Healthier lifestyles: maintaining employability and quality labour forces in a changing working life

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Health vs. work? Occupational health management at RWE

RWE
The energy to lead
Dr. Christian Feldhaus
Occupational Health
Chief company doctor
RWE Power AG
Media

Work these days…
Current Group structure of RWE AG
Occupational Health at RWE Power is directly under the control of the Executive Board of RWE Power AG. The chief medical officer directly reports to the HR director.
Increasing significance of human resources and health management

Work: more complex, more personal responsibility, increased time pressure -> at all levels

Average life expectancy is increasing

A lack of professional specialists is imminent ("war for talent")

Retirement at 67 instead of early retirement

Ability to perform

Health as a productivity factor

Desire to perform
WHO (1949)

Health is more than the absence of illness. It is the active state of physical, emotional, mental and social well-being.
Occupational health management

definition:

» The development of occupational conditions, structures and processes which not only aim to shape work and organisation in a health-promoting manner, but also enable employees to adopt health-promoting modes of behaviour. «

(Badura/Hehlmann 2003)

Part 1: Relational prevention
Part 2: Behavioural prevention
Main OHM objective

Healthy employees in a healthy company!
Future motion behaviour?
Health management = success at all levels

Social capital  Human capital*  Assets  Success

- Social relationships
- Management
- Trust
- Values
- Conviction
- Qualifications
- Self-confidence
- Motivation
- Condition
- Health
- Technology
- Premises
- Equipment

Company success
Healthy employees in a healthy business

Occupational health management

*All employees incl. employees with reduced output ability
Who will help us to achieve this goal?

- **Participants / protagonists**
  
  Executive Board
  
  Occupational Health department (health manager as coordinator)
  
  Occupational Safety
  
  Executive staff
  
  Works Council / representative for the disabled
  
  Human Resources department / HR development
  
  Occupational social counselling
  
  Employees
  
  External experts (professional organisations, health insurance companies, …)
The iceberg

Working days lost through illness/accidents

Absenteeism

Presenteism

Stress
Mental resignation
Depression
Private troubles
Lack of leadership
Addiction
Fluctuation

Communication deficits
Burnout
Pressure
Mobbing
Demotivation
Atmosphere
Addiction
Fluctuation
What does lack of well-being cost companies?

Not only absence from work (absenteeism) has a negative effect on company results, but also a lack of the desire or ability to perform, caused by mental or physical impairment (presenteeism), which may affect employee decision-making ability, production quality or customer orientation.
What characterises OHM?

- Commitment to promoting and maintaining health
- Affects everyone
- Dynamic, systematic process
- Cultural tool
- Made up of various elements
- Competitive advantage
- Quality factor
Integration into general concept

**Businesses**

**Occupational safety**

**Works council**

**HR management**

**HR development**

**Executives**

**Employees**

**External experts**

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**Standard statutory examinations**

**Physiotherapy in companies**

**Medical services**

**Company sports**

**Preventive outpatient & inpatient convalescent care**

**In-house social counselling**

**Dietary considerations**

**Various sports and fitness offers**

**Various workshop offers:**
- „Fit in der Schicht“ (Fit on duty)
- „Burn-out-Prophylaxe“ (Burnout prevention)

**Executive staff check-ups**

**Management workshops: healthy leadership**

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**OHM at the RWE Group from a medical viewpoint**
Organisational structure

Structure and processes

RWE AG

Control group
OHM

RWE Power AG

OHM team

HSC

Requirements/
requests/reports

Framework/
support/
recommendations

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

CHSC

OHM coordinator

1 OHM = Occupational Health Management, 2 HSC = Health and Safety Committee, 3 CHSC = Company Health and Safety Committee
I have to stay in bed today.
I don't feel well.
Is it your tummy?
No. It's the office.
Health vs. work?

No!

Work forms part of health (see WHO definition) and may even promote health!
Thank you for your attention!