Introduction
Health care workers are often confronted with rapid changes of work organization, new technology and new methods of treatment and care.

Purpose
The aim of this study was to explore associations between organizational structure, communication, and influence/participation, and their relation to experiences of change processes, quality and efficiency of the health care work.

Methods
Data from a longitudinal study of work conditions, stress and health among public health care workers in western Sweden were used (KART-study). The present cross-sectional analysis was based on data from a postal questionnaire in 2010 (participation rate 70%, n=1900, managers excluded), with new items concerning quality and efficiency of the health care work. Associations were analysed by Cox regression and expressed as Prevalence Ratios with 95% confidence intervals.

Results
◆ A larger proportion of the participants reported important changes at the workplace in 2010 compared to the previous survey in 2008, but less were experienced as improvements.

◆ Good communication, clear organizational structure and good influence/participation were related to experiencing changes as improvements as well as being satisfied, very or rather, with quality and efficiency of work *.

◆ The strongest associations were found between influence/ participation and experiencing improvements and between structure and efficiency.

*The other response alternatives for the experience of changes were “impairment” or “neither improvement or impairment”. In addition to being very or rather satisfied with quality and efficiency the alternatives were “neither satisfied or dissatisfied”, “rather dissatisfied” or “very dissatisfied”.

Conclusions
The results from this cross-sectional analysis indicate that developmental processes can be more successful if communication between management and employees is improved, organizational structure made more clear and employees are invited to participate and have influence.

--

Figure 1: The association between work conditions and experiences of change processes, quality and efficiency. Adjustment for sex, age or profession gave similar results.

Figure 2: Creating good development processes