



Ensuring a society for all ages:
Promoting quality of life and active ageing
UNECE 2012 Ministerial Conference, Vienna, Austria

Project Title:

Senior policy measures at St. Olav's Hospital - University Hospital of Trondheim (NORWAY)

The Project description

St. Olav's Hospital received the national award for "This year's senior initiative" in 2011. The reason for the assignment was that senior policy is made into a special focus area. The purpose of the senior political commitment is that seniors are encouraged to further employment, so that St. Olav's Hospital can take advantage of valuable skills and experience. Experienced personnel with the specific skills they have acquired throughout a long professional life, is of great importance for the hospital to achieve its goals.

Senior policy is part of the hospital's priority, and a natural part of the total employer policy. Employees from age 55 + may enter into an agreement to different actions. The measures in question are awareness measures, development activities and senior days, as a general scheme from the age of 60. The annual Senior conversation forms the basis for the selection of actions, and the aim is to encourage seniors to stay longer in the workforce.

Senior policy is to facilitate the development and use senior employees' knowledge, skills and ability to work in a way that both employers and employees benefit.

Senior policy is to facilitate a proper and dignified end of the career for the individual. If a majority of seniors will take early retirement scheme, Contractual pension (AFP), the hospital are losing knowledgeable staff and will be deprived of valuable labor. The cost of AFP will be greatly increased. Good senior policy can prevent this.

Senior policy must be exercised in the dialogue between seniors and the immediate supervisor. This is important in order to adapt to the measures implemented are good and appropriate for both seniors and the device. It is also important to ensure predictability.

Employer's duty to provide a fully satisfactory physical and psychosocial work environment applies to all workers regardless of age. Elderly workers are like all other workers - individuals. St. Olav's Hospital demonstrate that their expertise and experience is much appreciated, and facilitate that seniors take conscious decisions about when to leave the workforce.

Why is it considered a good practice: The holistic approach, the anchoring in top management, the anchoring in all levels of the organisation, the general awareness raising are decisive elements in building a sustainable Senior Policy. In addition to the efforts to change attitudes/behaviour, this make St. Olavs Hospital's total commitment a good practice.

Timeline/duration of the project 2009 - 2012

Lessons learnt

It is important that the senior policy is rooted in all levels of the organization (managers, employees, the board, Union representatives). Ownership by the top management is essential to create an understanding of the importance of the senior focus throughout the organization. The leaders must have the necessary freedom of action within specified limits at their level so that he / she can make decisions and enter into agreements. Senior policy is an ongoing project and must be maintained and developed.

Senior policy is being evaluated during 2012. When seniors are asked what is most important to prevent early retirement, 66% respond that senior days are very important. 29% respond that the days are important. Development programs focusing on motivation and job satisfaction are highly appreciated among seniors.

Relevance for the UNECE region Commitment 5 – to enable labour markets to respond to the economic and social consequences of population ageing. Europe 2020 Strategy

Location of the project St. Olav's Hospital - Trondheim University Hospital, Norway

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