



**Finnish Institute of
Occupational Health**

How OS&H activities can support the development of productivity and well-being at work

**3rd European Conference on Standardization,
Testing and Certification in the Field of OS&H**

September 11, 2008

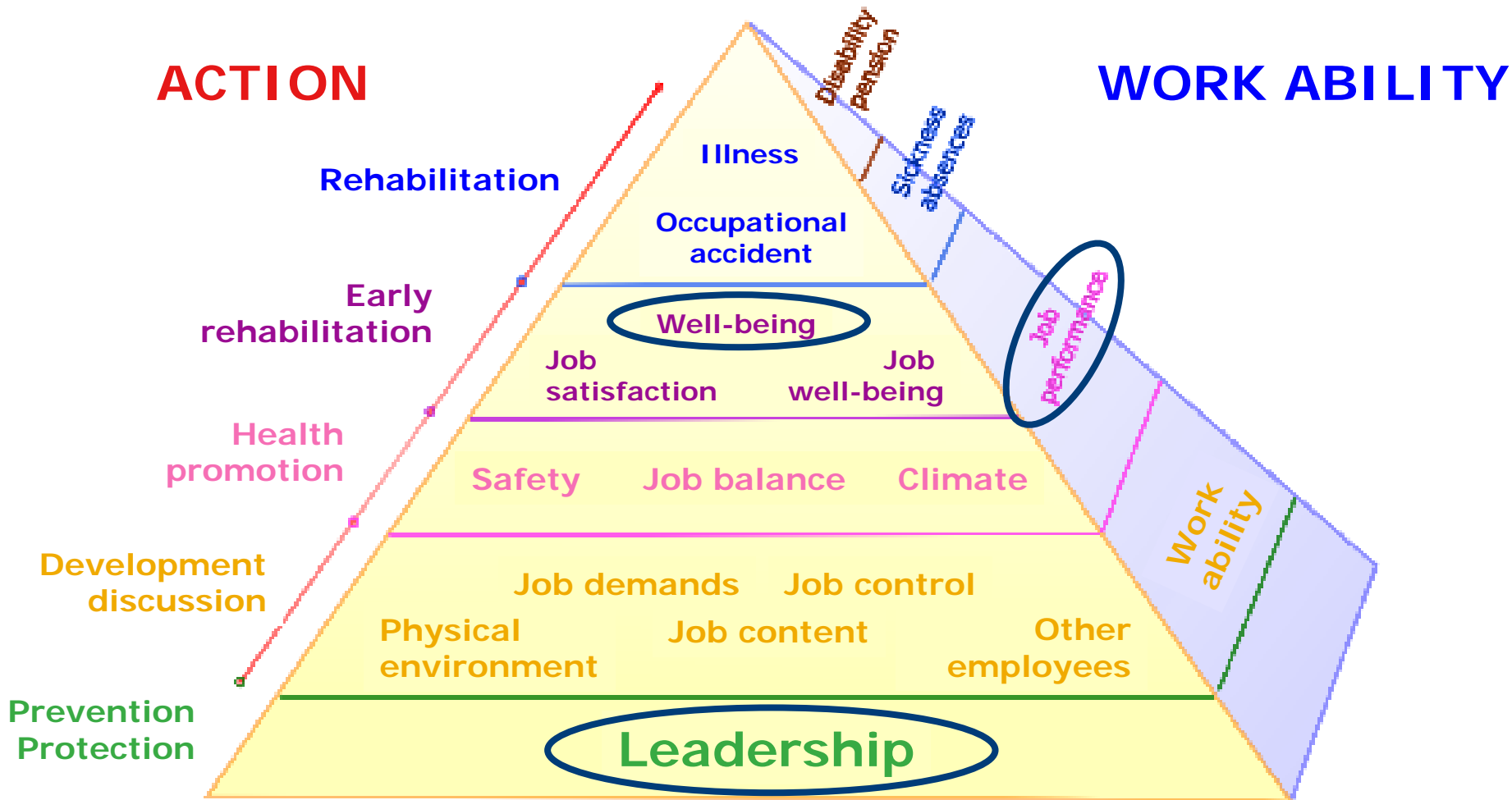
Harri Vainio, Director General

Motto by Eiel Saarinen, Finnish architect (1873-1950)

"Always design a thing by considering it in its next larger context – a chair in a room, a room in a house, a house in an environment, environment in a city plan."



Well-being at work: leadership is the base



In search for evidence

Targeted search

303 references

search terms: leadership, job satisfaction, wellbeing, sick leave, disability pension

Detailed examination

109 articles

- study design
 - quality of study
 - quality of results
 - applicability of results
- + no. of studies, homogeneity

Best evidence
27 articles

Manual search

69 articles

Kuoppala et al. JOEM 2008

Criteria for Strength of Evidence on a Preceding Factor

Strength of Evidence	Study Design	Minimum Study Quality	Minimum Results Quality	Minimum Results Applicability
Good	CT, CO, NCC	Good	Good	Moderate
Moderate	CT, CO, NCC	Moderate	Moderate	Moderate
Weak	CC	Good	Good	Weak
	CT, CO, NCC	Weak	Weak	
Very weak	CC	Moderate	Moderate	Weak
	CS	Weak	Weak	



CT = clinical trial
 CO = cohort study
 NCC = nested case-control study
 CC = case-control study
 CS = cross-sectional study

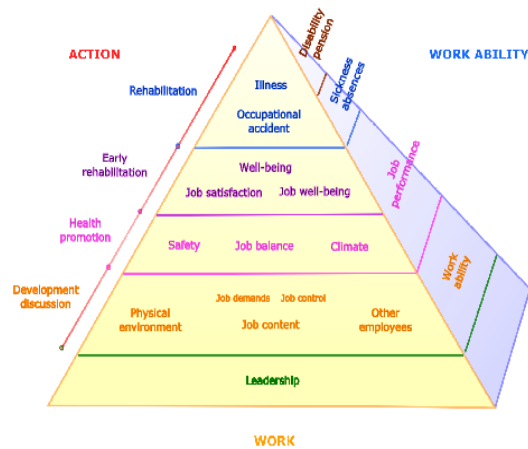
The Association Between Leadership, Job Well-Being, and Work Ability

Outcome	Strength of Evidence	Meta-Risk Estimate Mean (95% CI)	
Job satisfaction	Weak	1.6	(1.0–2.8)
Job well-being	Moderate	1.4	(0.9–2.4)
Job performance	Weak	1.2	(0.3–5.5)
Sick leave	Moderate	0.8	(0.6–1.3)
Disability pension	Moderate	0.5	(0.2–0.9)

OS&H done in cooperation at workplace

OSH services

HRD, Personnel
administration



Occupational safety
experts

Management
strategy, values, goals
resources

From curative to preventive and promotive approaches

Health promotion

- determinants and context
- empowering
- work/life balance

Prevention of health problems

- population risk, groups in high risk
- work demands/worker capabilities
- early intervention

Protection against health hazards

- instructions
- protective equipment



Crash!

Treatment of illnesses

- work ability?

Rehabilitation

- return to worklife?

OS&H is an investment, not a cost

Yearly investment	44.892 €
Intervention, working hours / year	19.843 €
Interest	3 %
Diminishing sick leaves	65.607 €
Diminishing disability pensions	19.864 €
Total benefit / year	65.628 €
Net benefit	20.738 €
Return of investment	46 %
Total net benefit / 3 years	60.414 €

In demand: evidence-based good practices

- Tools and good practices
- Protection - but also **promotion**
- Risk management - but also **exploring and exploiting new opportunities**
- **Management and leadership**



The Seoul Declaration: OS&H into national agendas

- Governments should
 - improve national performance on OS&H in a systematic way
 - create and enhance a national preventative safety and health culture
 - ensure an adequate and appropriate system of enforcement
- Employers should ensure that
 - prevention is an integral part of their activities
 - OS&H systems are established in an effective way
 - workers are consulted, trained, informed and involved
- Workers should
 - follow safety and health instructions and procedures
 - participate in safety and health training
 - cooperate with the employer in measures related to OS&H

Thank you!

"Be the change you want to see in the world."

Mohandas K. Gandhi