



EU-CoWork

Developing Compassionate Workplaces

DEVELOPING
COMPASSIONATE
WORKPLACES TO
PROTECT
EMPLOYEES'
HEALTH AND
WELLBEING



COMPASSIONATE
COMMUNITIES
CENTRE OF EXPERTISE



Funded by
the European Union

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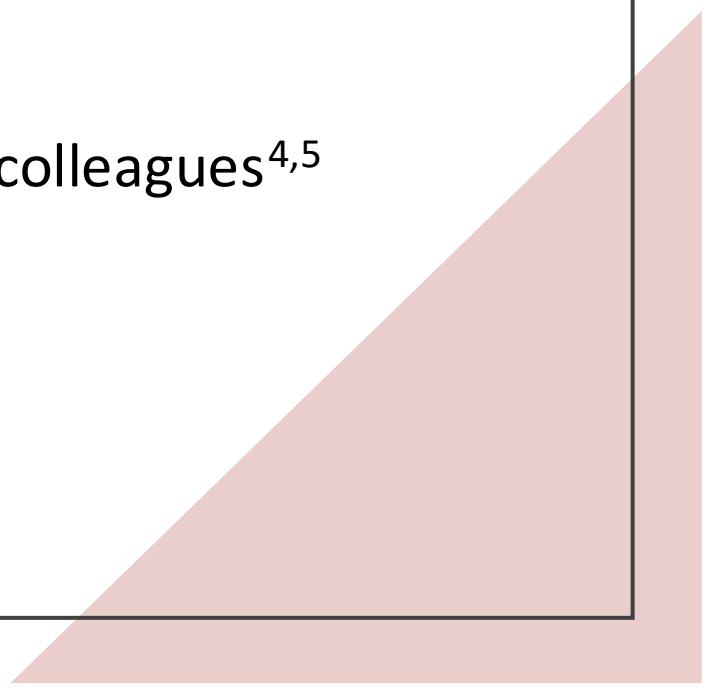
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Workplaces as settings for end-of-life

- A significant proportion of employees will experience serious illness, caregiving, death and loss during their professional lives
- E.g. Flanders and Brussels¹:
 - **7.6%** of the adult population is a family caregiver (494.000 people)
 - Flanders: **1 million people** bereaved each year

Workplaces as settings for end-of-life

- Palliative care need is expected to grow, affecting the active population either as patients, caregivers or bereaved^{2,3}
 - Impact on health and wellbeing of employees and their colleagues^{4,5}
 - Impact on workplace productivity and safety⁶
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Twin Transitions in the workplace

Digital Transition

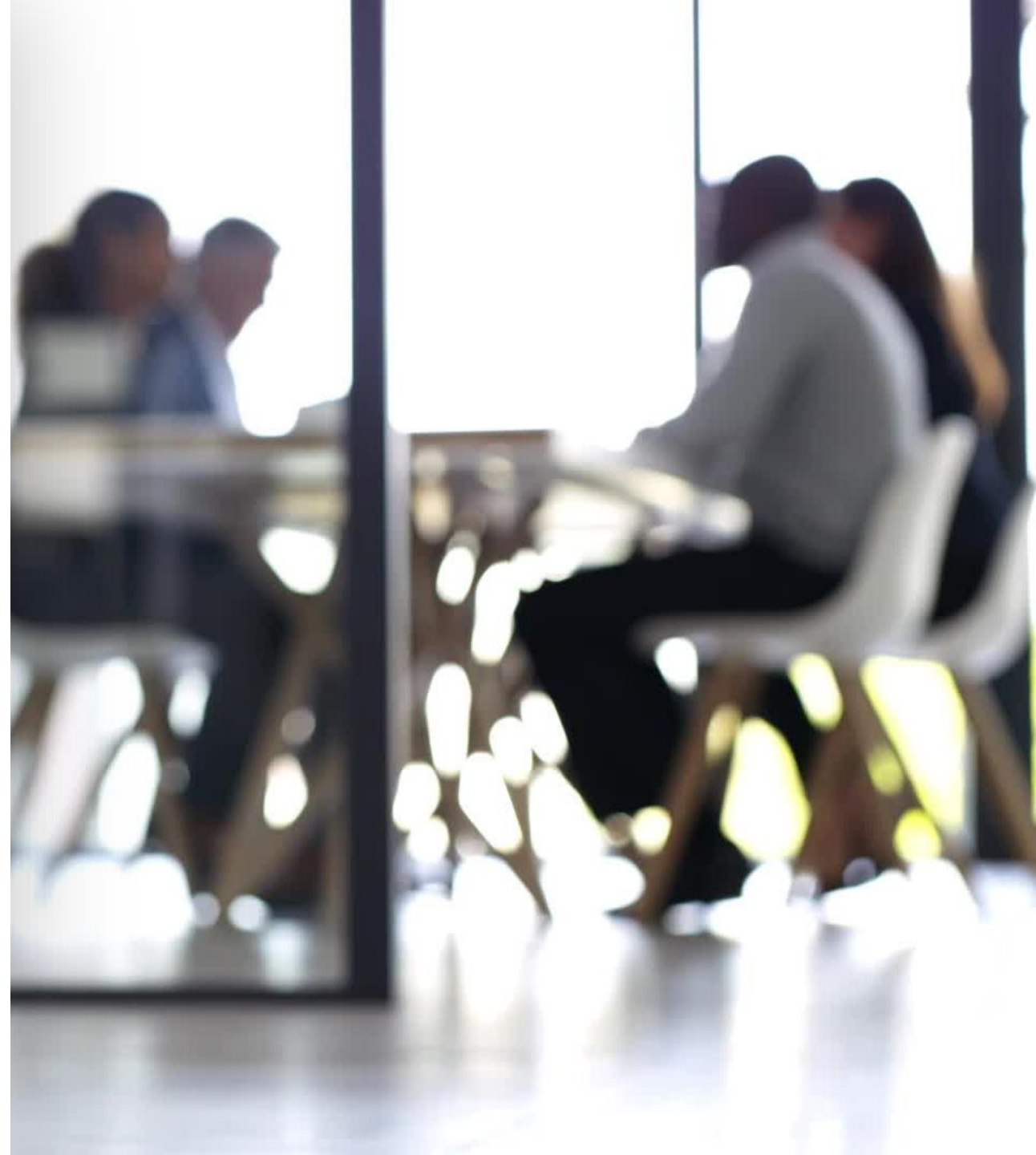
- Flexible work-life balance, reduce turnover, reduce commuting time
- Longer working hours, work-home interference, social isolation
- Indirect communication, poor relationships
- Reduced feelings of autonomy

Green Transition

- New employment to remote regions
- Demand for significant and rapid reskilling
- Short-term contracts, limited future prospects
- Remote locations with long commutes, required migration
- Increased importance of co-workers' social support

Twin Transitions and EoL experiences

- Exacerbation of vulnerabilities associated with EoL experiences
- Employees with EoL can feel less or not supported in the workplace



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Ambition of EU-CoWork

Develop an evidence basis for tailored Compassionate Workplaces Programs in Europe

- Leverage the positive impacts and existing assets of workplaces and ...
 - mitigate the negative impacts and challenges of the new ways of working ...
 - for the mental and physical health and wellbeing of employees faced with EoL experiences and their colleagues.
- 
- A series of four pink, curved, dashed line segments arranged in a diagonal pattern from the bottom right towards the center of the slide.

Objectives

1) To **understand the influence of changing workplace organization** due to the twin transitions on wellbeing, performance, job quality, and work culture for employees confronted with EoL experiences and their colleagues

2) To **develop and evaluate tailored Compassionate Workplace Programs (CWPs)** to support employee health and wellbeing in the work environment, across different national and occupational contexts in Europe

Twin transitions:
Green & Digital transformation
Telework, digital HRM and
Green jobs

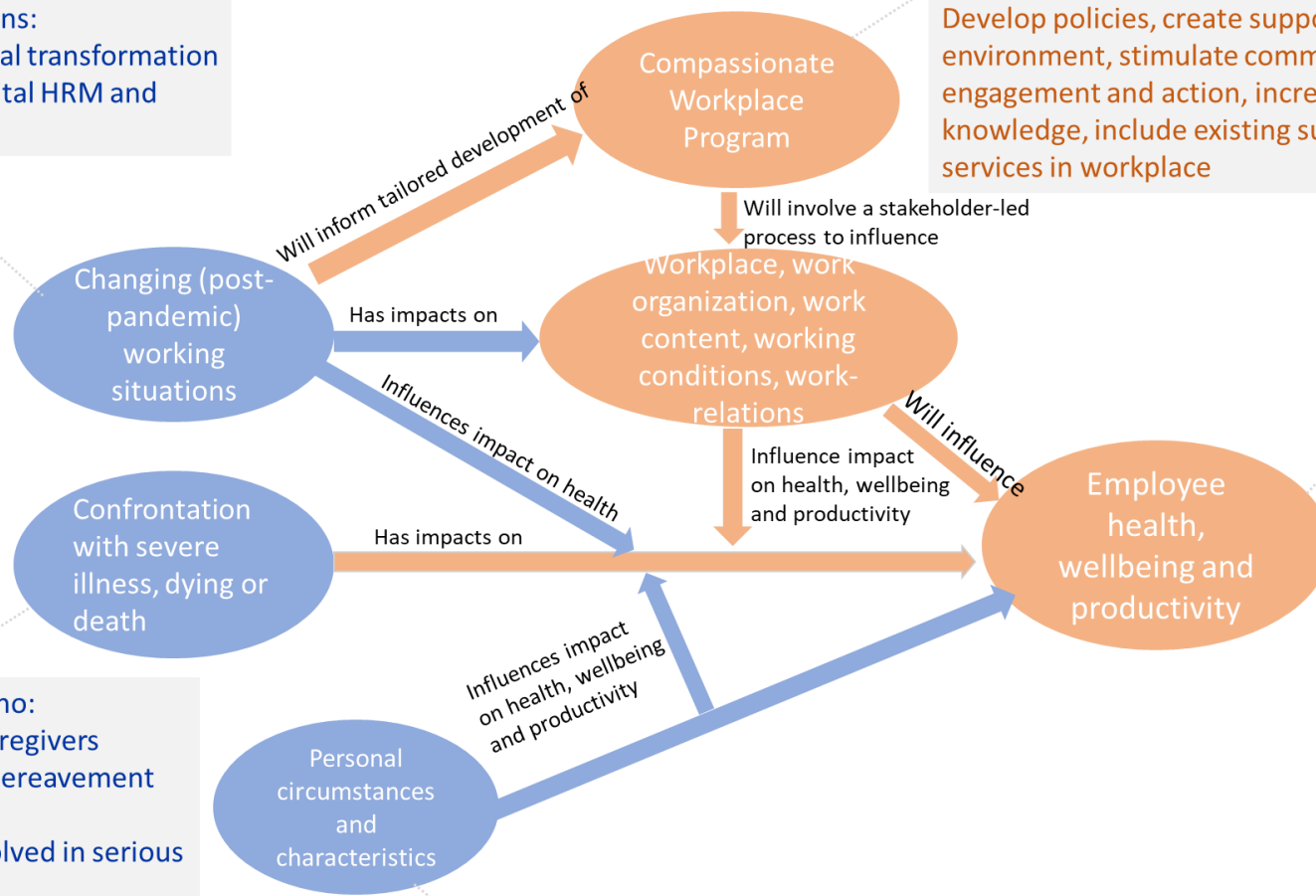
Develop policies, create supportive
environment, stimulate community
engagement and action, increase skills and
knowledge, include existing support
services in workplace

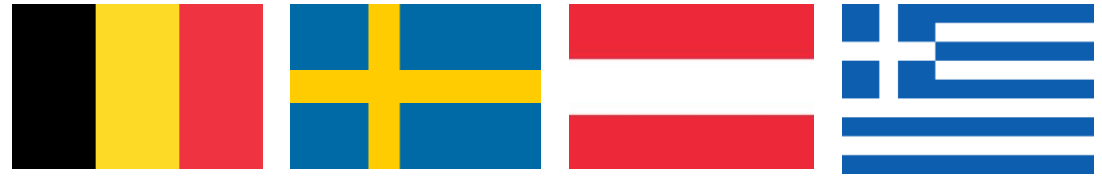
Health and wellbeing of employees
with EoL experiences and their
colleagues
Workplace-level outcomes: workplace
culture, interpersonal relationships,
production loss, hours lost due to
absence, safety

Employees who:
-are family caregivers
-experience bereavement
grief at work
-are ill or involved in serious
accidents
Colleagues of these
employees

Eg family situation (single, parent,)
Career ambitions
Gender roles
Personal values (need for meaningful
work, materialism, family-oriented)

● Not amenable to the EU-CoWork activities
● Where EU-CoWork makes a difference





Methods

4-country cross-national mixed-methods intervention study with an embedded process and impact evaluation.

1. An international **co-creative and co-developmental evaluation** of tailored CWP
2. An international mixed methods **process and impact evaluation**

12 workplaces across 4 countries

Country

- Belgium
- Sweden
- Austria
- Greece

Sector

- Primary
- Secondary
- Tertiary/quaternary

Transition

- Digital
- Green

Socio-demographic profiles

- Gender, age, migration, education level...

Developmental evaluation of CWPs



RO2: To **develop tailored strategies** (i.e., CWPs) to create compassionate workplace cultures and improve health and wellbeing for employees working in digitized and green work environments in different national and work contexts in Europe.



RO3: To **describe and evaluate the process of co-creation and implementation** of our CWPs and how these influence the programs' outcomes.

Developmental evaluation of CWP

Facilitated co-creation of each CWP

- Trained Community of Practice of facilitators + PhD researcher
- Participation of the entire workplace

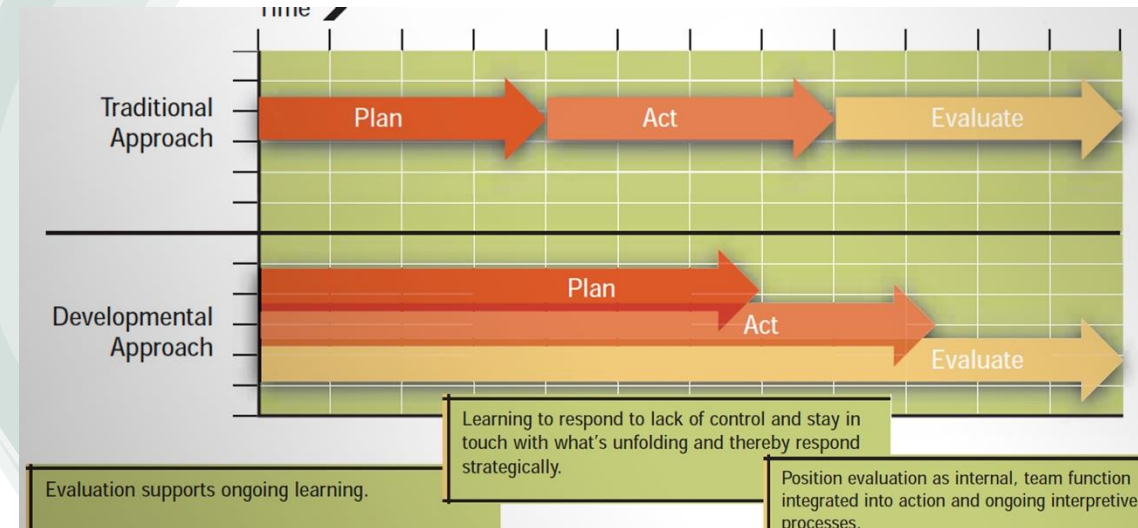
Adapt to contexts

- What knowledge is needed?
- What needs to be evaluated?

Rapid evaluations via interviews

- Identification of needs and opportunities

Augmentation of existing strengths



Process and impact evaluations



RO1: To develop an evidence basis for **understanding relationships between employee health and wellbeing, work organization, workplace culture, and other contextual aspects** (Country-, workplace-, and subgroup-specific aspects)



RO4: To **evaluate the impact** of the CWP's (1) on **the mental and physical health and wellbeing** of employees facing EoL experiences and their colleagues, and (2) **on workplace-level outcomes** including workplace culture, interpersonal relationships, production loss, hours lost due to absence.



RO5: To **evaluate the economic value and cost-effectiveness** of the CWP's and how the CWP's may help prevent financial losses due to the confrontation with serious illness, death or loss.

Realist Evaluation for Organizational Interventions

- What works for whom in which circumstances – and why?
- How well does the co-creation process lead to CWP that fit the organizational context?
- What components of CWP lead to wellbeing and productivity outcomes?
- Context – Mechanisms – Outcomes

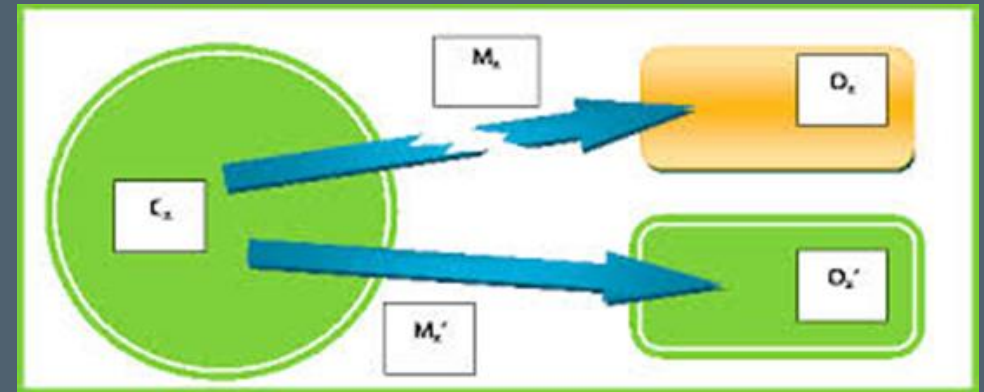
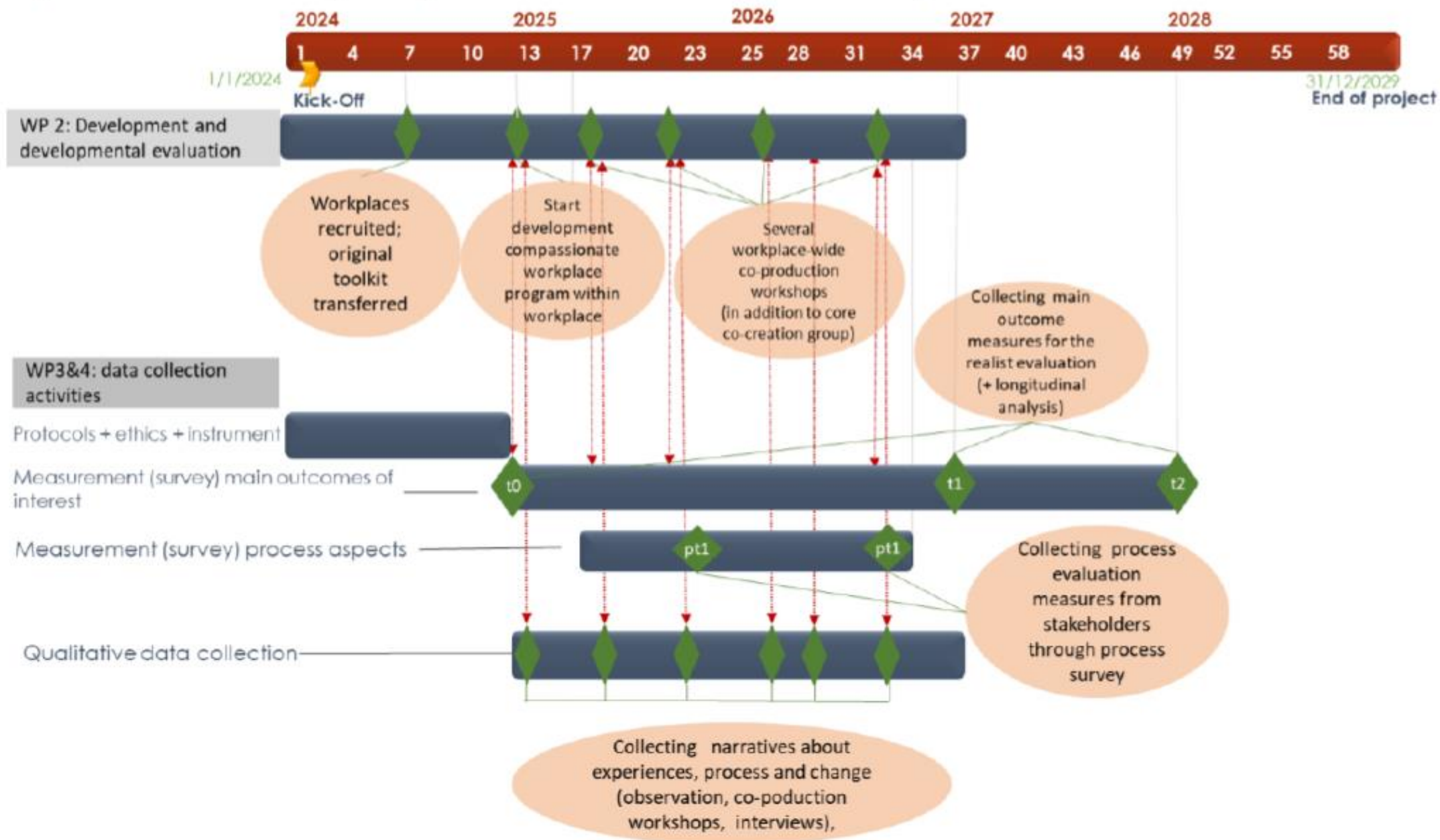


Figure 1.2.6: Structure of the different data collections and their timepoints



Partners



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6. Patton M et al. *Developmental Evaluation Exemplars: Principles in Practice*. New York: Guilford Press, 2015.
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THANK YOU

Website coming soon!

<https://eu-cowork.eu>

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