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INTERNATIONAL SOCIAL SECURITY ASSOCIATION  
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# Good Practices in Social Security

Good practice in operation since: 2015

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## **Assisting in safety: We care about you**

**National Employment Accident Insurance Institute**  
Italy

## **Summary**

*Between November 2015 and December 2017, an experimental training project was developed by the National Employment Accident Insurance Institute (Istituto Nazionale per l'Assicurazione contro gli Infortuni sul Lavoro – INAIL) for social and health care workers who work in facilities for the reception and care of self-sufficient people and dependents with varying degrees of disability.*

*The innovative character of the project can be seen in the choice of using the teaching methodology of “industrial theatre” or “theatre laboratory” to promote worker proactivity through the critical review of individual and group behavioural attitudes, thus stimulating the participants towards self-improvement.*

## **The issue or challenge**

*What was the issue or challenge addressed by your good practice? Please provide a short description.*

The project “Assisting in safety: We care about you” dealt with the areas of health promotion at work and prevention of occupational hazards through an experimental and innovative training method especially for Italy and for the working sector of social and health assistance.

The sector was chosen due to the continuous employment growth it experienced in the last decade, which is linked to the improvement of the average life expectancy in Italy and in the rest of Europe and, at the same time, due to the increase in the number of injuries and occupational diseases.

Another reason for planning an intervention in the field of social and health care was the lack of good practices to be applied in this area precisely because it is a sector of recent large-scale expansion.

## **Addressing the challenge**

*What were the main objectives of the plan or strategy to resolve the issue or challenge? List and briefly describe the main elements of the plan or strategy, focusing especially on their innovative feature(s) and expected or intended effects.*

The business sector in which it was decided to intervene is represented by two foundations, namely, the *Opera Immacolata Concezione* (OIC) and the *Istituti Riuniti Padovani* of Education and Assistance (IRPEA) which operate in Padua and its province and provide: residential facilities and services for elderly and fragile people; assistance to people with disabilities; education of children (kindergarten and primary school); vocational training of young people and adults; and hospitality to students, out-of-home workers, pilgrims and family members of hospital patients.

The personnel of the foundations are mainly made up of women, with a good level of education and an important presence of foreign workers.

In-depth info-trainings have been designed to create the real involvement of workers in the culture of occupational safety, stimulating the commitment of the individual to become a “safety promoter” especially in the risk areas experienced by workers as particularly critical, although the same had already been addressed in compulsory training pursuant to article 37 of Legislative Decree 81/2008.

The innovative formula of the training course has allowed the involved workers to become scriptwriters, directors and performers, being placed in an environment that is different from the usual classroom and experiencing the “training theatre” or the “industrial theatre” method which, through emotional stimulation, aims to maximize the effectiveness of training by offering a different approach to everyday life and by triggering positive instances of behavioural change both in the individual and in the group.

This is a way, as indicated by the project title “Assisting in safety: We care about you”, to make workers pay special attention to those who – on a daily basis – must ensure special care of and assistance to their users/patients who are in critical health conditions.

The project aimed to respond to the following:

- risk from incongruous postures and manual movements;
- biological risk;
- risk from work-related stress;
- risk from differences in gender, age, geographical origin, etc.

The industrial theatre methodology provides a dynamic activity that alternates practical moments with the analysis of the work done, allowing to re-evaluate the “game” dimension as a central element of learning to correct wrong attitudes in everyday life.

Given the innovativeness of this method, a pilot lesson was first conducted to test the design system. Each edition of the course has a duration of eight hours concentrated in a single day. After a brief reference to the four most critical risk profiles of the business sector and a brief description of the basic notions of dramaturgy, the participants are divided into four groups, each of whom is assigned to analyse a risk factor, to be interpreted into a theatrical presentation.

At the end of the first part of the day, each group should have elaborated a script, prepared the stage costumes and identified the performers among the members of the same group. In the second part of the day, each group presents their “first work” in front of the audience composed of the other participants.

For each edition each participant is given the opportunity to cover several roles (scriptwriter, costume designer, director, performer, spectator, critic, etc.), allowing to vary the point of view on the subjects represented: in this way each worker/participant becomes a self-trainer as well as a trainer of colleagues through the staging of theatrical performances (sketches, musicals) centred on the behavioural and procedural “errors” that characterize everyday life, using the same working environment as a scenario. Variations of the method are noted through comparisons among colleagues and the use of irony, improvisation, lightness, dramatization and de-dramatization.

All representations are videotaped in order to select the most representative works that are to be used as teaching support for future training initiatives aimed at other workers not included in the project.

## Targets to be achieved

*What were the quantitative and/or qualitative targets or key performance indicators that were set for the plan or strategy? Please describe briefly.*

The project involves information and awareness raising measures aimed at all the employees of the two foundations (about 1,800 workers) and a specific training course aimed at a group of almost 270 select workers to represent the total. Actors of the project, in addition to the two mentioned foundations, are from the INAIL Regional Directorate of Veneto, the *Patronato Inca* CGIL of the Veneto Region, the *Azienda U.L.S.S. 6 Euganea* and the Italian General Confederation of Labour (*Confederazione Generale Italiana del Lavoro – CGIL*) who have participated not only in the conception and preparation of the training courses, but also in monitoring all the phases of realization and finalization of the project.

The training has involved 264 workers in the 120 classroom hours, divided into 15 editions, starting with a pilot lesson that is useful to test the design system through the collection and analysis of feedback coming from the workers themselves.

## Evaluating the results

*Has there been an evaluation of the good practice? Please provide data on the impact and outcomes of the good practice by comparing targets vs actual performance, before-and-after indicators, and/or other types of statistics or measurements.*

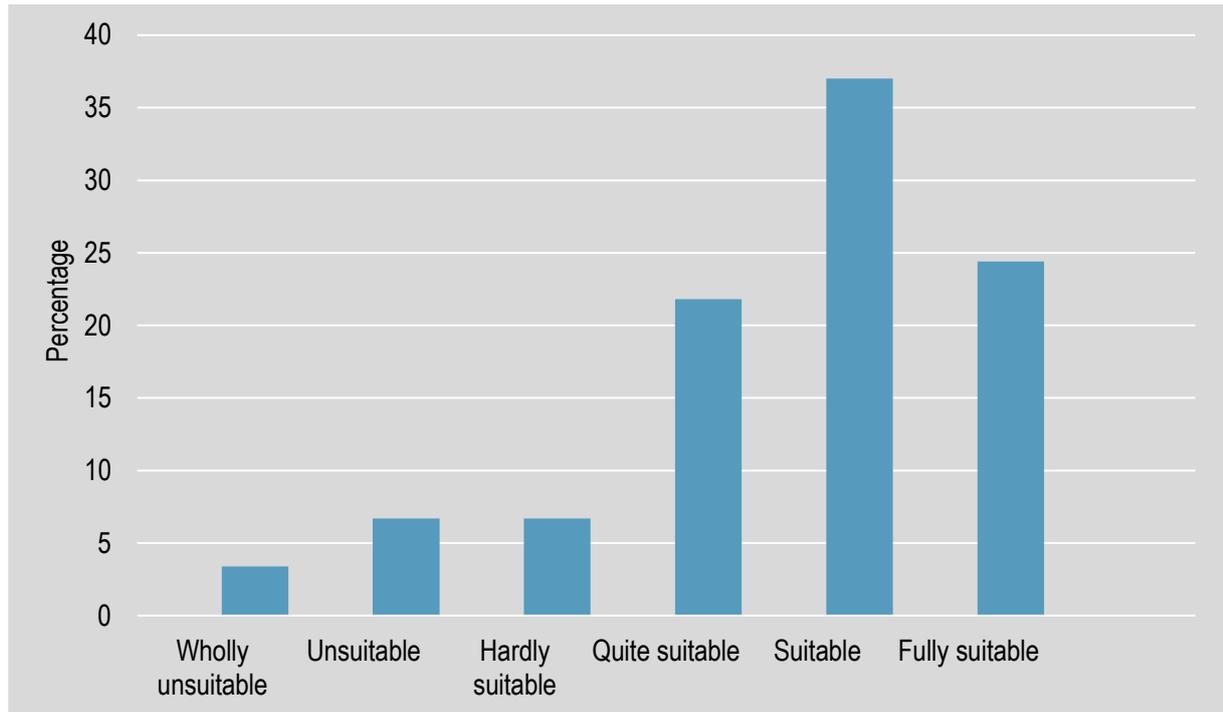
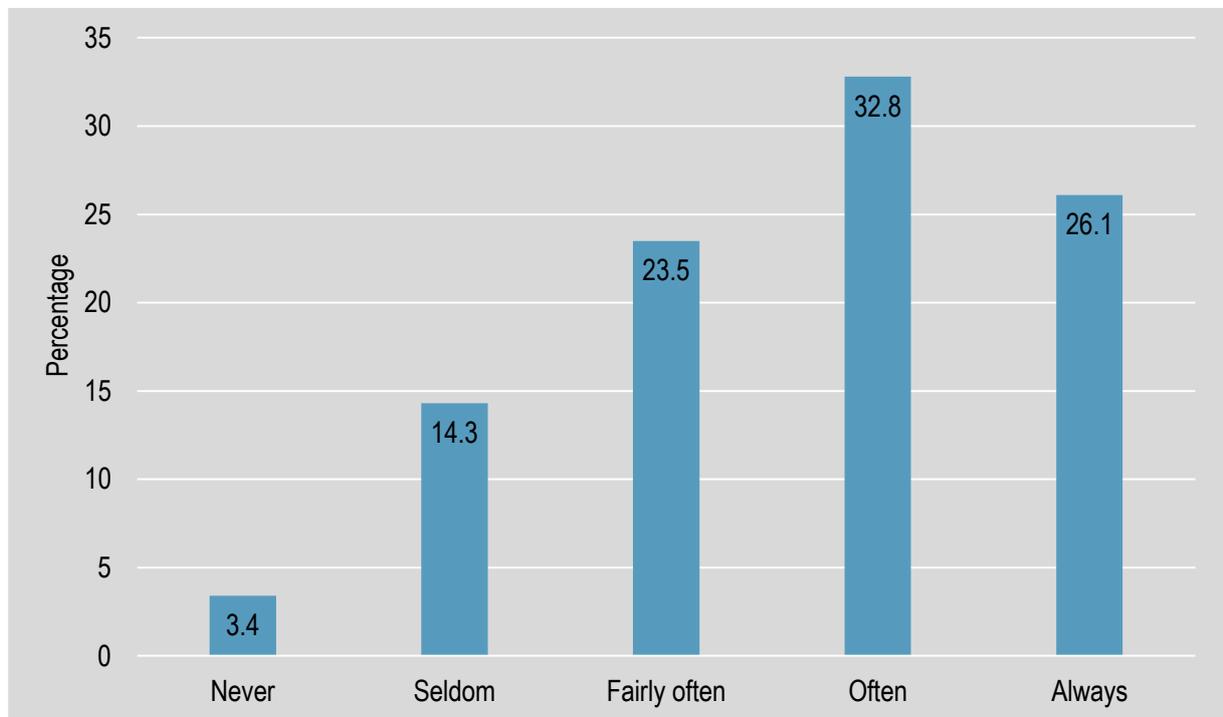
At the end of each course edition, a paper questionnaire was distributed to participants which was designed to measure the degree of individual satisfaction in the following areas:

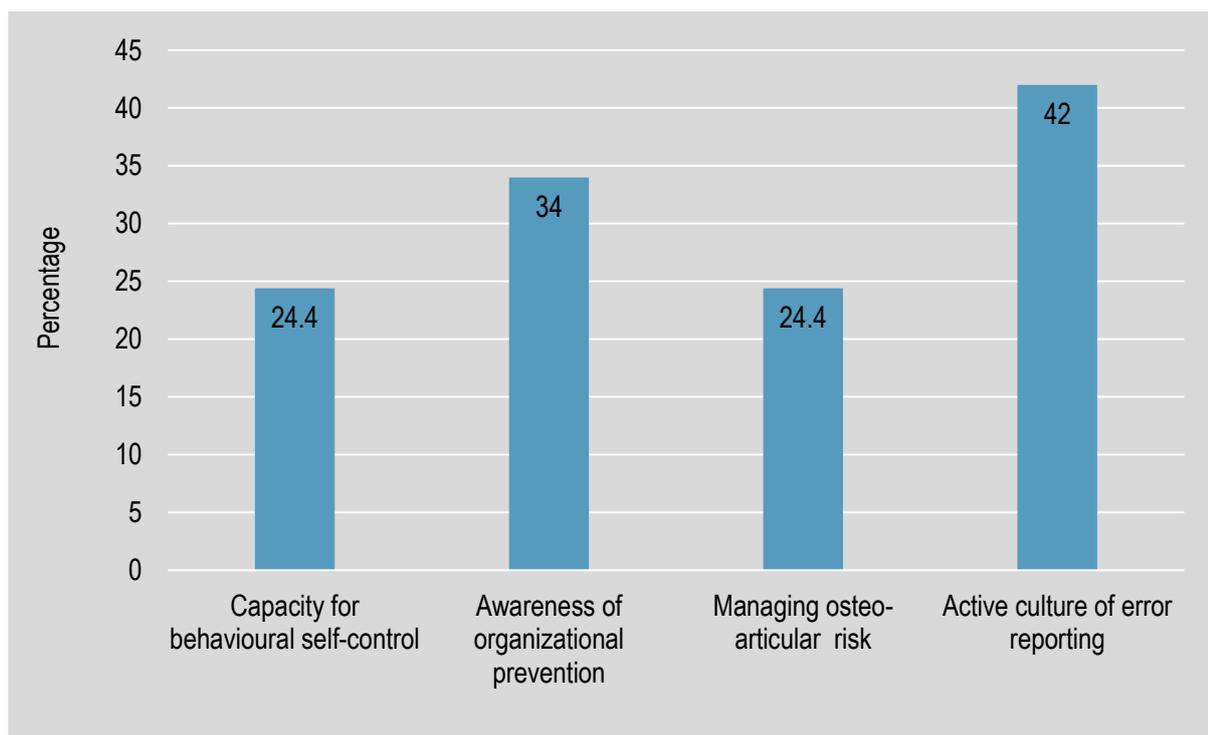
- judgment on overall satisfaction, especially compared to initial expectations;
- opinion on the host structure and organization of the activities;
- opinion on the teachers;
- improving one's skills and increasing the performance quality of one's job;
- open questions on strengths and critical elements found.

Using a benchmark of 75 per cent satisfied subjects, as many as 90 per cent said they were very satisfied with the training activity, with 84 per cent exceeding their initial expectations.

To be noted, 96 per cent of the participants have positively judged the teaching staff and 95 per cent have registered an increase in their skills. Finally, 88 per cent have expressed confidence on the improvement in the quality of their work.

After one semester, an ex-post effectiveness check was carried out as a follow-up, using a specific questionnaire that was distributed and compiled on-line. Below are the outcomes:

**Table 1.** Follow up evaluations of the “industrial theatre” teaching methods**Table 2:** Follow up on opportunities to extend the same type of training to colleagues

**Table 3.** *Follow up on the personal skills to be improved*

Based on the encouraging results, INAIL continues to use the adopted modality especially on account of the propensity shown by participants to critically analyse the organizational context vis-à-vis their work and to propose concrete and specific solutions in their professional fields. Moreover, as stated by 42 per cent of the students, the awareness that they have finally acquired for a culture of “reporting the error” certainly represents a remarkable response.

## Lessons learned

*Based on the organization’s experience, name up to three factors which you consider as indispensable to replicate this good practice. Name up to three risks that arose/could arise in implementing this good practice. Please explain these factors and/or risks briefly.*

A coordination table has been set up for the project, composed of representatives of the subjects involved who meet every four months for the strategic orientation functions of the entire project.

For the concrete and efficient management of the activities, an executive committee has been set up, which meets twice a year to continue developing the teaching methodology and look after the operational and logistical aspects of the project, and update the Coordination Table on the progress of work to enable the latter to deliberate on the phases and the subsequent actions.

For the full success and repeatability of the project, it has been decided to involve in each edition all the professional figures/levels present in the organization chart of the two foundations.

With regard to possible critical issues and the suggestions learned, we would like to point out the following:

- Any problems related to the availability of time available to develop the provisions of the format can be overcome by carrying out the activity in a single day consisting of eight hours of activities.
- To overcome the possible shyness/inhibition of some of the participants towards the theatrical presentation, it is advisable not to inform the participants about the teaching modalities adopted and to ask those who have already been involved not to “anticipate” the training day activities.
- As seen among the factors of exportability, training will be effective and incisive only with the involvement of all of the organization’s hierarchy, so as to understand the strong investment that the organization wants to give to this activity.