



Linking organization of work and health: Why and how should we intervene?

Ontario-Quebec inter-union
training seminar
October 24th, Ottawa

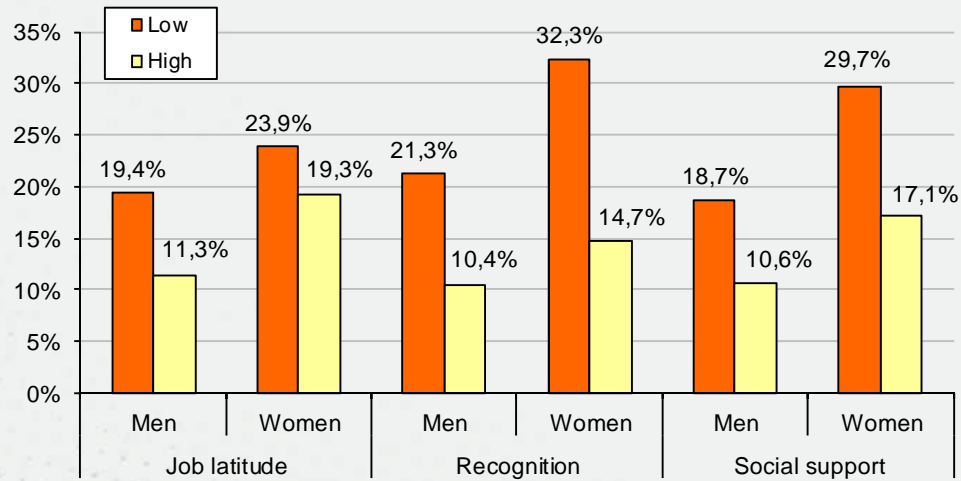
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Linking organization of work and health: Why should we deal with it?

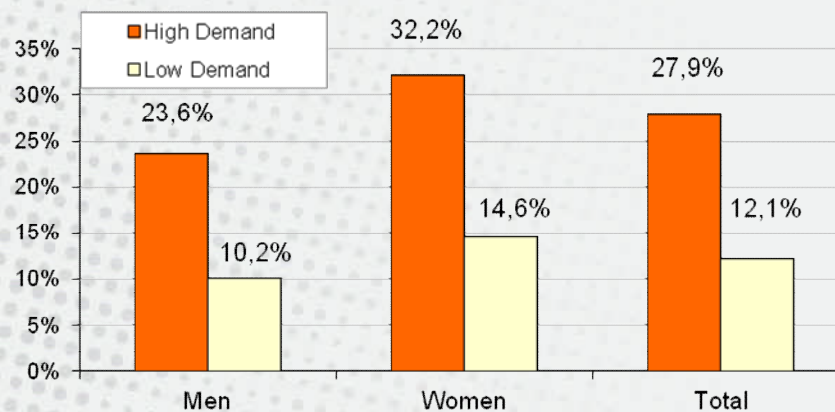
Impacts on health:

- Mental
- Musculo-skeletal
- Cardio-vascular

Proportion of the population with high psychological distress when faced with organizational constraints

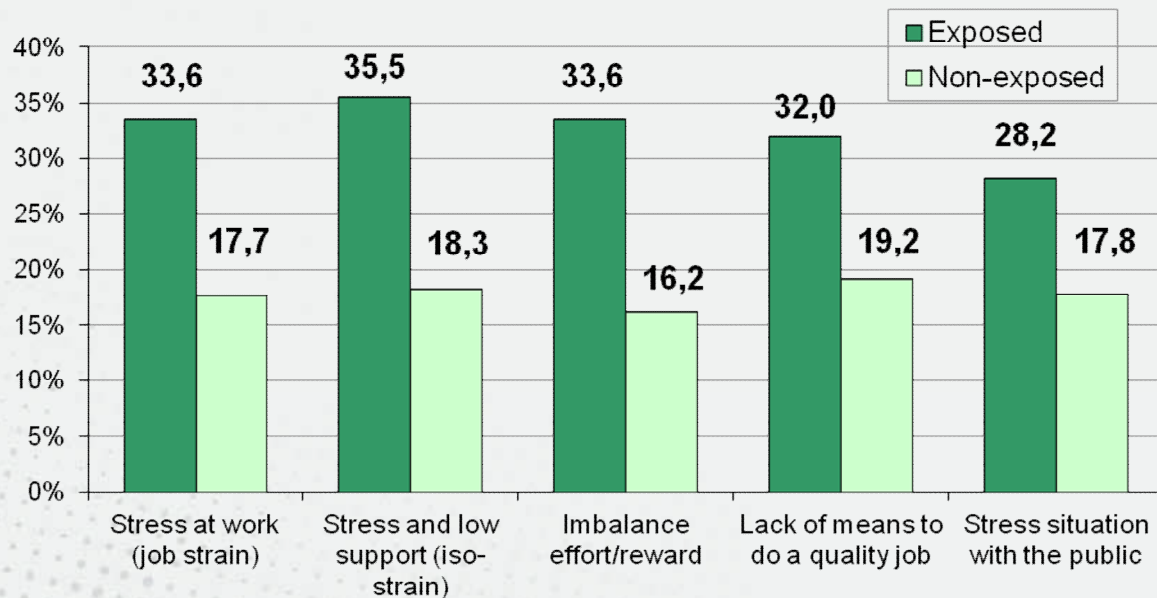


Psychological distress identifies those who might take time off work with a diagnosed mental disorder



Chi-square tests statistically significant at 5% threshold, in men, women, and both

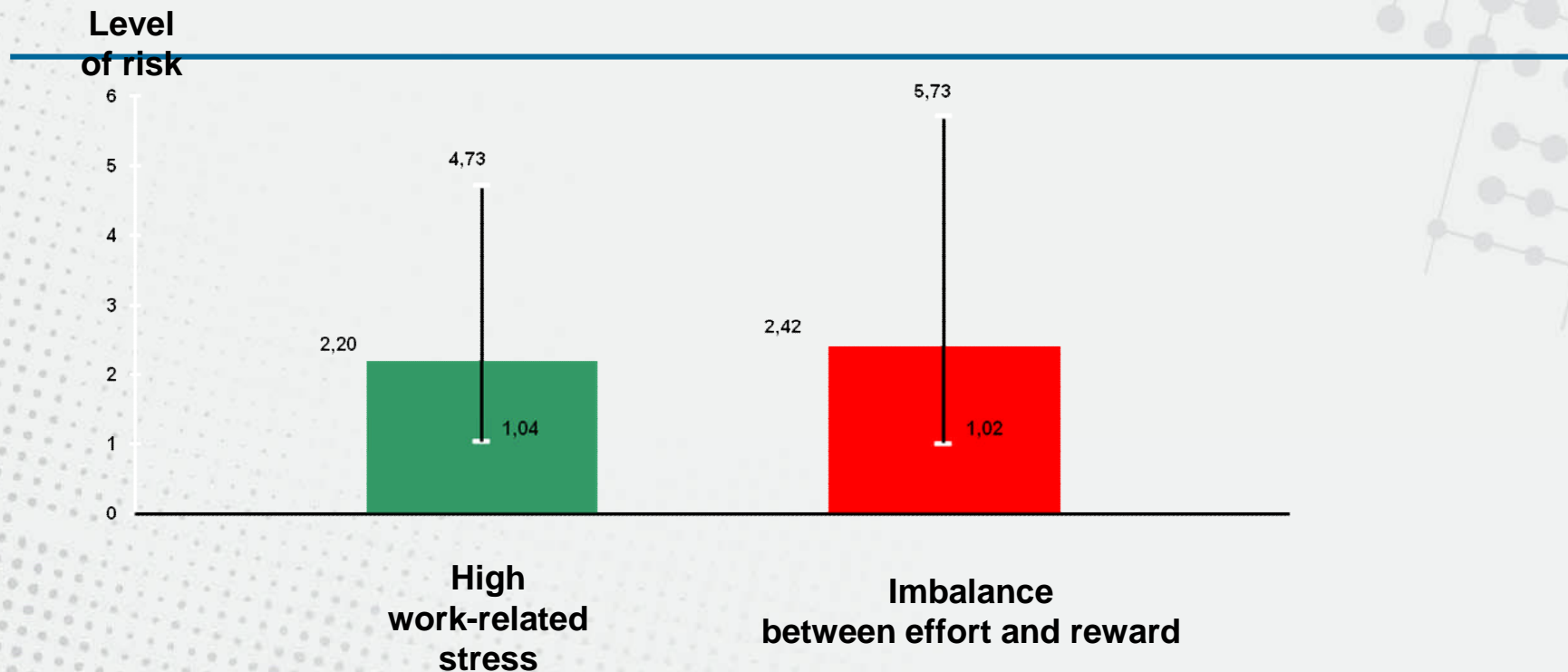
Prevalence of **work-related MSDs** in at least one area of the body depending on exposure to work-related organizational constraints



The proportion of workers faced with work-related MSDs is higher in the presence of organizational constraints

Chi-square tests statistically significant at 5% threshold

Risks of cardiovascular mortality adjusted^(*) for high work-related stress and imbalance between effort and reward⁽¹⁾

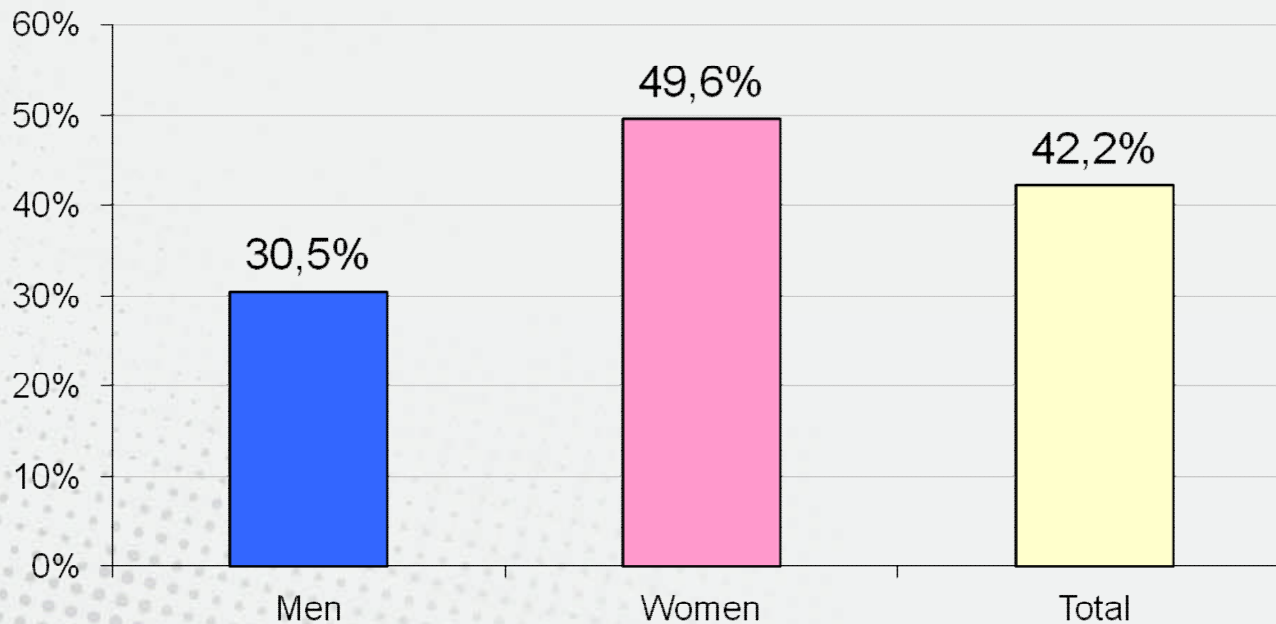


The risk of cardiovascular mortality is 2 to 2 ½ times higher in the presence of a heavy workload and no autonomy (actual experience of alienation) or of an imbalance between effort and reward (actual experience of exploitation)

(1) Ref. Kivimäki et al., 2002, « Work stress and risk of cardiovascular mortality: prospective cohort study of industrial employees », BMJ, 325:857-82.

* Adjusted for age, sex, occupational category, tobacco use, physical activity, systolic blood pressure, cholesterol and body mass index.

Proportion of workers with work-related symptoms of depression absent in the last 12 months



Chi-square tests statistically significant at 5% threshold, based on gender

PRESENTEEISM

- Phenomenon characterized by the presence of workers at work, although they show symptoms or have a disease for which they should rest and take time off work (Aronsson et al. 2000).
- To be at work in body but not in mind

Linking organization of work and health:

Why should we care?

- Consequences for organizations
 - Employees are absent more often
 - Staff turnover increases
 - Work atmosphere is worsening
 - Productivity is reduced
 - Costs increase



Mental health: A greater responsibility for employers⁽¹⁾

- Sick leave due to mental disorders = **2x more expensive** than for physical health (18 000 \$ / episode) (care and lost workdays)
- Mental health compensation ordered by the courts: **an increase of 700% between 2005 and 2010** (Mental Health Commission of Canada)
- Developing standard on psychological health problems at work (BNQ - Quebec Standards Service, CSA - Canadian Standards Association)

⁽¹⁾ Reference: Newspaper Les Affaires, February 19, 2011, p 12-13.

Linking organization of work
and health:
How should we deal with it?

Understand the Origins of work-related suffering

- New forms of work organization: **intensification and increasing precariousness**
- Individualized performance assessment

Intensification of work

"Nothing is impossible to the man who doesn't have to do it himself" (Maslow)