Demographic Change and Health-Promotion -
the LIFE-Programm at voestalpine in Linz
Organization of the Works’ Medical Centre

Under the directorship of:
Prim. Dr. Helmut Csillag

Client companies: 41
Clients: 16000
Good Health

Good health is a capacity to solve problems and control emotions, through which mental and physical well-being, especially a positive sense of self-esteem, and a supportive network of social relationships can be maintained or restored.
### Finland – Work Ability Factors

**Evaluation of the FIOH Program “Respect for the Aging “ (1990-1995)**

<table>
<thead>
<tr>
<th>Improvement of Work Ability</th>
<th>Deterioration of Work Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improved attitude of superiors towards aging employees</td>
<td>• Less recognition and esteem in the workplace</td>
</tr>
<tr>
<td>• Reduction of repetitive movements in the workplace</td>
<td>• Poor working areas</td>
</tr>
<tr>
<td>• Increased physical activity during leisure time</td>
<td>• Increased standing on the job</td>
</tr>
<tr>
<td></td>
<td>• Reduced physical activity during leisure time</td>
</tr>
</tbody>
</table>

**Factor no. 1: Social relationships in the working world**

Source IBG
Social Support: Karasek’s Stress Theory

- High work demands
- Decision latitude
- Social support

Health-promoting work process

Challenge- Cooperation- Subj. Preference - Participation

Source: IBG
Productivity Requires Demand

Productivity of employees calls for expectations

Employee “I want to“

Management Colleagues “He/she may“

Productivity on the job is the basis for health

Source: IBG
Healthy Human Ecological Work Process

- I can: Coping with work
- I want to: Interest in work
- I may: Cooperation
- We should: Leadership

Source: IBG
Interest in Work: Meaning in Work Index
(Karazmann et al.: ÖPNV 1997)

<table>
<thead>
<tr>
<th>Work Ability Index</th>
<th>41.3</th>
<th>35.0</th>
<th>31.25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aversion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Days of Sick Leave</td>
<td>7.2</td>
<td>29.1</td>
<td>48.7</td>
</tr>
</tbody>
</table>
Health Promotion

✓ Safe & well

- All the Steel Division safety and health activities are included in this term.

✓ Objective

- To promote the awareness of members of staff with regard to own responsibility, the conscious and positive preoccupation with themselves and their environment

Safe &well team: 15 persons with departmental overlapping
Occupational medicine team, including
1 works’ psychologist
1 nutrition expert
External team of trainers
# Projects / Programs

## Apprentices
- Preventing addiction (alcohol, nicotine)
- Nutrition
- Exercise

## Apprentice on the Move
- SUN - Sicher Unfallfrei Nüchtern
- Quit smoking seminar
- Fit and vigorous
- Motivational seminars (Strunz)
- Fit check
- Physical exercise – Coaching
- Specific fitness training for the fire brigade
- Fitness ahead – Fitness center

## Spinal column
- Exercises for spinal column fitness
- Fitness exercises in the workplace
- Campaign for ergonomic work techniques
- A powerful back

## Health circle
- Challenge – healthy on the job
- The power of enthusiasm
- Pilot project – psychosocial health in the workplace

## Stress – motivation
- Impulse test

## Seminars
- Acc. to education catalogue
Preventing Addiction - Alcohol

SUN
S I C H E R
S I C H E R
U N F A L L F R E I
U N F A L L F R E I
N Ü C H T E R N

Goal

- Change in the culture of drinking
- Improvement of the health, safety and work ability of employees who are alcoholics or at risk.

Plant agreement
Training of management-level employees/Counselling
Public relations work
Code of behavior Culture of drinking
Non-Smoker Seminars - Results

- 52% non-smokers for an average of 2.95 years (from 2 to 4.4 years)

- Average long-term success of other non-smoker programmes is around 30%

- Since Nov. 1999 2500 persons have taken part

- Influential factors (state of health before the seminar, group dynamics, partner’s smoking habits)
Why LIFE at voestalpine?

It all started with a future scenario

- Based on comprehensive analyses, mastery of four dynamics was identified as a pivotal condition for corporate success...
  
  - Transition from a high-grade steel producer to a competence network “More from Steel“
  
  - Due to retirement, withdrawal of up to 50% of the employees from the workforce in the coming ten years
  
  - An insufficient number of young people to fill vacant positions as a consequence of population trends
  
  - A change in values leading to:
    
    - new requirements for the combining of work and family
    
    - new, flexible forms of work
    
    - new value attached to health, etc.
Reasons for LIFE at voestalpine?

Age structure and possible consequences
LIFE – Issues

- Equal Opportunities
- Ergonomics
- Working Hours
- New Employees
- Employee Development
- Safety & Health

That's LIFE
LIFE – Measures

“Formula 33“ – Development for all employees

- Program of development measures for all employees (wage- and salary-earners) amounting to 2 % of the total working hours per year.

- Elaboration of individual development measures by management-level employees

- “Formula 33“ encompasses three pillars for three generations, continuing education/training “on the job“, “near the job“ and “off the job“
Life stage related management

- Life stage related management (2 days)
- Life stage related work organisation for employees (1 day)
**Staff Interviews**

- Staff interviews are a **combination** of:
  - **Team discussions**
    - Facilitated group discussions
    - Aim: to strengthen team co-operation by exchanging views and discussing concrete measures
  - **Individual discussions**
    - Career development
    - Confidential interview
    - Aim: to agree upon individual development measures by taking into account personal aptitudes, disposition and also group or departmental targets.
Employment of skilled women workers

✓ Since 2003, 15 girls have been training as production technicians in the apprentice workshop
✓ Adapting the infrastructures in the companies
✓ Identifying job opportunities
✓ Job advertisements 2005: all trades requiring apprenticeship are open to both men and women
Challenge – Healthy on the Job

Health Circle Sequence

Start:
- Analysis of questionnaire
- Data analysis

Group discussions for all employees (with facilitator)
Health circle to tackle identified problem areas

Integration meetings
- after extended sick leave
- in case of frequent absences to show concern

Return meeting
- immediately after each absence due to illness, accident and vacation

Implementation of the suggested measures
- technical
- organizational
- personal

Audit effectiveness of measures
Stress Monitoring – Impulse Star

504 impulse tests in the BY 05

- A) Scope of action
- B) Varied work
- C) Integral working
- D) Social backing
- E) Cooperation
- F) Suitable working requirement contents
- G) Suitable work volume
- H) Suitable work cycles
- I) Suitable working environment
- J) Information and involvement
- K) Development possibilities

Health Promotion in the Workplace
Physically Correct Ways of Working

✓ In situ (production or administrative sectors)
  ➜ Physically correct ways of working as a short seminar in situ (1hr.)
  ➜ Physically correct ways of working in the safety „quarter of an hour“ in situ (30 min)

✓ Seminar
  ➜ Physically correct ways of working for management (1.5 days)
  ➜ Physically correct ways of working for members of staff (1 day)
  ➜ Physically correct ways of working on the crane (4 hrs.)
Ergonomic process

✓ 3 step process
   ✐ Evaluation of workplace strain by workers with support from experts
   ✐ Development of ideas for improvements
   ✐ Assessment of effectiveness.

Yellow/orange light dome, ventilation dome
**LIFE – Measures**

**Reduction of the strain of nightshift work**

- 2 pilot projects currently in progress with 200 shift workers, 3 others are planned
- Re-scheduling of activities that do not have to be done during the nightshift to the daytime
- Reduction of nightshift work and/or changes in the shift rhythm with a greater range of options as an incentive to remain with the company longer
Wish to reduce **individual working hours** with wage reduction – 0% to 15%  
(n=495)

Health Promotion in the Workplace

- **Up to 29 years**: 47%
- **30-39 years**: 50%
- **40-49 years**: 63%
- **50+ years**: 61%

Alternative models of working hours

- **0% to 15%**: Total 56%
Shift Training

- Information and awareness development for the effects of shift work on health
- Recommendations to improve coping with shift work
- Day seminar
  
  (Presentation + experience)
  - Biorythm, sleep, social environment
  - Nutrition and exercise
  - Physiological motion (wake-up factors)
**Life (health@work) Health Prognosis**

- Medical examination
- Integrated health assessment of two experts (= physician + patient!)
- Employee's own assessment of his/her health
- Findings 1: Healthy Not healthy
- Origin and cause of health problems
- Professional stress & strains
- Personal stress & strains
- Findings 2: professional private both
- Human Work Index
- Productivity HR sustainability
- Reference values Validation
- Findings 3: stable unstable at risk
- 5-year prognosis stability

**Findings:**
- Healthy
- Not healthy
- Professional stress & strains
- Personal stress & strains
- Stable
- Unstable
- At risk

**Health Promotion in the Workplace**
Gesundheitsprognose health@work
Befundprotokoll

ID Nr.: 14

**Gesamtergebnis HUMAN WORK INDEX**

Ihr Human Work Index Gesamtergebnis ist mit 90,2 % der bestmöglichen Ausprägung ausgezeichnet.

Der Human Work Index® ist ein Instrument das von IBG health@work consulting entwickelt wurde und den Work Ability Index der FIOM (Finnish Institute of Occupational Health) integriert.

**GESUNDHEITSPROGNOSE & GESUNDHEITSMASSNAHMEN IM BERUF**

- **Hält mich meine Arbeit in Zukunft gesund?**
  So wie Ihr Arbeitsleben derzeit gestaltet ist, fördert es Ihre Gesundheit und Ihr Wohlbefinden die nächsten Jahre, weil Arbeitsbewältigung, Sinnfindung und Zusammen-Arbeit optimal erlebt wird.

- **Was wäre an meinem Arbeitsleben zu verbessern?**
  Ihr Arbeitsprozess ist in den 3 Dimensionen Arbeitsbewältigung, Sinnfindung und Zusammen-Arbeit optimal und daher gesundheitsfördernd. In dieser Form trägt Ihr Arbeits-Leben wesentlich zu Ihrer Gesundheit auch in den nächsten Jahren bei.
Labour Safety & Occupational Medicine Centre

✓ Together, the labour safety and the occupational medicine centre provide information on safety and health issues

- **safe&well-net**
  (154 639 log-ins in BY 05)

- **safe&well mobile**
  (70 calls in BY 05 → reached approx. 3000 members of staff)
Psycho-Social Health
Key Qualifications

Personal skills form the basis of both our social skills and professional skills or of what we do and how successful we are.
Psycho-Social Health

Personal experience

A worker’s personal performance is often considerably impaired by the following factors:

- Lack of self-esteem
- Inability to recognise their own needs and unable to think positively
- High potential for conflict when dealing with other people (colleagues, managers)
- Inability to understand another person’s position or to recognise other peoples’ needs.
Psycho-Social Health

Extract from Personnel Strategy 2004 – 2010 - Vision

✓ The people in the company identify strongly with the company and are important for communicating the company image externally.

✓ They also have strong personal and social skills.

✓ The conditions and structures in the company facilitate health promotional organisation of work and environment.

✓ Our aim is to achieve sustainable improvements in the physical and mental well-being of our employees and to raise the standard of their health with a holistic health promotion programme and the organisation of the job environment according to the latest ergonomic and medical findings.
Psycho-Social Counselling

✓ Members of staff are provided with help and assistance for their individual problem situation, to develop new perspectives.
  - personal crises
  - psychologically stressful situations
  - stress, mobbing, work place analysis, conflicts, etc.

✓ In the business year 2005
  - Counselling following stress monitoring:
    12 departments (137 persons)
  - 336 consultations for clients
  - 11 trainings
Closing Statement

Corporate safety and health management has ethical as well as economic dimensions. Defined by the dictates of economic reason, it is a moral obligation and extends beyond legal standards.

Employees should not be seen as factors of production, for they are human beings. Consequently, an individual’s capacity to work is inseparably linked with that individual. Human beings possess dignity as well as value – and dignity cannot be measured.