

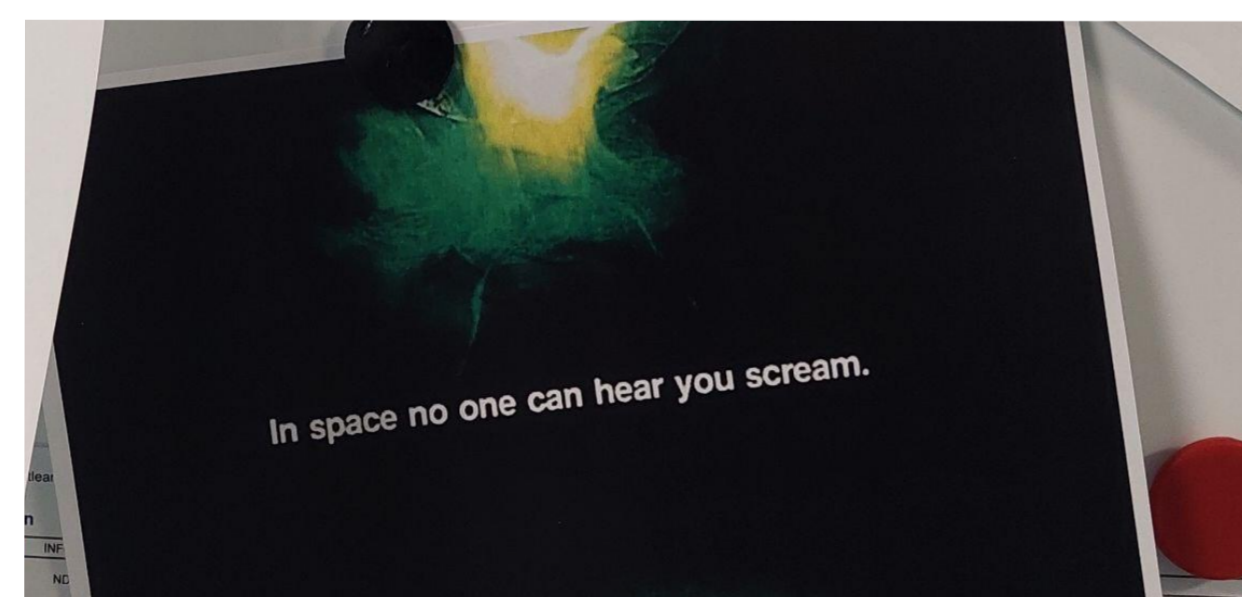
In space no one can hear you scream*

PULL FACTORS to attract people to work at the hospital:

- **Healthy, organic, high-quality food at a reasonable price.** Shows that you care about the well-being of your staff, and that you're willing to invest in their long-term health (as in Swiss hospitals).
- **Rest areas and private space for faster recovery.** Shows that you understand the importance of rest and relaxation, and that you're committed to creating an environment to refill health resources for your staff.
- **Flexible policies on pregnancy and surgical learning curves.** Shows that you're supportive of your staff's personal and professional aspiration. Breastfeeding senior surgeons in Rwanda as role models.
- **Efficient computer systems and care for the elderly.** Shows that you're using technology meaningfully, and that you're committed to providing the best possible care for the elderly out-of-hospital too.
- **Hospital bed assignment covered by admin/dedicated staff.** Shows that you're organized and efficient.
- **Working and learning as a conscious free decision/choice, intrinsic motivation.** Shows that you value your staff's autonomy, and that you're committed to creating a workplace where it is possible to thrive.
- **Time for international exchange.** Shows that you're open to new ideas, visions and perspectives.
- **Functional teams where care and knowledge sharing works.** Foundation of quality.
- **Reliable feedback loops when critical incidents or fixing of structure or objects are needed.** This shows that you're committed to continuous improvement, and that you're willing to listen to your staff's feedback.



Toilet in a public hospital in Vienna that has been in this state for 6 years. The toilet is in a state of disrepair, with the bowl lying on the floor. This is a clear example of the neglect that some public hospitals in Vienna are facing.



Staff duty board in a public hospital in Vienna with messages of helplessness. This is a clear indication of the morale problems that some public hospitals in Vienna are facing due to carelessness of the management.

* The tagline of the sci-fi horror film "Alien" by Ridley Scott (1979) was coining the isolation and terror of being in space. It has become a reference in popular culture to describe the feeling of being alone and helpless.

- **Integrative hospitals who are a workplace for everyone.**
 - Integrative hospitals that are welcoming to people with disabilities, people from different backgrounds and educational experiences.
 - Hospitals that partner with organizations like Caritas to provide opportunities for people with barriers to education (training and employing persons with no access to the labour market to re-sterilize surgical instruments)
 - Hospitals that hire and train doctors who are wheelchair users (as Dr. Thomas Kapapa, consultant neurosurgeon).
- **Healing architecture.**
 - Hospitals with natural light, green spaces, and healthy building materials (minding the health-related evidence base here).
 - Hospitals with art (e.g. by patients in Linz) and pianos (Tulln & Klinik Penzing) available for staff and patients to enjoy.
- **A just and equitable workplace.**
 - Hospitals that are educating staff and patients about the hospital's history especially relevant for the Nazi era (e.g. Friedrich Zawrel). To understand existing structures and avoid repeating history.
 - Hospitals that are working to make the hospital more welcoming to people who have been historically marginalized.
- **A workplace for learning and growth:**
 - Hospitals that offer a variety of training and development opportunities. Crisis can be a chance for increased exposure
 - Leading by example: chief of department show social performance markers as taking responsibility for care work (Nordic models).
- **Twankenhaus.** Platforms to make hospitals places of at least basic well-being for patients and the staff.
- Complaining about there not being enough doctors, nurses etc is one thing. Training more is another thing. But **looking after / cherishing / keeping sane** the ones that are already qualified surely is the quickest and cheapest way to avert further calamity and attrition.

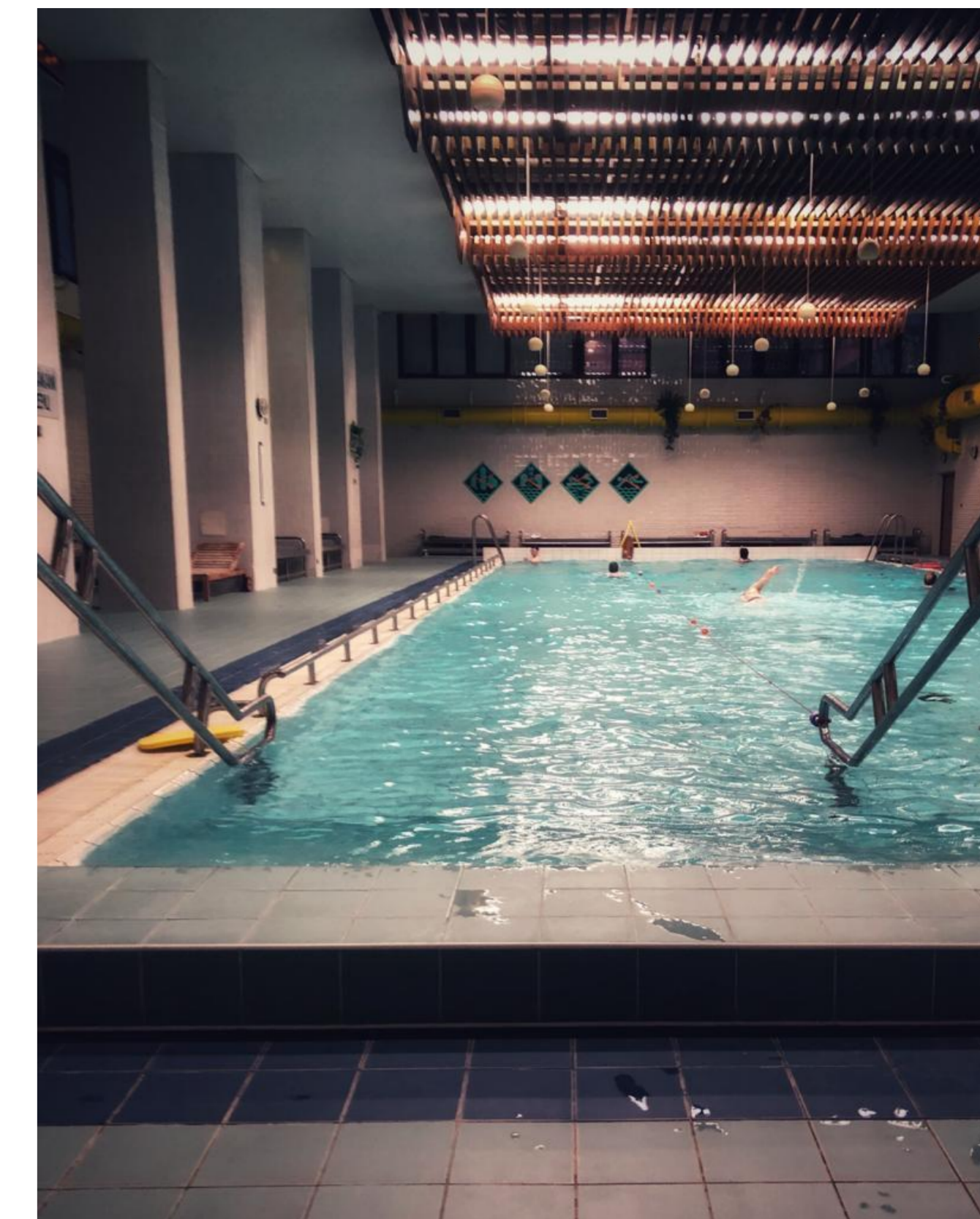
PUSH FACTORS turndown factors:

- **Unhealthy canteen food** can lead to a health issues, but also poses a time burden on staff willing to organize healthy food.
- **Unavailability of hospital scrubs** can make it difficult for staff to maintain cleanliness and infection control standards.
- **Basic human needs not met** (food, shelter, sleep/rest) can lead to fatigue, decreased productivity, and increased risk of errors.
 - No time to eat, go to the toilet, or narrow time windows for canteen, leading to high caloric intake of low quality food.
 - Work space at above 30° temperature leading to fatigue & poor performance.
 - Working in contaminated buildings with asbestos (active construction sites), exposing staff and patients to harmful toxins.
 - Long-lasting repeated sleep deprivation with 25-hour shifts, leading to brain cell damage and loss.
 - Having to frequently fill in acutely for 25-hour shifts of colleagues on sick leave, hindering scheduling a life outside of the hospital.
- **Copy paste of mainstream systems** from neoliberal hospital systems can lead to a focus on profits over patient care.
- **Working for a living**, pressure to work by circumstance and outside factors.
- **Inflexible employer** can make it difficult to live a self-determined life.
- **Not fixed IT system, toilets, work attire, air conditioning for years** can lead to a decrease in morale and productivity.
- **Single use surgical instruments or material** can be wasteful and expensive. It is an anachronism in times of "Doctors for future".
- **Glass ceiling for gender, other abled persons, discrimination by origin.**
- **Incorrect pay or recognition of previous experience** can lead to feelings of unfairness and to costly high-court cases lost by the hospital.
- **Pavilions with nazi history privatized** in the course of Covid to Lifebrain with still child brain cuts in the basement is a disturbing example of profit over ethic.
- **Costs of access to knowledge, courses and education** can make it difficult for staff to stay up-to-date on the latest research and best practices.
- **Deaths or resuscitations at early end of career**, or even in the bloom of life (AKH) – incidence above average is a tragic reminder of the risks that healthcare workers face on a daily basis.

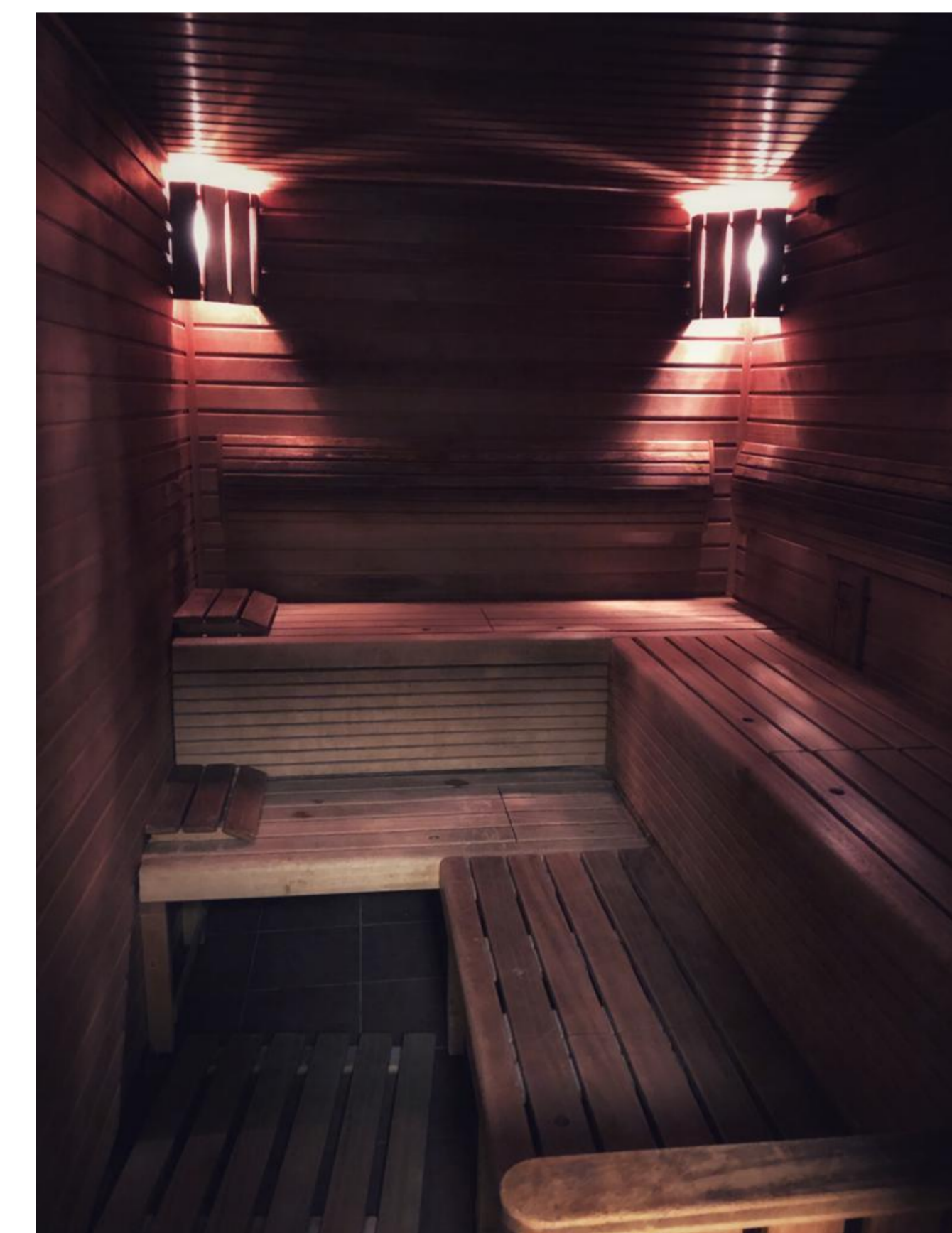
Metric to implement: Health performance metrics of doctors/medical personnel over time, including the amount of severe diagnoses at the time of retirement or end of career, as a metric of hospital/department performance. The latter is a serious metric, as it can indicate the long-term impact of working in healthcare.

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Swimming pool for recreation of hospital staff. This swimming pool is located on the grounds of a public hospital. The pool is a valuable resource for staff, as it provides a place to escape the stress of work and to improve their physical and mental health.



This sauna is located on the grounds of the above public hospital and is used by staff for recreation and relaxation during the on-call of high intensity, cognitive demanding surgical work. It provides the possibility to leave the pager at a clerk at the front desk.



Physiotherapy with dogs in intensive care. This image shows a physiotherapist using a therapy dog. The dog is providing the patients recovering from a serious illnesses with physical support, emotional comfort and motivation to mobilize - it equally supports hospital staff. Therapy dogs are also being used in children's oncology ward at Cambridge university hospital.