

# Sustainable working conditions for health care professionals

*– from theory to practice*

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# Shortage of healthcare professionals

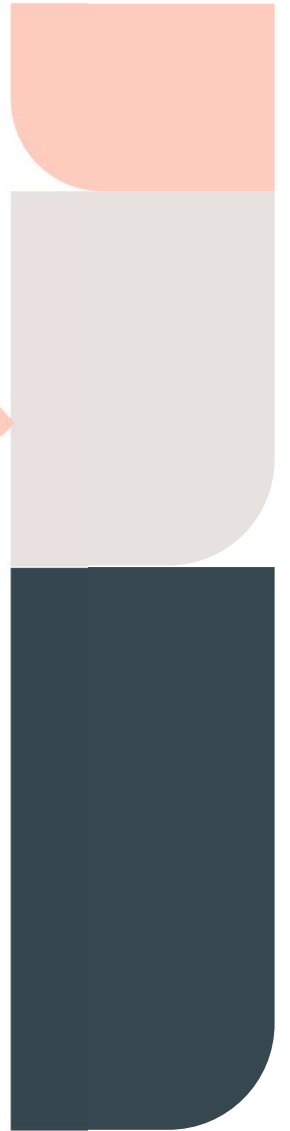
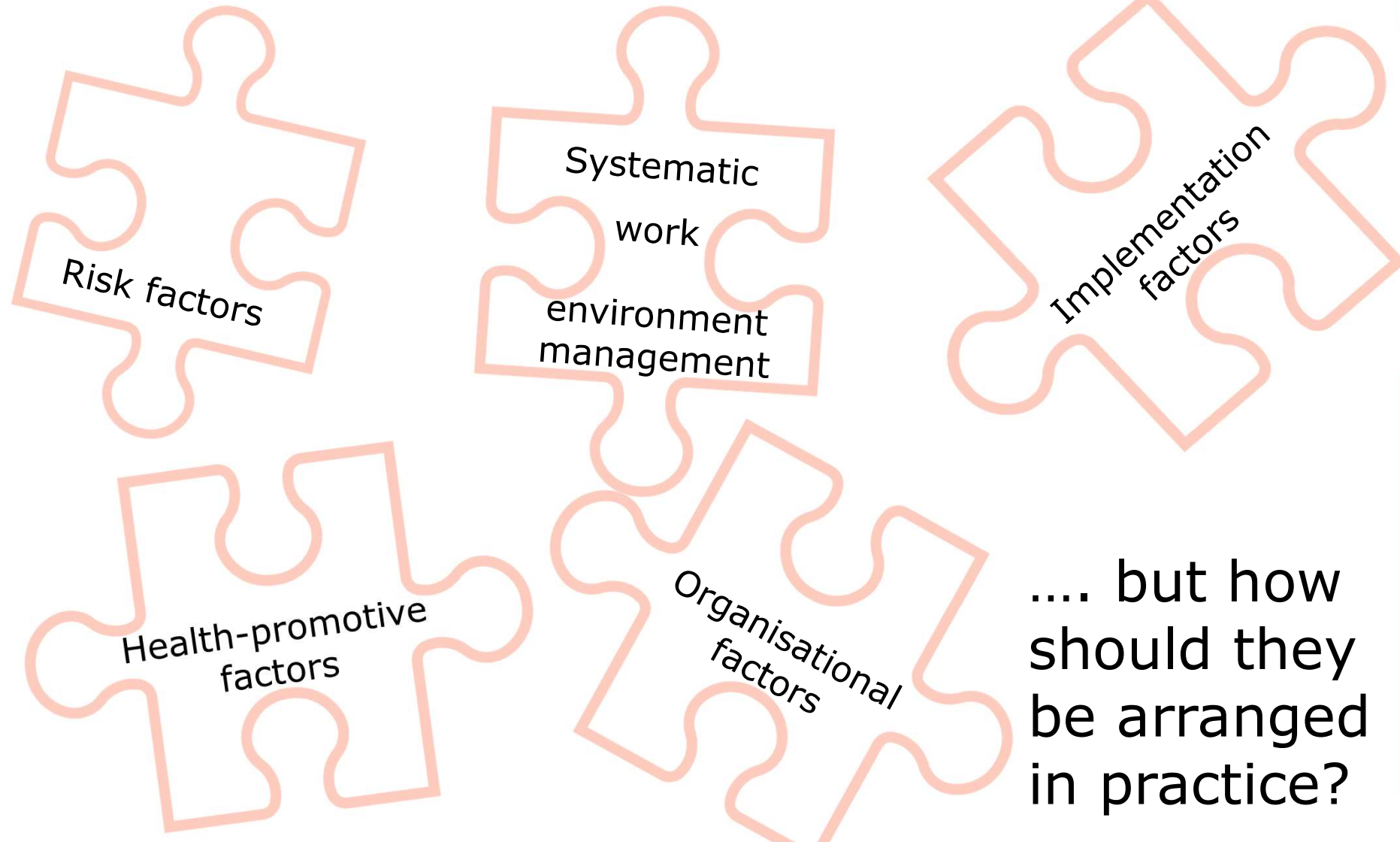
- WHO estimates a projected shortfall of 10 million health workers by 2030
  - a shortage of 120 000 healthcare professionals in Sweden by 2026
- Will impact the healthcare organisations and it's employees
  - New technologies and working routines
  - Need for working conditions that attracts and retain healthcare professionals

*WHO 2024, Salar 2018*

# Employee health and wellbeing



Most of the pieces are there....



# Levels in the systematic work environment management

Individual level

*improve the physical or mental health of individuals, often involving lifestyle activities*

Group level

*improve the social interaction between individuals at the workplace*

Organisational level

*Workplace level*

*Structural level*

*ensure that structures, policies, and routines are designed to benefit occupational health*

# Perspectives in the systematic work environment management

## Rehabilitation

*intends to cure illness  
or recreate health from  
a state of ill-health*

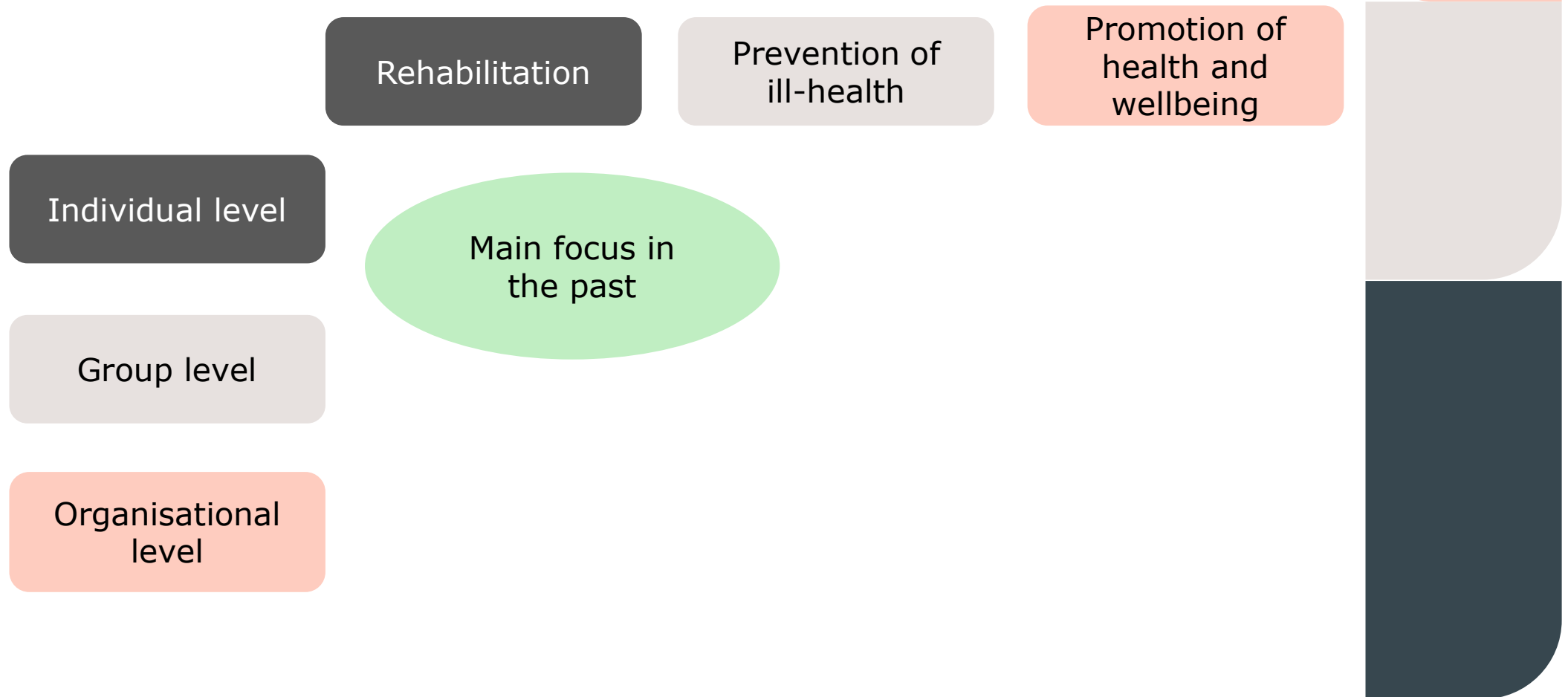
## Prevention of ill-health

*assume a pathogenic  
perspective, aiming to  
eliminate or reduce risk  
factors and prevent ill-  
health*

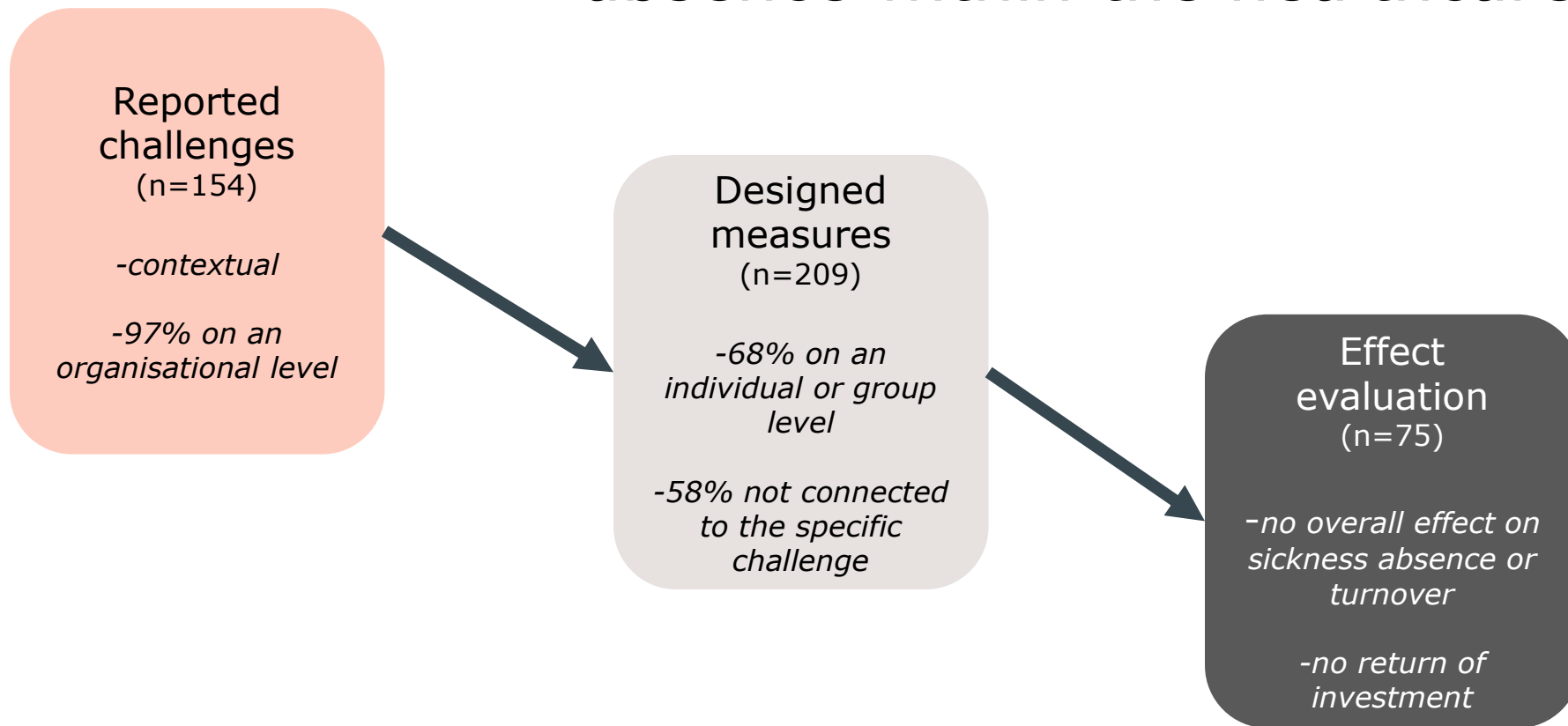
## Promotion of health and wellbeing

*actions with a salutogenic  
approach, targeting  
empowerment and  
enabling people to  
increase control over, and  
to improve, their health*

# Creating sustainable working conditions

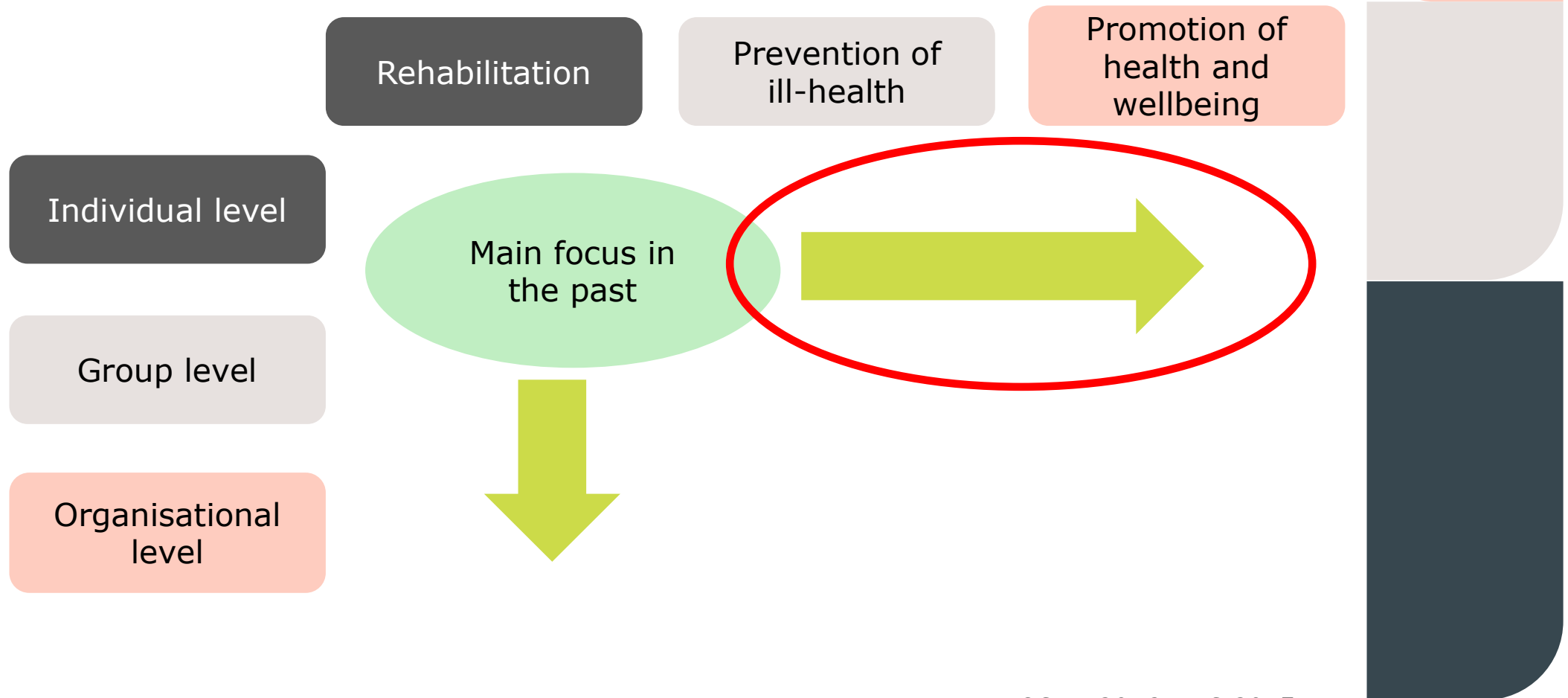


# Analysis of interventions aiming to decrease sickness absence within the healthcare





# Need for a shift in perspectives



# Promotion of health and wellbeing and prevention of ill-health

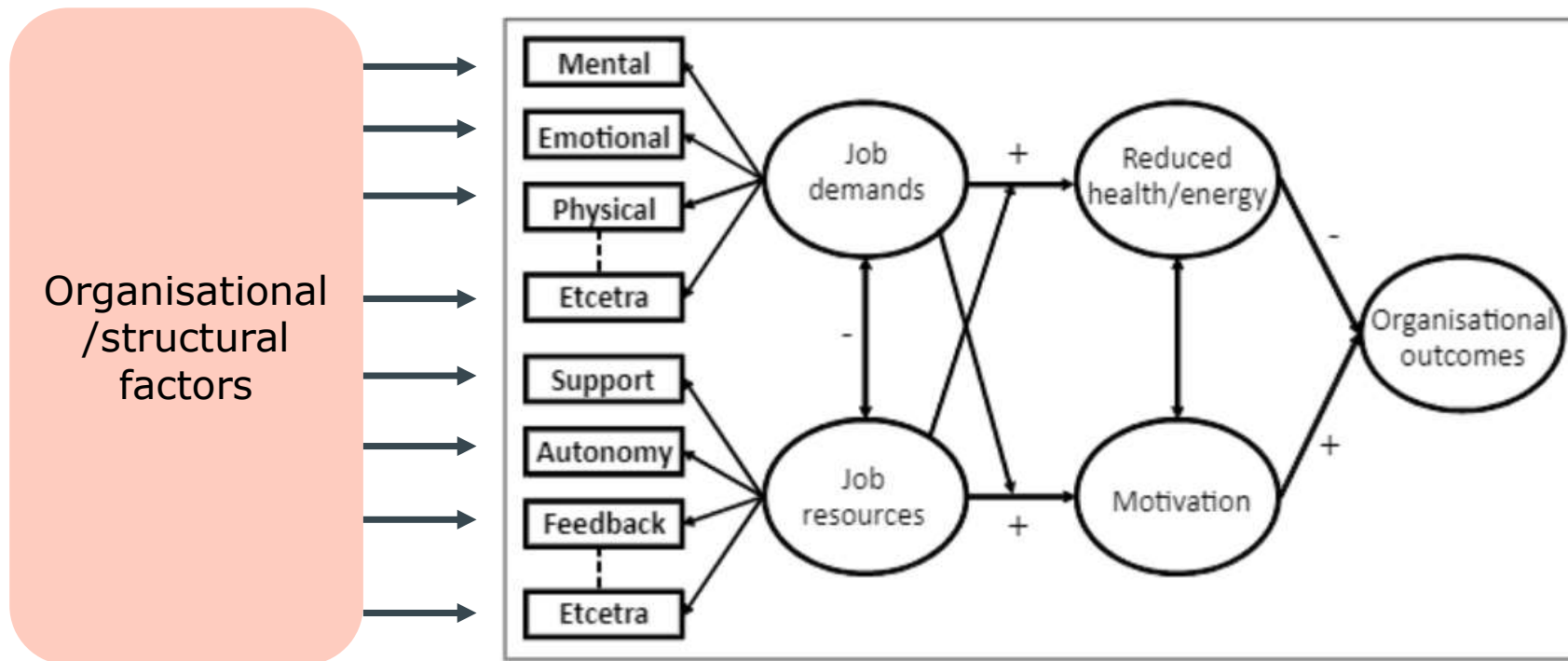
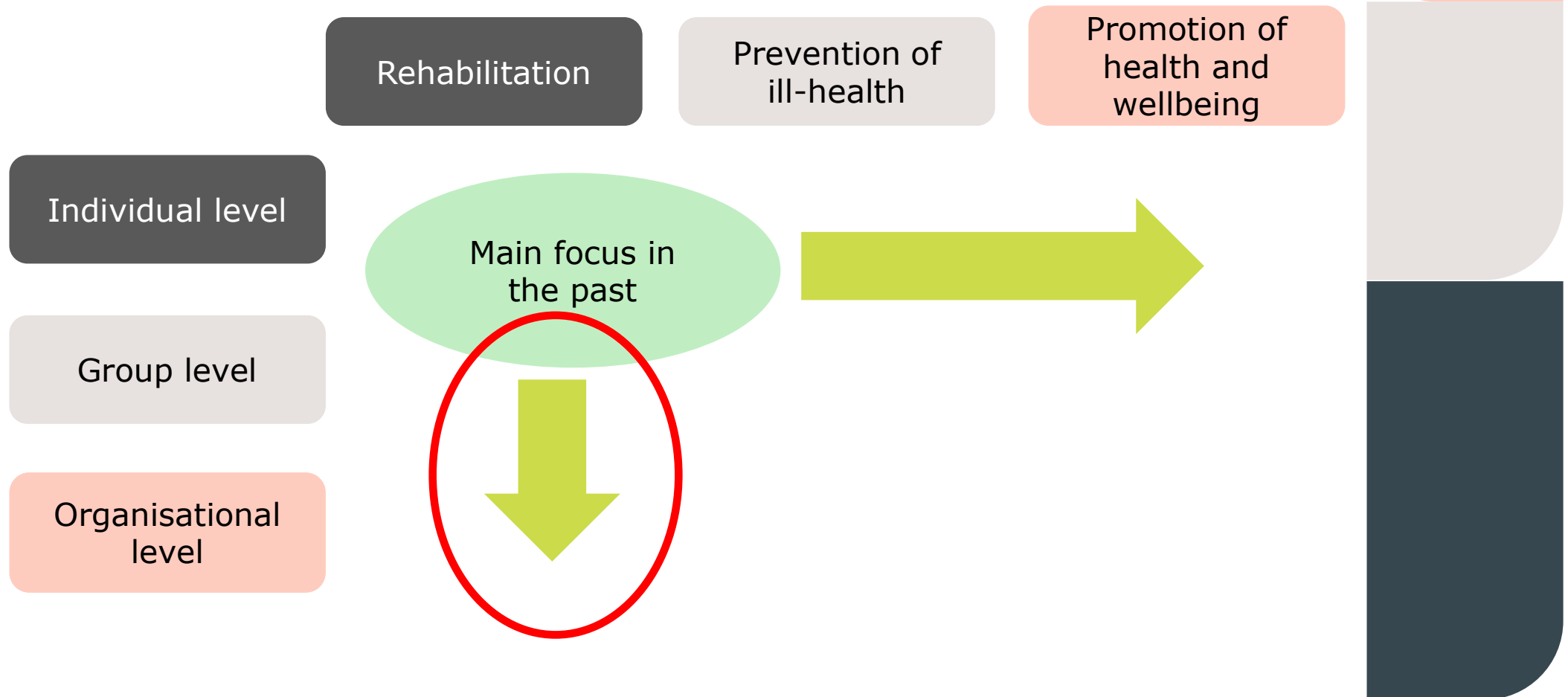


FIGURE 1: Two different underlying psychological processes play a role in the development of job-related strain and motivation.

Demerouti, E., & Bakker, A.B. (2011). The Job Demands–Resources model: Challenges for future research. *SA Journal of Industrial Psychology* 37(2)

# Need for a shift in perspectives



# Designing and implementing workplace interventions on an organisational level

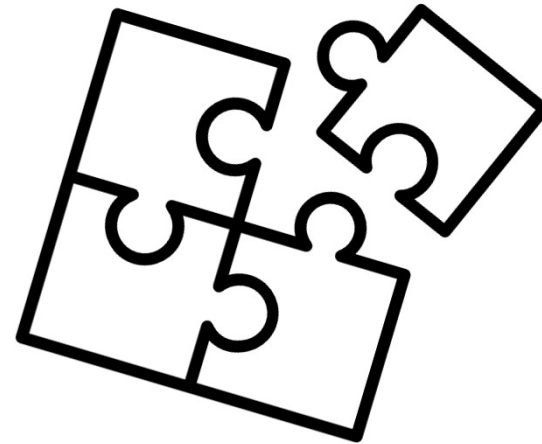
Principle	Design	Implementation	Evaluation
1. Ensure active engagement and participation among key stakeholders	What is the appropriate level of participation for different stakeholders and over different phases?	How can commitment, influence and ownership among relevant stakeholders be maximized?	What data and methods will yield results that are acceptable and credible to stakeholders?
2. Understand the situation (starting points and objectives)	Who are the key organizational stakeholders and what are their needs?	Have new challenges emerged?	How is the situation changing?
3. Align the intervention with existing organizational objectives	How will the intervention influence important organizational outcomes?	What unexpected trade-offs and tensions between objectives are emerging?	
4. Explicate the program logic	How do we expect the intervention activities to influence outcomes?	What implementation strategies are needed to bring about the change?	What should be measured and when?
5. Prioritize intervention activities based on effort-gain balance	Which activities have the potential of providing the greatest gain for the least effort?		
6. Work with existing practices, processes, and mindsets	How can the intervention be integrated into existing practices, processes, and mindsets?	Which existing structures can be used, and which needs to be challenged, to facilitate implementation?	
7. Iteratively observe, reflect, and adapt	How adaptable can the intervention and its processes be to emerging issues?	What feedback loops are needed for the intervention to be continuously adapted and improved?	What data is needed, and when, for evaluation of iterative improvements?
8. Develop organizational learning capabilities	How can the intervention become a vehicle for learning in the organization?		What can the organization learn about how it approaches change?
9. Evaluate the interaction between intervention, process, and context			What works for whom, when, and why?
10. Transfer knowledge beyond the specific organization			What knowledge can be accumulated and transferred to other situations/organizations?

Figure 1. Ten principles for how to design, implement, and evaluate organizational interventions.

von Thiele Schwarz, Nielsen, Edwards, et al (2021) How to design, implement and evaluate organizational interventions for maximum impact: the Sigtuna Principles, European Journal of Work and Organizational Psychology, 30:3, 415-427,

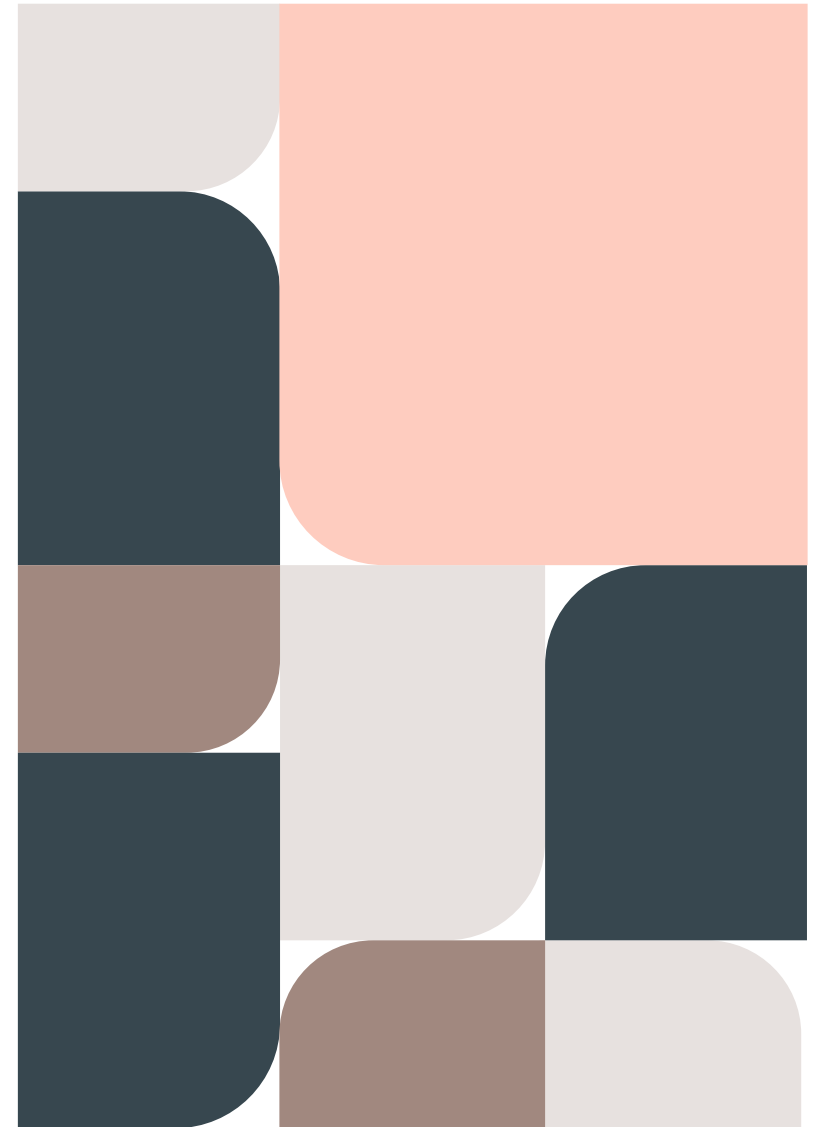
# A shift in perspective requires:

- Knowledge on organisational factors of importance for employee health and wellbeing within the healthcare
- Structures and working routines that secures the presence of these factors within practice





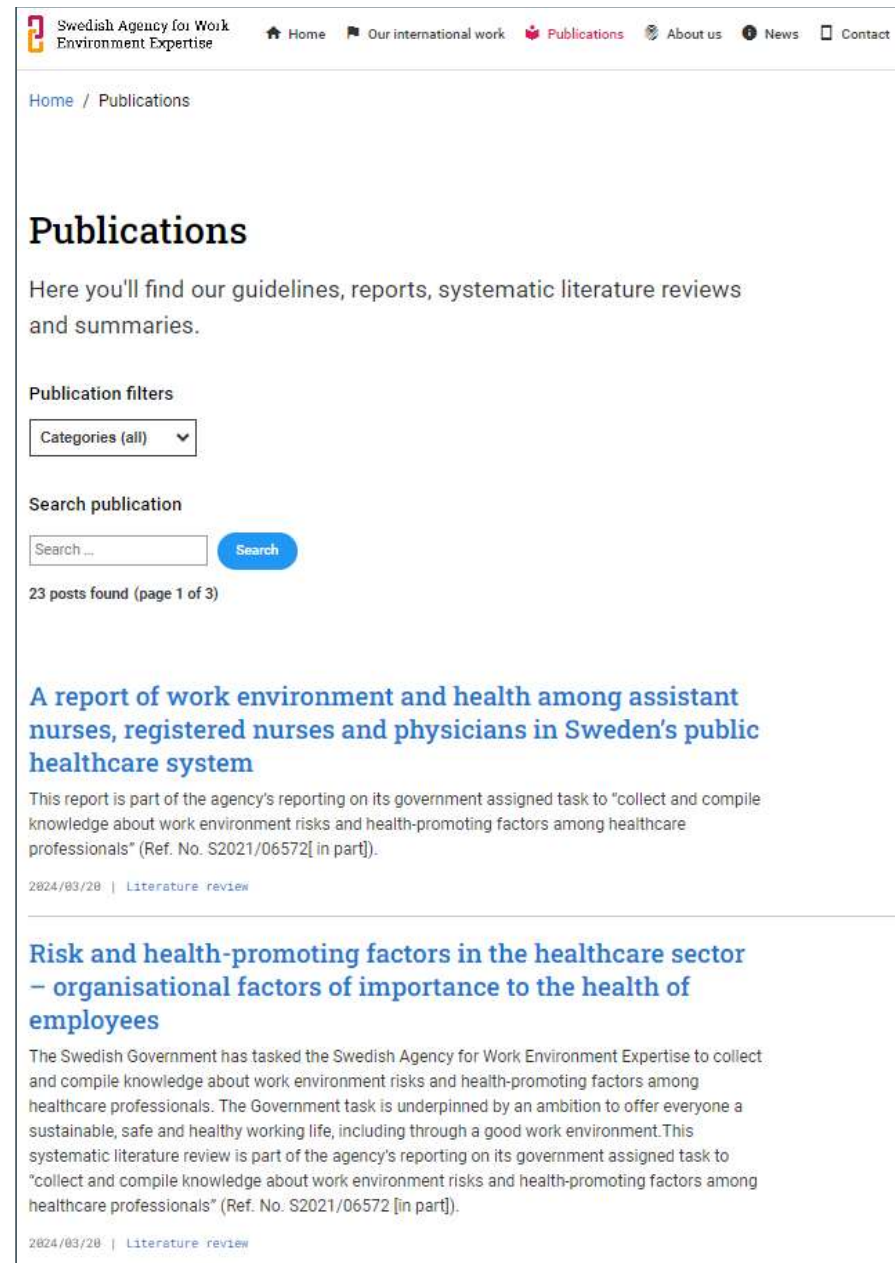
# Closing remarks



# Both reports presented today are accessible at:

[www.sawee.se](http://www.sawee.se) (in English)

[www.mynak.se](http://www.mynak.se) (in Swedish)



The screenshot shows the website of the Swedish Agency for Work Environment Expertise. The header includes the agency's name and navigation links: Home, Our international work, Publications (highlighted), About us, News, and Contact. Below the header, the breadcrumb trail reads 'Home / Publications'. The main heading is 'Publications', followed by a subtext: 'Here you'll find our guidelines, reports, systematic literature reviews and summaries.' There is a 'Publication filters' section with a dropdown menu set to 'Categories (all)'. Below that is a 'Search publication' section with a search input field and a 'Search' button. A message states '23 posts found (page 1 of 3)'. The first publication listed is 'A report of work environment and health among assistant nurses, registered nurses and physicians in Sweden's public healthcare system'. Its description states it is part of the agency's reporting on its government assigned task to 'collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals' (Ref. No. S2021/06572 [in part]). The date '2024/03/28' and 'Literature review' are noted. The second publication is 'Risk and health-promoting factors in the healthcare sector – organisational factors of importance to the health of employees'. Its description states the Swedish Government has tasked the agency to collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals, underpinned by an ambition to offer everyone a sustainable, safe and healthy working life. This systematic literature review is part of the agency's reporting on its government assigned task to 'collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals' (Ref. No. S2021/06572 [in part]). The date '2024/03/28' and 'Literature review' are also noted.

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### A report of work environment and health among assistant nurses, registered nurses and physicians in Sweden's public healthcare system

This report is part of the agency's reporting on its government assigned task to "collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals" (Ref. No. S2021/06572 [in part]).

2024/03/28 | Literature review

### Risk and health-promoting factors in the healthcare sector – organisational factors of importance to the health of employees

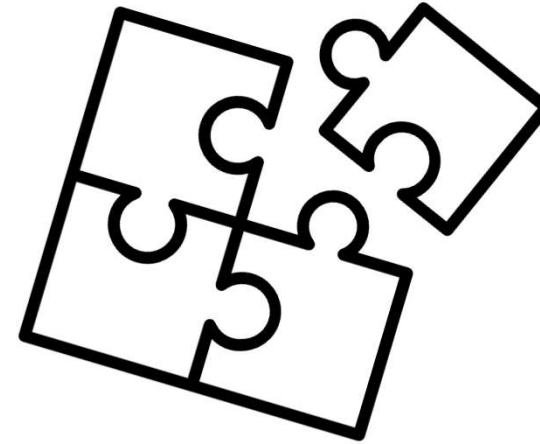
The Swedish Government has tasked the Swedish Agency for Work Environment Expertise to collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals. The Government task is underpinned by an ambition to offer everyone a sustainable, safe and healthy working life, including through a good work environment. This systematic literature review is part of the agency's reporting on its government assigned task to "collect and compile knowledge about work environment risks and health-promoting factors among healthcare professionals" (Ref. No. S2021/06572 [in part]).

2024/03/28 | Literature review



# Closing remarks

Working conditions for healthcare professionals could and should be managed on all organisational levels



Healthcare organisations should develop their systematic work environment management to better include structural and organisational factors

An increased focus on promoting health and wellbeing is needed to attract and retain employees in the healthcare sector