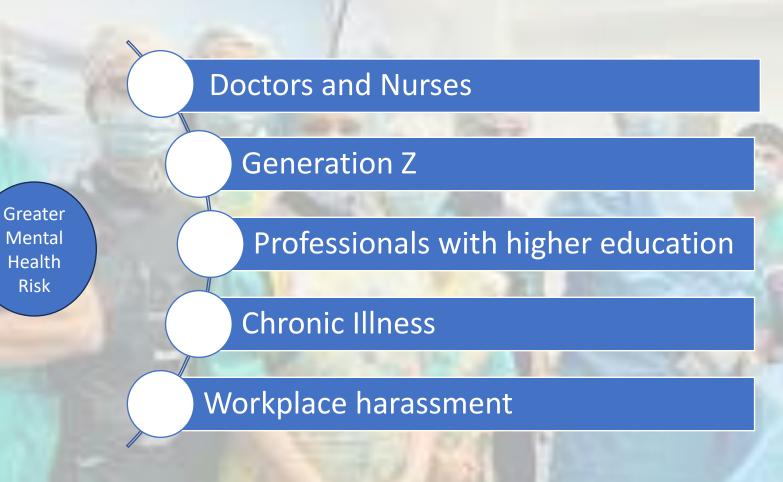
Mental Health Risk

Burnout

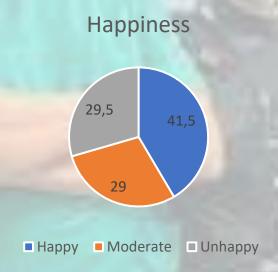
87%
At least one symptom

61,4% 3 symptoms

Workplace harassment 25,4%

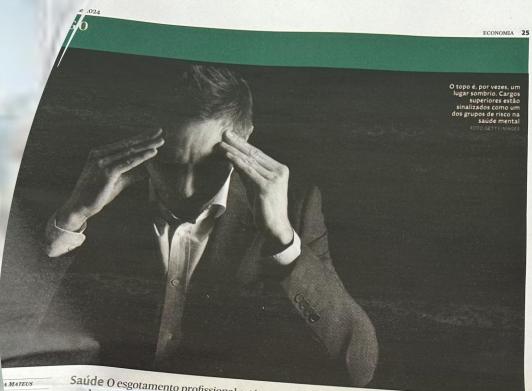


ECOSYSTEMS OF HEALTHY WORK ENVIRONMENTS (EATS) Happiness





Managers



o passado, 1914 dentes executi-EO) de empretinacionais m os seus 19 morrenções, no 's númea neri-

Saúde O esgotamento profissional está a aumentar entre os gestores de topo. Alterações do modelo de gestão durante a pandemia e conjuntura de incerteza económica dos últimos anos aumentaram a pressão sobre os líderes. Segundo os especialistas, são cada vez mais os que equacionam se querem mesmo um lugar no topo

E quando é o líder em burnout?

também a geração mais próxima dos cargos de liderança — é a que está pior na saúde mental, não só por via do trabalho e das responsabilidades laborais mas mais porque está particularmente sobrecarregada a cuidar de pais idosos e filhos sem capacidade para subsistirem sem a sua ajuda financeira".

Jovens não querem o poder

Este cenário tem levado muitos líderes a reequacionar a sua visão de carreira, pesando se a recompensa associada ao cargo de liderança - posição, salário, status - lhe

Government

RECOMMENDATIONS FOR PROMOTING HEALTHY WORKING ENVIRONMENTS

- Evidence-based, medium and long-term and monitored policies
- Policies that enable and encourage a culture of health and well-being
- Reconciliation policies
- Development/performance pay
- Articulation between the different levels of service provision and greater investment in prevention

RECOMMENDATIONS FOR PROMOTING HEALTHY WORKING ENVIRONMENTS

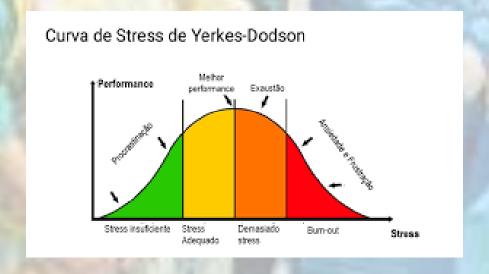
Leadership

- Leadership skills and profile
- Autonomy with responsibility
- Involvement of professionals in performance management
- Autonomy, flexibility, accountability, communication and fairness
- Promoting teamwork
- Making the well-being of professionals a priority in human resources management practices
- Leadership coaching

RECOMMENDATIONS FOR PROMOTING HEALTHY WORKING ENVIRONMENTS

Professionals

- Self-care
- Assertiveness and management of objectives and limits
- Professionalism
- Teamwork
- Continuous training



Next Steps LABPATS 2025 ...

Local Health Units as Healthy Work Ecosystems

The main objective of the study "Local Health Units as Healthy Work Ecosystems" is to characterize and monitor the work ecosystems of Local Health Units.

In 2024, the organization of the SNS was restructured, integrating hospitals, hospital centers and groups of health centers into a single entity in the form of local health units (ULS), with the aim of providing greater integration of care and more rational management of care provision.

Expanding knowledge in this area will enable us to characterize, understand and propose forms of intervention that are appropriate to the needs of present and future healthcare organizations, workers, patients and society.

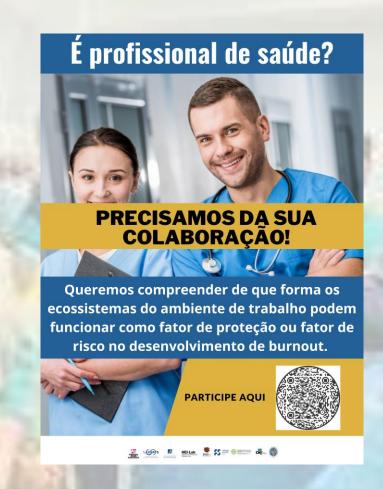
Next Steps LABPATS 2025 ... Local Health Units as Healthy Work Ecosystems

Outcomes

The results and recommendations will be reported by the LABPATS team through a local or global report and presentation.

Monitoring

It is proposed that the evaluation be replicated in 2026 in order to monitor the adaptation measures and monitor the process of implementing the ULS.







- Want to join the Portuguese Laboratory for Healthy workplaces and evaluate your organisation?
- Just contact Tania Gaspar laboratoriopats@gmail.com

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