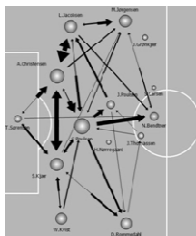


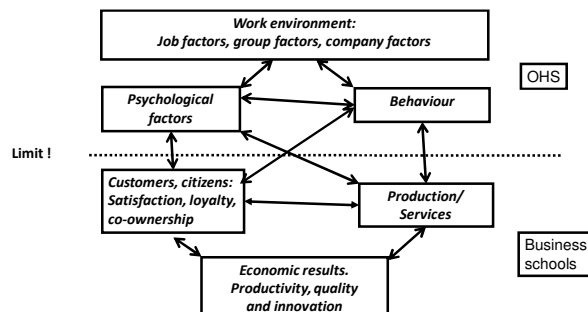


### A workplace is a place for work

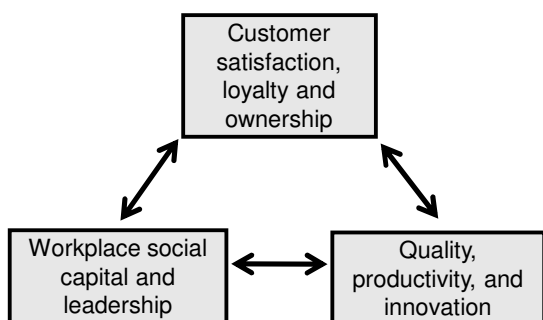
- The purpose of a workplace is not to improve the psychosocial factors, but to produce goods or services.
- A workplace is a social system where all parts and levels influence each other in a dynamic process.
- Emotions play a much larger role than anyone will admit



### Model for association between work environment and productivity

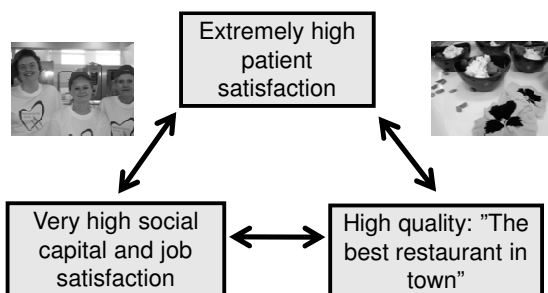


### An alternative model: The strong triangle



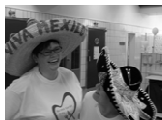
### The strong triangle: The hospital kitchen in Vejle

"The best workplace" in the Region of Southern Denmark



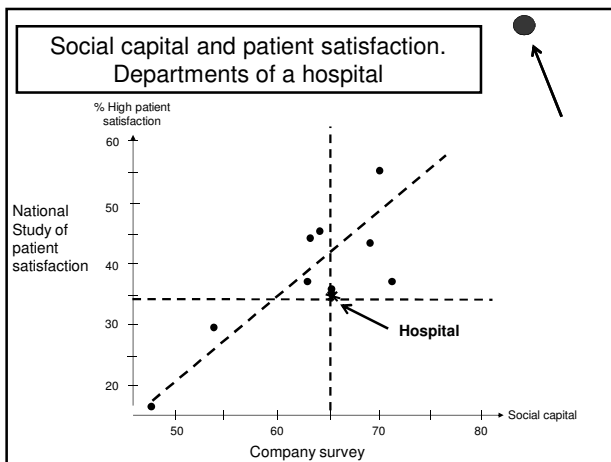
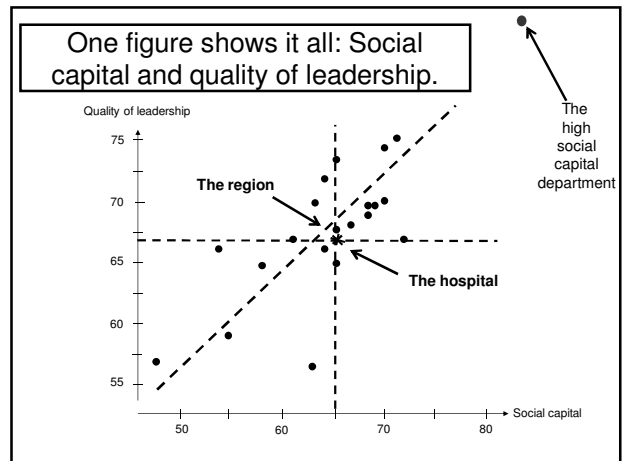
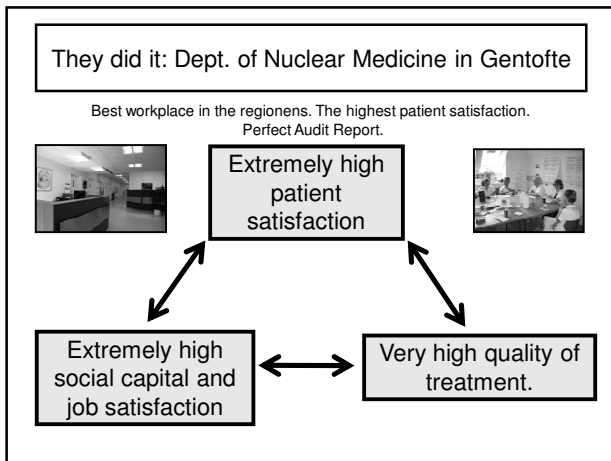
### What did this kitchen work with?

- Food quality: Taste, look, nutrition, hygiene, acceptability.
- Productivity: All processes analyzed with regard to price and time. (Lean).
- Trust, justice, respect, and pride.
- Self confidence of all employees.



### The study of Danish nurses, 2013

- *Recommendations:*
- Patient satisfaction
- Visible quality
- Revision of The Danish Quality Model
- Productivity through innovation
- Training of relational skills
- Relational coordination
- Establishment of leadership pipeline



What leads to positive change?

Not so effective	More effective
<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Tools</li> <li>• Action plans</li> </ul> <p>Focus on:</p> <ul style="list-style-type: none"> <li>• Well being</li> <li>• Sickness absence</li> <li>• Stress</li> </ul>	<ul style="list-style-type: none"> <li>• Determination</li> <li>• Motivation</li> <li>• Decisions</li> </ul> <p>Focus on:</p> <ul style="list-style-type: none"> <li>• Quality of core product</li> <li>• Productivity</li> <li>• Innovation</li> <li>• Value for customers/citizens</li> </ul>

