

# GOOD PRACTICES IN COMPANIES FOR EMPLOYEES WITH CHRONIC ILLNESS



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[www.anact.fr](http://www.anact.fr) - [www.maladie-chronique-travail.eu](http://www.maladie-chronique-travail.eu)



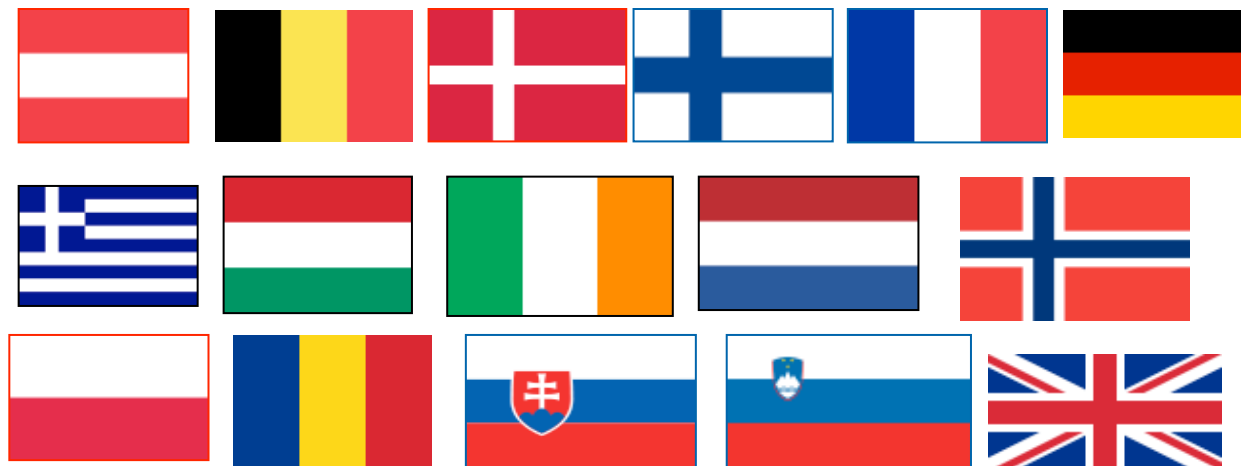
Co-funded by  
the Health Programme  
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Interactive workshop on job retention and  
return-to-work of employees with chronic illness  
Sunday, 24 August 2014 - Frankfurt



## Good practices from 16 countries :

*Austria , Belgium, Denmark, Finland, France, Germany,  
Greece, Hungary ,Ireland, Netherlands, Norway,  
Poland, Romania, Slovakia, Slovenia, United Kingdom*



# Criteria for good practices



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- A company, service provider or an organisation initiative
- A current case
- A collective or a communication action.
- Early detection - intervention / case-management (coordination)
- Involvement of the employee with chronic illness.
- Project management
- Awareness - training for managers and executive
- Process and outcome data available
- Cooperation between various stakeholders, link between public health and Occupational Safety and Health.

# 34 good practices : overview



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PRIVATE COMPANIES	PUBLIC SECTOR GOV. INSTITUTIONS not-for-profit organisations	INSURANCES SERVICE PROVIDERS
<p>Drukkerij Wedding, Netherlands                      Delpeyrat, France                      Naravni Park, Slovenia                      Cosmote Telecom, Greece                      Telenor, Norway                      Argyll Housing Association, UK                      Thomas Tunnock Ltd,UK                      Ford Werke, Germany                      Salzgitter AG,Germany                      Sparkasse, Austria                      Železiarne Podbrezová, Slovakia                      DARS, Slovenia                      Abbott, Ireland                      John Lewis Partnership, UK                      Unilever ,Romania                      ISS Palvelut ,Finland                      Grundfos Group, Denmark                      Monsanto ,Netherlands</p>	<p>Campus Herk-de-stad, Belgium                      City of Pori ,Finland                      University of Miskolc, Hungary                      Frisk Bris, Norway                        NRCWE Denmark                      NIOM, Poland                        "Close to You" Foundation,                      Romania                      Huset Venture, Denmark                      Aract Aquitaine ,France</p>	<p>OÖGKK, Austria                      D.Rentenversicherung ,                      Germany                        Hellas, Greece                      Headway Ireland                      Centrum Chronisch Ziek en                      Werk ,Netherlands                        Prevent, Belgium                        Fit2work, Austria</p>



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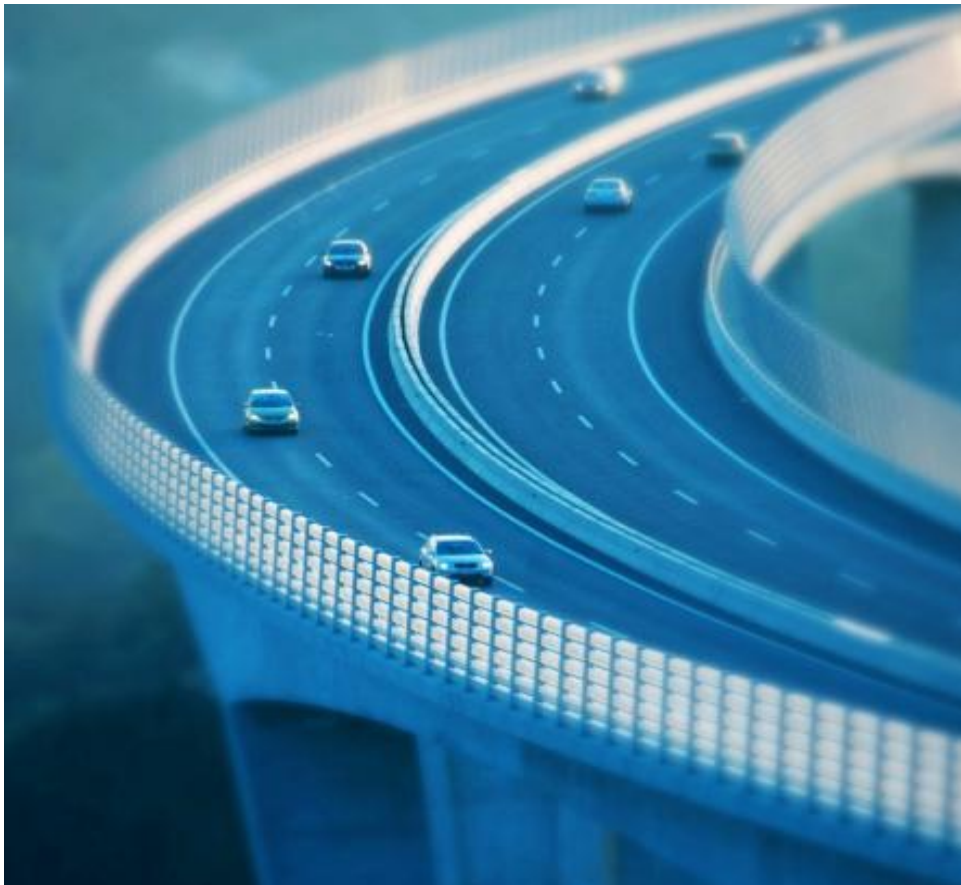
### 3 selected examples :

**Dars** - Slovenia (cooperation, Human Resources)

**Drukkerij Wedding** - Netherlands (management)

**Hellas** - Greece (case management, engagement)





**Operation and maintenance of motorways in Slovenia**  
**Monitoring and traffic management**  
**Toll collection**  
**Organisation and construction of new motorways**

**Employees :**  
**1240**

## + Chronic disease and disability

50% of DARS employees suffer from chronic illnesses.  
Due to limitations in health status, there are 10 transfers of workers to other occupations every year.

DARS

Onset of disability	Workers in administration	Workers in operation
Average seniority when disability appears.	30 years	22 years
Average age when disability appears.	52 years	43 years
Number of disabled per 100 employees	1	4

"Healthy, Safer, Better" Project 's objective:  
to reduce the scope of employees with altered working ability  
to improve employees well-being and health



## + Project activities and “Strategy for dealing with employees whose ability to work has changed”

- Direct presence of human resource specialists once per month at 9 geographically dispersed work locations - enters into contact with the workers with altered working abilities.
- Active cooperation with occupational physicians – managers – social partners - safety engineer - and other professionals in finding appropriate solutions for these workers.
- Adapting the current work environment and jobs to employees whose ability has changed.
- Training for employees and top management
- Carrying out workplace health promotion activities among employees to maintain and enhance their health : periodic activity - weight managing...



## Effects of the "Healthy, Safer, Better" Project

DARS

Item	2009	2010	2011	2012
% of sick leave	5,09	4,63	4,86	4,73
Number of persons with disabilities	47	48	46	43
Number of invalidity procedures	16	17	17	12



**DRUKKERIJ WEDDING**  
partner in grafische communicatie sinds 1844



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## “Practice what you preach : Active health policy in a Dutch printing company”

Company founded in 1844,  
14 employees

Produce brochures, leaflets, envelops,  
labels, papers and books, but also  
digital products such as websites,  
e-books and newsletters.



# An inclusive way of management



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Drukkerij Wedding deliberately creates and invests in a diverse workforce (including people with distance from the labour market, and people with disabilities).

## 4 strong principles :

- **« We are all disabled »** : chronic illnesses, life accidents, work injuries, divorce ...
- **Work Organization as a facilitator** : flexible, self-supporting, allowing and learning from mistakes, building rules and links between people (ask for support, for questions), autonomy.
- **Openness is the key** : if you don't understand , you don't want this kind of people to work with you , telling colleagues about chronic diseases, dare to say.
- **Focussing on skills and possibilities** : starting point is always what a person can do.



HELLAS EMPLOYEE  
ASSISTANCE PROGRAMS



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**HELLAS Employee Assistance Programs Ltd (EAP)** , 25 employees, brings services of behavioural managed care and rehabilitation mental health services.

EAP Disability Management is a holistic workplace approach focusing on a continuum of support that reflects a strong emphasis on keeping an employee at work and supporting early, safe and sustainable return to work.

This practice concerns employees who were diagnosed with and suffer from chronic illness due to physical/mental health problems, injuries and/or accidents.



# A 4 steps program



1. Establish management commitment and support
2. Develop a manual of Policies & Procedures on Disability Management
3. Communication and awareness-raising
  - ❑ Training & orientations for: a) managers b) employees c) unions
  - ❑ Promotional material
  - ❑ Relevant articles and a publication promoting the program via the intranet
  - ❑ Wellness campaigns & presentations

# On-going case management based on the individual's needs and abilities



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## 4. Case management :

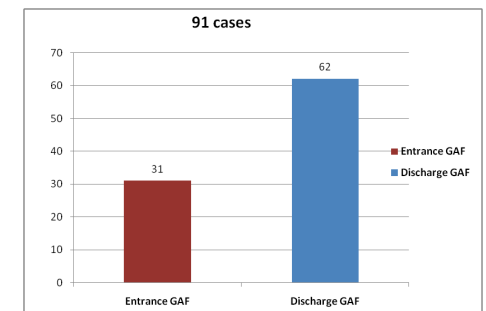
- The case is referred by the return-to-work coordinator to the EAP “**case manager**”.
- Assessment of the employee’s problems and needs : the employee signs the Intake Form, the Consent Form
- Re-evaluation of the existing stakeholders and selection of additional ones
- Psychosocial and/ or psychometric evaluation.
- Defining goals and design a personal recovery plan with the employee. Implementation.
- Job tasks analysis. Fitness For Duty Evaluation.
- Preparation of the work environment (supervisor and colleagues)
- Recommendations based on the progress of the initial rehabilitation plan and the goals accomplished.
- Evaluation of the program - Follow-up of the case by EAP after 3 and 6 months



# Evaluation of EAP Disability Management Service

During 2006 -2013, 7 companies from various sectors, 91 closed cases served (Physical & Mental Health Issues).

- Results from HR / Managers / Health & Safety Department satisfaction questionnaires:
  - 97,3% absence of relapse within 1 year upon return to work
  - 97,8% satisfaction about work performance
- Results from served employee satisfaction questionnaires:
  - 98% declared the intervention resulted in quick rehabilitation and safe return to work
  - 86% declared improvement in relation to their emotional well-being
- GAF (Global Assessment of Functioning) : a numeric scale (0-100) used to rate subjectively the social, occupational and psychological functioning of adults.





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**Thank you for your attention !**

**All good practices are available  
... on ENWHP website under the 9th initiative.**

**[www.enwhp.org](http://www.enwhp.org)**

