

ITALY



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Model of Good Practice

A. General information about the company

Company/organisation:	AUSL Forlì
Address:	via Forlanini,34 Forlì
Name of contact person:	Magda Zignani
Function of contact person:	RSPP
Telephone number:	+390543-733926
Email:	m.zignani@ausl.fo.it
Sector:	Health
Number of employees:	2.558

B. Integration of WHP in the company policy and culture

Health promotion is included in the mission statement of the firm and, after agreed with the triad union organization in official statements, was signed by both. There are also some specific documents on specific issues (mobility, environment, diet).

The management also signed with the employees a “Pact for Safety” with the workers “Working Together, Working Safety.” This document foresees a decalogo to promote suitable levels of health and safety with the active participation of the workers.

In the strategic document the health and safety issues are included.

In the main building there is a permanent “show”, where all the activities, initiatives, etc... are presented.

There is a permanent board for health and safety in which all are represented (management, workers, etc...). This board meets once a month. This board discusses all problems and needs, decides which initiatives and how they are carried out.

C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity (started last year)
	Stress (just started)

D. Smoking prevention

D.1. Organisation & structures

See above.

D.2. Strategy & implementation

Total ban (by law) + application of the regional law (more restriction, e.g., You cannot smoke closer than 5 meters from the door).

Within the regional smoking project (1999), they developed several actions that aimed to prevent the incidence of the smoke-correlated chronic-degenerative illnesses through the increase of those people that stop smoking and the reduction of the number of those people who approach smoking. To achieve this important result has called for multidisciplinary competences built a coordination team in which representatives from the hospital, the Department of Public Health and the District participated. Another purpose was to inform everyone about the projects that have been activated. Some of these were: the promotion of a non-smoking culture through the combination of integrated actions: full application of the law (signs, posters and controllers), counselling, seminars and health promotion initiatives. Activation of programs to stop smoking, for those who have decided to try to stop smoking, but need help. The offer included two different typologies: the intensive courses for group and individual assistance, both conducted by the internal health care professionals (physicians and health assistants of the U.O. of Pneumologia and of the SerT). Both strategies used a cognitivo-behavioral method type and foresee the possible use of nicotine substitutes or other medicines that fight the abstinence symptoms.

In the permanent area, information about the characteristics of the two methods to stop smoking and about the formalities of access is provided.

E. Healthy eating

E.1. Organisation & structures

See above.

E.2. Strategy and implementation

The internal canteen offers several dishes to pick between. The menu is checked by the internal specialist in nutrition.

The canteen in this moment is also offering beer and wine, but they already decided to eliminate these kinds of beverages.

They just finished a trial programme with a health snack distributor (fruit, yogurt, etc..) in a district.

E.3. Evaluation and results

The healthy distributor has been evaluated: the workers expressed satisfaction even if the prices are a bit higher than the classic snacks.

The elimination of beer and wine was easily accepted, even the board agreed. In general, they judge the canteen to be of "good quality".

F. Physical activity

F.1. Organisation & structures

See above.

+

A “mobility manager” was nominated for the management in general, but with the specific task of organizing special house – job journeys and of studying environmentally-friendly solutions for mobility (incentives for using public transportation, with reduced subscriptions prices).

F.2. Strategy & implementation

Some house – job journeys have been created and an agreement with the local transportation firm has been made. Now under study is the possibility to create a “bike sharing” for the employees, free of charge. The municipality of Forli has already implemented this by creating of parking lots for bicycles in different parts of the city.

The parking lot for the employees is situated outside the hospital grounds, so that everyone has to walk through the park on foot. Obviously, if a worker’s condition does not allow him to do so, there is also a bus shuttle.

Additionally, an internal association “CRAL” has been founded (Business Recreational Circle for the Workers) which organizes several “bike days” with difficulty and number of kilometres graduated for everybody.

Every year in May, a non-professional bike competition is organized with the AICS (Association of Italian Culture and Sport).



Model of Good Practice

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Name of contact person:	Matteo Cielo
Function of contact person:	Technical Director
Telephone number:	+39 444 520055
Email:	matteo.cielo@sanmatteo.com
Sector:	Wine Production
Number of employees:	25

Age	Sex		total
	male	female	
up to 35	5	2	7
35 to 50	14	1	15
50+	3	0	3
total	22	3	25

B. Integration of WHP in the company policy and culture

The firm pursues with passion and determination a continuous improvement process including the wellbeing of employees. The policy of San Matteo is centred on the respect of the rights, on listening to the demands, on the satisfaction and sharing with all employees. Several certified management systems have been implemented through the years: product quality ISO 9001, environmental management ISO 14001 and EMAS, safety management SGSL system. SA8000 has been certified since 2004. This allowed the firm to have a series of recognitions like: prize "Azienda Sana" in 2004 and special mention in 2006, national prize for the Social Responsibility of the City of Rovigo in 2005, Unioncamere prize 2006 and Ethic Award prize 2006. A special attention is also set in the choice of the suppliers that have to guarantee the respect and promote the wellbeing of their workers.

Throughout the firm there are suggestion boxes where anyone can insert, also anonymously a form, propose suggestions or ideas addressed to the top management and to the other colleagues.

"I believe that the people are the engine of the facility - the most difficult to be alimented. The fuel of this engine is represented by the satisfaction of the workers, so the people are fundamental for producing a good product and for being sustainable for the future".

The project of social responsibility that St. Matteo has undertaken has a very wide perspective: the people who work in the firm, to the neighbourhood, to the environment in which they work, to the energy resources used, to the society which it is a part of, to the public institutions with which the firm comes into contact, to the families of the workers and to the workers of the suppliers.

The principal objective for deciding to undertake the project of social responsibility has been to increase the satisfaction of the people that work in the firm and to create a strong bond with them and with their families.

Together with the paycheck, the workers receive a "Kids' newspaper" with information related to the activities in and out (social events, social responsibility initiatives, life style tips, safety suggestions, etc.....).

For the families of the workers it is, for instance, a very positive aspect to know that their relative works in an environment where all the rights of the workers are respected and in which an analysis of their satisfaction is done and verified periodically and where every problem in the firm is openly discussed. Each six months (but if necessary even before) are organized open meetings with the personnel to understand their demands, to look together and find common solutions to problems or critical situations.

Other beneficiaries are the Municipality of Altavilla Vicentina, for which a childcare facility and public parking lot have been restructured and widened.

The university students are another important stakeholder; in fact, we receive a lot of applications to develop theses in the firm. It is also our interest to give the possibility to the students to have stages and already next year we will receive the first student in the new Center of Altavilla where special spaces have been realized in order to put them in the best conditions.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

D. Smoking prevention

D.1. Organisation & structures

Considering that we are a food firm, where therefore it is not possible to smoke, the smokers have been involved in internal seminars on the importance to eliminate the use of cigarettes and have additionally been offered courses for smokers with the occupational physician in order to explain the risks connected with smoking and the stress that stopping smoking can provoke.

D.2. Strategy & implementation

A proper smoking zone has been set aside for those who smoke, because we haven't forgotten to have respect for the human rights of the workers. Even if they have this need to smoke, they have the right to do so. The separate place avoids the risk of passive smoke for the others. This is allocated in a new place because in the past, the smoking zone was near to a place where others passed and they complained about the passive smoke.

D.3. Evaluation & results

Currently, no appreciable results have been registered for the training interventions done in the past. Some personal interviews have been made with each smoker and a face-to-face meeting has been organized with the occupational doctor, in order to explain the risks and the importance of stopping. Being a food firm, it is important, however, to respect the hygienic norms that prohibit smoking in the places where food can become contaminated. This is also very important because we often have visits of our clients who are very careful about these regulations and have already made us aware in past observations that the workers were smoking in the production departments.

E. Healthy eating

E.1. Organisation & structures

Currently, we don't have a policy dealing with the healthy eating behaviours of the personnel yet. However, the relax oasis is completely equipped and it is possible to have a hot meal in a soundproof environment. This has allowed the staff to avoid junk food purchased in outside bars or fast food. In the new workplace an inside cafeteria/canteen has been built.

F. Physical activity

F.1. Organisation & structures

In the new centre an indoor fitness gym, which all the workers can easily access, has been built. Also external spaces have been created in order to promote physical activity and relaxation.

The location of the machinery has been studied in order to give the opportunity to the workers to be able to walk and not to stand for a long time while carrying out their activity.

F.2. Strategy & implementation

One of the important projects of social responsibility that we are implementing is the creation of a fitness gym in the firm, for which besides we have also won a prize "Healthy Firm 2004" that will be used for this. Part of this prize has already been allocated for the purchase of an automatic defibrillator.

In the new centre the workers will have the possibility to do physical activity in the firm and have baths, showers and locker rooms at their disposal. This was a request coming from the workers.

Already implemented is a project addressed specifically to the administrative personnel who move little and work in front a computer. They are constantly reminded to make a break of 15 minutes every 2 hours, as stipulated by the current law, but usually not implemented by most firms. The printers have been moved outside of the offices and in a designated area, with the approval of the workers for two main reasons: one, after you need to move to get your paper and, second, because of the noise. In this way, the company is able to respect the law and the guidelines from the Local Health Service and from all over the world.

F.3. Evaluation and results

This specific activity has not been measured yet, but it is planned to be integrated in the usual personnel satisfaction questionnaire.

Only one tool of evaluation for all the actions has been created: the satisfaction questionnaire. The questions also concern the availability of the equipment in the relaxation areas.

G. Stress

G.1. Organisation & structures

During the periodic meetings with all the personnel, each can freely speak of his/her own problems at work and usually bring them to light and discuss arguments or possible sources of stress, both in the department production as well as in the office.

Particularly, the workers of the production department signalled problems regarding the continuous changes of the production programs caused by our small warehouse that does not allow us to have a good number to items. Therefore, every week the production must continually go on based on a rotation system. This was considered when designing the new business/production centre by incrementing the warehouse area and the situation will be less stressful for everybody.

In addition, the new business/production centre has been built, keeping in mind the demands of everyone. Therefore, from every job space it is possible to see the outside (external nature), see the seasons thanks to the glass walls and doors. The heating comes from the floor in all production zones, creating a warmer environment and this will allow them to work with less and more comfortable suits, which will increase personal comfort.

G.2. Strategy & implementation

The risk of "stress" has been valued during the safety and risk assessment/evaluation procedure. All are actively involved in this procedure, because without the people who daily live their jobs, it is not possible to do an analysis of this type. Particularly the administrative personnel have signalled the problem of stress caused by the noise coming from the printers (as explained before) and by the managerial program that was forcing continuous changes (going from one page to the other, back and forth, repeating the same operations several times). Therefore, the managerial software was replaced with an added advantage in productivity an easier use.

G.3. Evaluation & results

Often the actions that improve the job conditions have a positive impact on the business management.

We consider the expenses of improving the working conditions as an investment and not as a cost. What is done for improving the working conditions will surely bring an improvement in the quality of the end products and the firm in general.

Often in the small firm, as is our case, activities are implemented without keeping in mind the expense; the decisions are made quickly, then undertaken and the time to program a cost-benefit evaluation are not considered. If implemented activities are targeted to the improvement of life inside and outside the firm, they will have, in any case, a positive cost/benefits balance. For us, knowing to have improved, for instance, a job post in the firm is an incalculable value for the benefit gained. If a person, for instance, sees that his/her workplace is improved after his/her comment, he/she will work better, will be more productive, tie him/her to the firm giving a perspective of continuity of his/her own job.

How much does it cost a firm, for instance, to replace a person who leaves because of dissatisfaction with the firm? Searching costs, training costs, education costs, ... are incalculable.

For these reasons, we never measure the cost/benefits relationship of an activity for improving the conditions of the workers - we always consider it as positive.



Model of Good Practice

A. General information about the company:

Company/organisation:	Studio Odontoiatrico Di Blasio
Address:	Via Fontanella,20 82034 Guardia Sanframondi BN
Name of contact person:	Piero Di Blasio
Function of contact person:	Employer, RSPP
Tel.:	+390824 864994 or +39335 62 78 315
Email:	peterdibi@libero.it
Sector:	Health and social work
Number of employees:	Two employees Two external collaborators NB: The programmatic document 2008-2011 foresees the creation of a second operational unit and the introduction of at least three other professional figures, one of whom is an employee.

Age	Sex		total
	male	female	
up to 35		2	2
35 to 50	1	1	2
50+			
total	1	3	4

B. Integration of WHP in the company policy and culture

The business philosophy is founded upon the concept of Social Responsibility: the structure integrates interventions of good practice in the working environment, to society, to the environment.

Example: Publicity and financial support to several NGOs; charity initiatives; integrated Project Firm/Municipality/118/Misericordia on Defibrillation.

The business mission is clearly in detailed in the "Services Paper".

Manual of Quality and MCQ.

Implemented the SSL (Safety and Health at work) Management System recommended by INAIL: a summary of this manual can be seen by the clients.

Transparency in Communication

Stress Management Manual

Procedures of Clinical Risk Management

Advisors on: Radioprotection, Privacy, ex-626, Occupational Doctor, Psychologist.

Various consultations: external quality auditing.

This activity by definition is based on primary prevention, especially in the field of nutrition and lifestyle in general.

Training and Information is based on the national planning system: ECM

Breaks of 15 minutes every 2 hours are planned; half hour of physical activity during working schedule each day.

Adoption model "Green at Work"

The interventions are planned, documented and always decided involving the workers.

Integrated multi-factorial approach is always considered.

C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

D. Smoking prevention

D.1. Organisation and structures

The management of the smoking workers causes enormous problems.

The information output is maximal, being that the DdL is a physician.

Meetings with the psychologist of the SERT

Posters and brochures on alcohol, drug addiction and smoking prevention are present throughout the firm.

Creation of special "smoking area" in the workplace, but in order to reach this area, it is necessary to climb some stairs. This promotes physical activity on one hand, but also discourages smoking to some degree.

D.2. Strategy and implementation

See above.

D.3. Evaluation & results

The adopted measures strongly discourage the use of tobacco and are the result of long analyses and discussions between all: We think we have done everything possible.

In the future (2009), we are thinking of the possibility of offering acupuncture services (an acupuncturist physician practices 100 meters away from our firm).

E. Healthy eating

E.1. Organisation & structures

Inside the management system a large part is dedicated to nutrition habits.

The dissemination of a correct nutrition culture is fundamental to our service offer: the workers daily hear the instructions given to the clients, to which we also show a photo done with a *scanning electron microscope (SEM)* on the effect that a soft drink has on his teeth.

A manual on mouth diseases can be read by all clients and guidelines to avoid them are also indicated. In particular, they can find nutrition suggestions.

Information material is present and can be taken free of charge.

A comfortable relaxation space has just been created for the breaks, offering healthy food (fruit, light yogurt, fruit juices sugar free, biological biscuits, etc...); the worker can prepare his/her own biological tisane. All for free.

E.2. Strategy and implementation

A meeting with a nutrition expert is planned in the 2009 budget.

E.3. Evaluation and results

None of the operators is overweight!



This image with all of us gives an idea of the numerous structural interventions that have taken place in order to improve the working environment: warm and relaxing colours, local artists' paintings, high-quality furniture design. And a lot of green according to the "green at work" recommendations.

The smiles on the faces of the single operators testify to the strong team spirit.

F. Physical activity

F.1. Organisation and structures

Cooperation with a local gym for workers and relatives (family-friendly workplace)

There are weekly exercise programs during the working schedule following the SUVA calendar: all the workers go to gym and they are adequately trained.

Presence of staircases between the working environment and environments designated as relaxing spaces (recently restructured with new furniture, plants and flowers).

Information material about physical activity.

F.2. Strategy and implementation

A meeting with a physical trainer is planned in the 2009 budget.

F.3. Evaluation and results

All the initiatives implemented in this last period have achieved excellent results.



The flow chart above is drawn from our stress management manual.

For the evaluation of the results, the following tools have been used:

Checklists

Questionnaires (ENWHP, ISPeSL, JCQ...)

Diagram of Pareto, of Ishikawa, FMECA

G. Stress

G.1 Organisation and structures

The internal management manual gives major attention to this issue. A stress management manual is almost completed. The manual is based on an extensive literature review and the reference model is the Karasek Model. Specific training on stress management has been done.

G.2. Strategy and implementation

External auditing with a psychologist

Checklists

Tests and questionnaires

Psychological support is guaranteed

Specific bibliographical documentation and websites on the topic are freely accessible.

G.3. Evaluation and results

JCQ of Karasek

ENWHP Questionnaire: compiled the first time 03-08-08 with a score of 87; after 4 months the score climbed to 99 (evidence of following the recommendations and effectiveness of the corrective measures)

Checklists and questionnaire.



Flow chart of our stress management system



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Address:	Via Trieste, 4 36051 Creazzo (Vicenza)
Name of contact person:	Matteo Cielo
Function of contact person:	Technical Director
Telephone number:	+39 444 520055
Email:	matteo.cielo@sanmatteo.com
Sector:	Wine Production
Number of employees:	25

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D.3. Evaluation & results

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Tel.:	+390824 864994 or +39335 62 78 315
Email:	peterdibi@libero.it
Sector:	Health and social work
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E. Healthy eating

E.1. Organisation & structures

See above.

E.2. Strategy and implementation

The internal canteen offers several dishes to pick between. The menu is checked by the internal specialist in nutrition.

The canteen in this moment is also offering beer and wine, but they already decided to eliminate these kinds of beverages.

They just finished a trial programme with a health snack distributor (fruit, yogurt, etc..) in a district.

E.3. Evaluation and results

The healthy distributor has been evaluated: the workers expressed satisfaction even if the prices are a bit higher than the classic snacks.

The elimination of beer and wine was easily accepted, even the board agreed. In general, they judge the canteen to be of "good quality".



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Function of contact person:	Technical Director
Telephone number:	+39 444 520055
Email:	matteo.cieo@sanmatteo.com
Sector:	Wine Production
Number of employees:	25

Age	Sex		total
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up to 35	5	2	7
35 to 50	14	1	15
50+	3	0	3
total	22	3	25

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C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

E. Healthy eating

E.1. Organisation & structures

Currently, we don't have a policy dealing with the healthy eating behaviours of the personnel yet. However, the relax oasis is completely equipped and it is possible to have a hot meal in a soundproof environment. This has allowed the staff to avoid junk food purchased in outside bars or fast food. In the new workplace an inside cafeteria/canteen has been built.



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Training and Information is based on the national planning system: ECM

Breaks of 15 minutes every 2 hours are planned; half hour of physical activity during working schedule each day.

Adoption model "Green at Work"

The interventions are planned, documented and always decided involving the workers.

Integrated multi-factorial approach is always considered.

C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

E. Healthy eating

E.1. Organisation & structures

Inside the management system a large part is dedicated to nutrition habits.

The dissemination of a correct nutrition culture is fundamental to our service offer: the workers daily hear the instructions given to the clients, to which we also show a photo done with a *scanning electron microscope (SEM)* on the effect that a soft drink has on his teeth.

A manual on mouth diseases can be read by all clients and guidelines to avoid them are also indicated. In particular, they can find nutrition suggestions.

Information material is present and can be taken free of charge.

A comfortable relaxation space has just been created for the breaks, offering healthy food (fruit, light yogurt, fruit juices sugar free, biological biscuits, etc...); the worker can prepare his/her own biological tisane. All for free.

E.2. Strategy and implementation

A meeting with a nutrition expert is planned in the 2009 budget.

E.3. Evaluation and results

None of the operators is overweight!



This image with all of us gives an idea of the numerous structural interventions that have taken place in order to improve the working environment: warm and relaxing colours, local artists' paintings, high-quality furniture design. And a lot of green according to the "green at work" recommendations.

The smiles on the faces of the single operators testify to the strong team spirit.



Model of Good Practice

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Company/organisation:	AUSL Forlì
Address:	via Forlanini,34 Forlì
Name of contact person:	Magda Zignani
Function of contact person:	RSPP
Telephone number:	+390543-733926
Email:	m.zignani@ausl.fo.it
Sector:	Health
Number of employees:	2.558

B. Integration of WHP in the company policy and culture

Health promotion is included in the mission statement of the firm and, after agreed with the triad union organization in official statements, was signed by both. There are also some specific documents on specific issues (mobility, environment, diet).

The management also signed with the employees a “Pact for Safety” with the workers “Working Together, Working Safety.” This document foresees a decalogo to promote suitable levels of health and safety with the active participation of the workers.

In the strategic document the health and safety issues are included.

In the main building there is a permanent “show”, where all the activities, initiatives, etc... are presented.

There is a permanent board for health and safety in which all are represented (management, workers, etc...). This board meets once a month. This board discusses all problems and needs, decides which initiatives and how they are carried out.

C. Described health topics

X	Smoking-prevention
X	Healthy eating
X	Physical activity (started last year)
	Stress (just started)

F. Physical activity

F.1. Organisation & structures

See above.

+

A “mobility manager” was nominated for the management in general, but with the specific task of organizing special house – job journeys and of studying environmentally-friendly solutions for mobility (incentives for using public transportation, with reduced subscriptions prices).

F.2. Strategy & implementation

Some house – job journeys have been created and an agreement with the local transportation firm has been made. Now under study is the possibility to create a “bike sharing” for the employees, free of charge. The municipality of Forli has already implemented this by creating of parking lots for bicycles in different parts of the city.

The parking lot for the employees is situated outside the hospital grounds, so that everyone has to walk through the park on foot. Obviously, if a worker’s condition does not allow him to do so, there is also a bus shuttle.

Additionally, an internal association “CRAL” has been founded (Business Recreational Circle for the Workers) which organizes several “bike days” with difficulty and number of kilometres graduated for everybody.

Every year in May, a non-professional bike competition is organized with the AICS (Association of Italian Culture and Sport).



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C. Described health topics

x	Smoking-prevention
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x	Stress

F. Physical activity

F.1. Organisation & structures

In the new centre an indoor fitness gym, which all the workers can easily access, has been built. Also external spaces have been created in order to promote physical activity and relaxation.

The location of the machinery has been studied in order to give the opportunity to the workers to be able to walk and not to stand for a long time while carrying out their activity.

F.2. Strategy & implementation

One of the important projects of social responsibility that we are implementing is the creation of a fitness gym in the firm, for which besides we have also won a prize "Healthy Firm 2004" that will be used for this. Part of this prize has already been allocated for the purchase of an automatic defibrillator.

In the new centre the workers will have the possibility to do physical activity in the firm and have baths, showers and locker rooms at their disposal. This was a request coming from the workers.

Already implemented is a project addressed specifically to the administrative personnel who move little and work in front a computer. They are constantly reminded to make a break of 15 minutes every 2 hours, as stipulated by the current law, but usually not implemented by most firms. The printers have been moved outside of the offices and in a designated area, with the approval of the workers for two main reasons: one, after you need to move to get your paper and, second, because of the noise. In this way, the company is able to respect the law and the guidelines from the Local Health Service and from all over the world.

F.3. Evaluation and results

This specific activity has not been measured yet, but it is planned to be integrated in the usual personnel satisfaction questionnaire.

Only one tool of evaluation for all the actions has been created: the satisfaction questionnaire. The questions also concern the availability of the equipment in the relaxation areas.



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X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

F. Physical activity

F.1. Organisation and structures

Cooperation with a local gym for workers and relatives (family-friendly workplace)
There are weekly exercise programs during the working schedule following the SUVA calendar: all the workers go to gym and they are adequately trained.
Presence of staircases between the working environment and environments designated as relaxing spaces (recently restructured with new furniture, plants and flowers).
Information material about physical activity.

F.2. Strategy and implementation

A meeting with a physical trainer is planned in the 2009 budget.

F.3. Evaluation and results

All the initiatives implemented in this last period have achieved excellent results.



The flow chart above is drawn from our stress management manual.

For the evaluation of the results, the following tools have been used:

Checklists

Questionnaires (ENWHP, ISPeSL, JCQ...)

Diagram of Pareto, of Ishikawa, FMECA



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C. Described health topics

x	Smoking-prevention
x	Healthy eating
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G. Stress

G.1. Organisation & structures

During the periodic meetings with all the personnel, each can freely speak of his/her own problems at work and usually bring them to light and discuss arguments or possible sources of stress, both in the department production as well as in the office.

Particularly, the workers of the production department signalled problems regarding the continuous changes of the production programs caused by our small warehouse that does not allow us to have a good number to items. Therefore, every week the production must continually go on based on a rotation system. This was considered when designing the new business/production centre by incrementing the warehouse area and the situation will be less stressful for everybody.

In addition, the new business/production centre has been built, keeping in mind the demands of everyone. Therefore, from every job space it is possible to see the outside (external nature), see the seasons thanks to the glass walls and doors. The heating comes from the floor in all production zones, creating a warmer environment and this will allow them to work with less and more comfortable suits, which will increase personal comfort.

G.2. Strategy & implementation

The risk of "stress" has been valued during the safety and risk assessment/evaluation procedure. All are actively involved in this procedure, because without the people who daily live their jobs, it is not possible to do an analysis of this type. Particularly the administrative personnel have signalled the problem of stress caused by the noise coming from the printers (as explained before) and by the managerial program that was forcing continuous changes (going from one page to the other, back and forth, repeating the same operations several times). Therefore, the managerial software was replaced with an added advantage in productivity an easier use.

G.3. Evaluation & results

Often the actions that improve the job conditions have a positive impact on the business management.

We consider the expenses of improving the working conditions as an investment and not as a cost. What is done for improving the working conditions will surely bring an improvement in the quality of the end products and the firm in general.

Often in the small firm, as is our case, activities are implemented without keeping in mind the expense; the decisions are made quickly, then undertaken and the time to program a cost-benefit evaluation are not considered. If implemented activities are targeted to the improvement of life inside and outside the firm, they will have, in any case, a positive cost/benefits balance. For us, knowing to have improved, for instance, a job post in the firm is an incalculable value for the benefit gained. If a person, for instance, sees that his/her workplace is improved after his/her comment, he/she will work better, will be more productive, tie him/her to the firm giving a perspective of continuity of his/her own job.

How much does it cost a firm, for instance, to replace a person who leaves because of dissatisfaction with the firm? Searching costs, training costs, education costs, ... are incalculable

For these reasons, we never measure the cost/benefits relationship of an activity for improving the conditions of the workers - we always consider it as positive.



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X	Healthy eating
X	Physical activity
X	Stress

G. Stress

G.1 Organisation and structures

The internal management manual gives major attention to this issue. A stress management manual is almost completed. The manual is based on an extensive literature review and the reference model is the Karasek Model. Specific training on stress management has been done.

G.2. Strategy and implementation

External auditing with a psychologist

Checklists

Tests and questionnaires

Psychological support is guaranteed

Specific bibliographical documentation and websites on the topic are freely accessible.

G.3. Evaluation and results

JCQ of Karasek

ENWHP Questionnaire: compiled the first time 03-08-08 with a score of 87; after 4 months the score climbed to 99 (evidence of following the recommendations and effectiveness of the corrective measures)

Checklists and questionnaire.



Flow chart of our stress management system