

Inter hospital action research program on work climate :

Key outcomes

Evaluate and compare employees' perceptions of the work climate

Pattern #1

In every participating health care center, the majority of the participants have a positive perception of their task (importance, autonomy and challenge) and a negative perception of the organization (innovation, justice and support) as well as a negative perception of their workload.

Pattern #2

The closer employees are to the base of the organizational structure, the more they tend to have a neutral perception of the general work climate and a negative perception of the organization.

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Identify “best practices” for work climate improvement as well as successful conditions related to implementation

Internal pressure to change

1. The DG's and DHR's position
2. Management values

Leadership and vision

3. Use and interpretation of the survey results
4. Means of communicating results and intentions

Capable persons

5. Managers' ability to establish a work climate improvement process
6. Employer and union dynamic
7. Allocation of resources
8. Strategic internal lookout

First steps

9. Global and local initiatives
10. The structuring mechanisms of the work climate improvement process

Effective Rewards

11. Progress follow-up
12. Presence of rewards

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Examine relationships between work climate, organizational outcomes (absenteeism & overtime) and patient outcomes (medication error, length of stay and accidents/injuries)

- **Salary insurance** is correlated to trust, goal emphasis and work facilitation
- 28 % of the variability of the overtime rate is predicted by knowing the score of the organizational support indicator
- **Mental health at work** : results to workload, role conflicts, organizational support, justice, and innovation indicators allow to predict if the Siegrist UER ratio will be ≤ 1 or > 1
- **Absenteeism** is correlated to role-conflict and lack of work facilitation, pride and cooperation
- 40 % of the **medication errors** ratio variability is predicted by knowing the work climate score for the role indicators, which are: clarity, no role conflicts, and balanced workload
- 35 % of the variability in the **average length of stay** score is predicted by knowing the work climate score for the task indicators, which are: importance (sense of contribution), autonomy, and challenge. And 37 % of ALS is predicted by knowing the work climate score for the role indicators, which are: clarity, no conflicts, and balanced workload