



# WP8 Task 8.1

## Training tool for managers and **Plans for the pilot**



@EUCHRODISplus

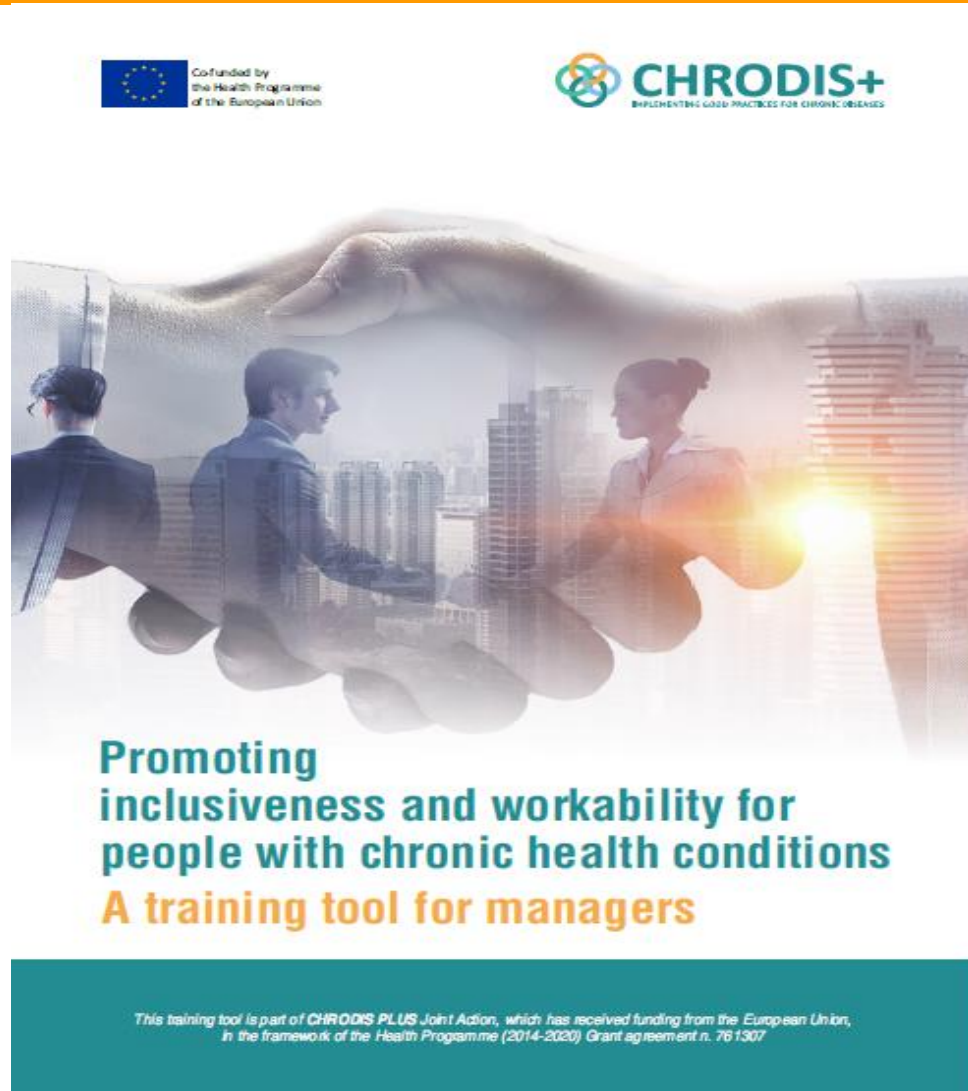


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# Task 8.1

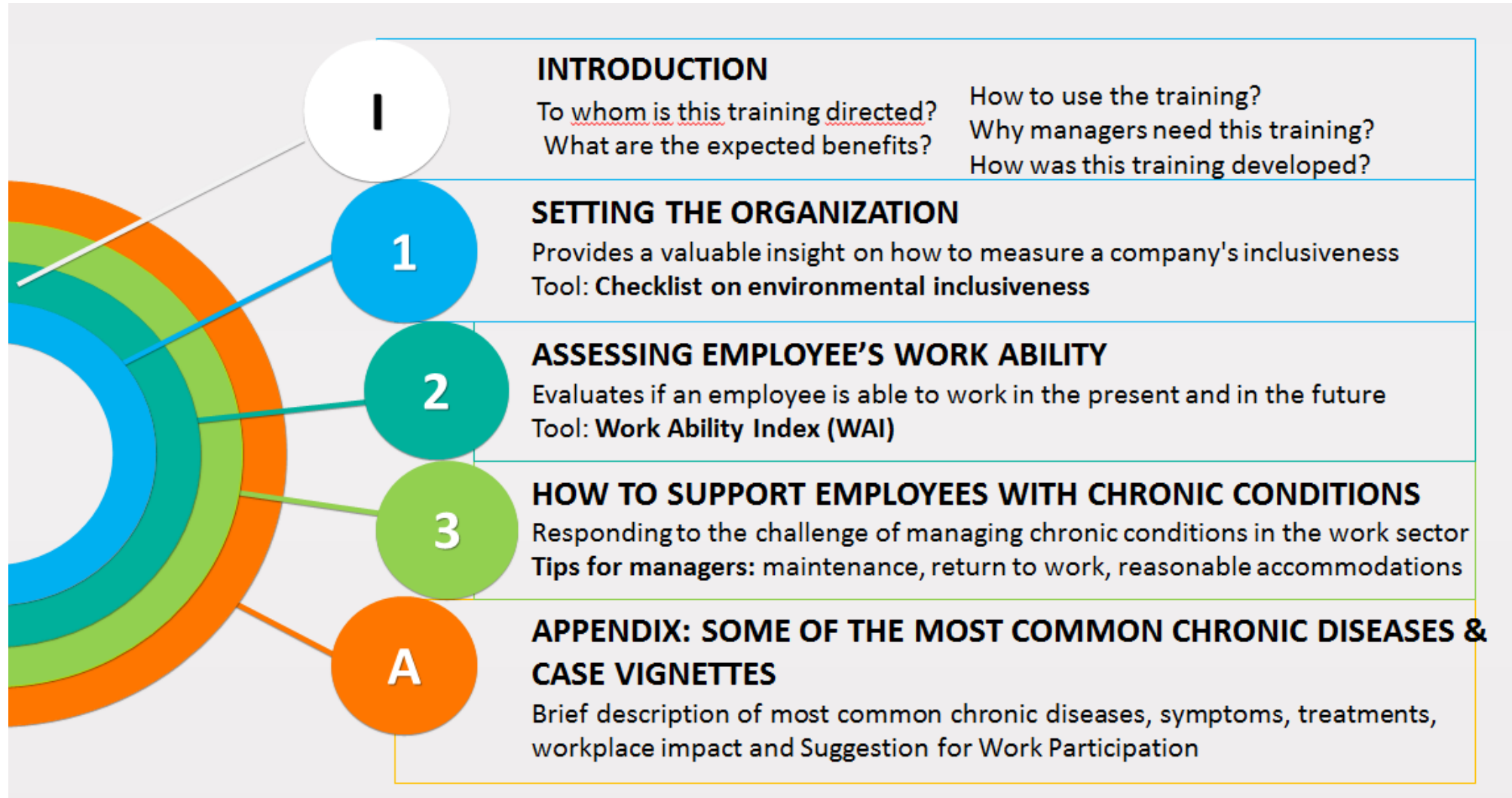
## Training tool for managers



**Promoting inclusiveness and workability for people with chronic health conditions**  
**Chrodis Plus Training Tool for managers**

# Task 8.1

## Training tool for managers – Contents



# WP8 Task 8.1

## Training tool for managers – Introduction



### The Challenge

Large, medium and small enterprises depend on managers who are able to manage changes in the market but also in their company environment and in that of their employees.

When competent leadership prevails, people and organizations prosper.

Bad leadership is often accompanied by a lack of strategic vision and by poor knowledge of the issues of employees.

This training tool is aimed at managers who have a clear understanding of the challenges that an increasing population of employees with chronic diseases is posing to the European employment sector.

### The Answer

The CHRODIS PLUS Training Tool has been developed to help employers understand the benefits of the inclusion, integration and reintegration of people suffering from chronic diseases and will train manager to evaluate inclusiveness and workability of their teams so as to create facilitating environments for reaching desirable organizational outcomes: productivity, job satisfaction of all employees, and organizational commitment.

## The Challenge

The number of people living with one or more chronic diseases (CDs) has dramatically increased in recent decades and this has great social and economic implications for the employment sector.

CHRODIS + WP8 has the aim to develop a Tool box that includes: training tool for employers and toolkit for the workplace adaptation, based on a biopsychosocial approach to health, thus not disease specific but targeting human functioning, person's capabilities and chronic diseases commonalities.

# WP8 Task 8.1

## Training tool for managers – Introduction

### 1. To whom is this training directed?

The training tool is directed to managers of small, medium and large organizations:

- Human resource department
- Top management and employers
- Stakeholders (e.g. occupational health care service providers)
- Health and work safety officers

### 2. Why managers need this training?

Good managers are perceived as knowing what they are talking about, as being competent in the team's business, and this is including the health and wellbeing of employees. Leaders are distinguished by their moral qualities, their judgment, and their ability to have vision.

In the workplace there is often a lack of information regarding the abilities and capacities of people with chronic conditions to continue working, resulting sometimes in stigma and in inappropriate disclosure of their condition, lack of support when returning to work after sick leave, or even difficulties after a long-term absence as well as more difficulties obtaining training opportunities and promotion. This lack of knowledge and of information about employees' health and wellbeing is impacting on leadership and the increase of ageing employees with chronic conditions could be an element that deserves to be known and handled by managers.

Chronic diseases, or non-communicable diseases (NCDs), are broadly defined as "diseases of long duration and generally slow progression that are not passed from person to person".

While chronic diseases are the main causes of longstanding health problems in the working-age population, existing national policies, in most cases, do not address chronic illnesses specifically nor the specific needs of patients with highly cyclic conditions where periods of normal life (e.g. during remission) and periods of frailty (e.g. during treatment cycles) alternate.

People with a well-managed chronic disease are able to work normal hours and, if reasonable accommodation in terms of flexibility of working times or of workplace adaptation is enabled, they can often stay at work, return to work, maintain a work. The ability in the employment sector, to manage complex and chronic conditions brings important returns to individuals, employers and indeed society as a whole (e.g. retaining the experience and knowledge of a worker with a chronic illness is essential to the business outcomes of a company and the overall economic productivity of a country).

This is the scope of this TRAINING TOOL FOR MANAGERS.

### 3. How was the tool developed?

This training tool was developed within the European Joint Action CHRODIS +, a 3-year project in which 42 partners, representing 21 European countries, collaborate to implement good practices in the working lives of those with chronic diseases. The tool draws on international research and on best practices related to inclusion in the work sector, to the health assessment of organizations, to the evaluation of people's health and of welfare systems. It was developed with the advice and support of a group of international experts, including policy-makers, practitioners, unions, researchers, patient associations, DOPs and representatives of various international agencies. It is built upon the work of the EU Pathways project and on three reviews aiming at identifying existing training tools for employers.

1. To whom is this training directed?

2. Why managers need this training?

3. How was this training developed?



# WP8 Task 8.1

## Training tool for managers – Introduction

### 4. What are the expected benefits?

Implementing this training tool in enterprises has numerous benefits both for employees and the organizations as a whole, concerning inclusion, maintenance and return to work (REF\_OSHA).

#### 4.1 Top Benefits for Employees

Promoting inclusion, maintenance and return to work programs in any enterprise communicates care and concern. It also shows employees that their well-being is appreciated and that, in the case of sick leave, efforts are made to get them back to work as soon as possible. Employees benefit in the following ways:

- Retaining full earning capacity
- Maintaining a productive mind-set
- Staying on a regular work schedule
- Avoiding dependence on a disability scheme
- Having a sense of security and stability

#### 4.2 Top Benefits for the Organization

Employers benefit from preserving their employees' capacity to work and by retaining their staff actively on the job, thus reducing the associated cost of health insurance and maintaining the productivity of their workforce. For employers, the benefits of being inclusive, thus having the capacity of hiring and retaining employees with chronic conditions or any kind of decrement in functioning due to health conditions, are multiple: it shows that the employer values diversity and inclusion, which are part of a well-functioning company; it results in higher motivation and commitment of the employees and better productivity and it ensures that the company retains skilled staff and is spared the additional costs of recruitment and training. In particular by:

- Anticipating and controlling hidden costs
- Avoiding stigma in the workplace and promoting inclusiveness ( Box 4)
- Reducing the financial impact of workplace injuries as well as that of sick leave
- Providing a proactive approach to cost containment
- Getting experienced employees back to work, resulting in less time and money spent on recruiting and hiring

#### 4.3 Discrimination and Stigma in the workplace

Discrimination occurs when one person is treated less favorably than another is, has been, or would be treated in a comparable situation, based on a particular characteristic they hold or when an apparently neutral provision, criterion, or practice would put one person at a particular disadvantage compared with other persons. Stigma occurs when certain differences (or imagined differences) are labelled or pointed out and given negative associations. Because of negative perceptions, people with chronic conditions may not disclose their condition or may not ask for the necessary adaptations. Disclosing the illness is often sensitive for people with chronic conditions as there is stigma attached to chronic conditions and lack of awareness that people with chronic conditions can continue to work. Chronic conditions may also sometimes be considered as a private matter by people with chronic conditions or/and employers. In the context of mental health, the fact of not disclosing can also lead to the mental health problem getting much worse and may eventually lead to a longer sick-leave absence as well, to the detriment of as well the employee and the employer. The work place should allow for a climate where ill health can be discussed in a safe environment.

### 4. What are the expected benefits?

- Top Benefits for Employees
- Top Benefits for the Organization
- Discrimination and stigma in the workplace

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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness



#### SECTION 1

##### Setting the Organization: measure inclusiveness

This Section provides a valuable insight on how you can measure a company's inclusiveness.

The knowledge of inclusiveness of a company provides managers with an understanding of the status of an organization and allows to identify critical issues. This knowledge is necessary to project the future and to implement innovative strategies. Inclusion is the process that helps to overcome barriers limiting the presence, participation and achievement of workers.

Employees feel valued and rewarded and this contributes to creating a sense of openness where problems are discussed openly and a sense of loyalty to the organization improving productivity and reducing costs related to absenteeism, turnover and medical claims.

#### The importance of Work Environment

The term Work Environment is used to describe the surrounding conditions in which an employee operates. The work environment includes both environment conditions, such as the office temperature or the equipment, and social interaction with peers, subordinates and managers in the workplace.

In order to avoid personal conflict, it is important to create a good work environment characterized by a high

The knowledge of inclusiveness of a company provides managers with an understanding of the status of an organization and allows to identify critical issues.

This knowledge is necessary to project the future and to implement innovative strategies. Inclusion is the process that helps to overcome barriers limiting the presence, participation and achievement of workers.

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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness

#### CHECKLIST ON ENVIRONMETAL INCLUSIVENESS

##### Section 1 Work Environment and Enterprise

<i>Does the enterprise...</i>	<i>Yes (1)</i>	<i>No (0)</i>
... promote inclusiveness and accessibility to all the employees?		
... give permission of sickness absence?		
... comply with the rules laid down by contracts and guidelines?		
... make employees feel protected for their rights?		
... protect employee's health from physical and psychological breakdowns?		
... guarantee banning of discrimination in work environment?		
... guarantee a safety work environment?		
... promote professional orientation?		
... promote maintenance of work programs?		
...promote return to work programs?		
SUBTOTAL... .. /10		



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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness

#### Section 2 Reasonable Accommodation

Does the enterprise...	Yes (1)	No (0)
... ensure flexi-time?		
... ensure smart working?		
... make the workplace accessible reducing physical barriers?		
... adapt the work station providing ergonomic solutions?		
... adapt work tasks?		
... provide new technologies for improving work performance?		
... ensure accessibility in the common parts of work environment (i.e. canteen)?		
... consent to the regulation of natural and artificial light in the working environment?		
... ensure an adequate climate in the working environment (i.e. air quality...)?		
... consent to reduce environmental noise as much as possible?		
SUBTOTAL...../10		



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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness

#### Section 3 Management Sector

<i>Does the enterprise...</i>	<i>Yes (1)</i>	<i>No (0)</i>
... promote cohesion and collaboration between management level and front line staff?		
... use clear communication strategies with the employees?		
... have good leadership skills?		
... guarantee a clear management appraisal system of the organization?		
... encourage co-ordination and collaboration between departments?		
... guarantee equity in access of resources?		
... guarantee possibility of career development for all the employees?		
... guarantee inclusion of employees in decision that involving them?		
... guarantee equity in the distribution of incentives?		
... protect health and security of all the employees?		
SUBTOTAL...../10		



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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness

#### Section 4 Teamwork

<i>Does the enterprise...</i>	<i>Yes (1)</i>	<i>No (0)</i>
... promote team cohesion and make sure nobody feels isolated?		
... guarantee support from colleagues in case of difficulty?		
... give the possibility, for employees, to express their needs?		
... give the possibility, for employees, to express their ideas and point of view?		
... guarantee a balance between roles?		
... promote the use of individual skills in order to achieve common goals?		
... reduce stigma and discrimination between colleagues?		
... guarantee respect for the rules?		
... give the possibility of career growth?		
... guarantee respect for all types of needs between colleagues?		
SUBTOTAL... .. /10		



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## Training tool for managers

### Section 1 - Setting the Organization: measure inclusiveness

#### How to read the results of the Checklist on inclusiveness in the work environment:

Compiling all checklist's items will allow to have a picture of the strengths and weakness on inclusiveness of the enterprise. By noting in which sector the organization does not adopt inclusiveness strategies, the managers could work to improve the well-being of the employees working on inclusiveness, against discrimination and supporting their needs.

Once the checklist has been filled in, the total score allow you to have a picture of the environmental inclusiveness of your organization. Comparing the score given by managers and employees will help you identify the areas that may be improved. In fact, a negative score identifies areas for intervention. For example, if your organization obtain 4/10 points in the section "teamwork" it means that action to promote inclusiveness could be taken in this areas because results are unsatisfactory.

[1] This checklist on INCLUSIVENESS is inspired by different documents:  
- UN CONVENTION on the Rights of Persons with Disabilities (CRPD), United Nations, 2006  
- AMALONI, F., PARNES, L., PAPA, S., PEPLOMETOS, A. (2007), Il processo di COINTEGRANDO. Indagine sull'INTEGRATIVITÀ sulle dimensioni della COINTEGRANDITÀ, COINTEGRANDITÀ, sociale. In AMALONI, F., Bergogni, L. (a cura di), COINTEGRANDO ed affiliazione COINTEGRANDITÀ, Rassegna di Psicologia, Quaderno speciale 3, Carocci Editore, Roma, pp. 33  
- O'Leary, J., Legg, A. (2017), Inclusion@Work Index 2017-2018: Mapping the state of inclusion in the Australian workforce. DIVERSITY Council Australia web: <https://oceanandindustrialindex.com.au/> | <http://www.businessanddisability.org/charter-principle-based-self-assessment/>

#### Suggested actions:

- Interventions on work environment to reduce discrimination
- Interventions on reasonable accommodation
- Interventions on organizational policies and management
- Interventions on supporting the working team in achieving goals and respects the needs of all the members of the enterprise

#### How to read the results of the checklist

- Total score: gives a picture of the environmental inclusiveness of your organization;
- Compare the score: help to identify the areas that may be improved. In fact, a negative score identifies areas for intervention;
- Suggested actions: help to think about possible interventions to reduce discrimination and promote inclusiveness



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## Training tool for managers

### Section 2 – Assessing employees' Workability



## What does Workability mean?

Work ability is a dimension that evaluates whether an employee is able to do his/her job in the present and in the future, in relation to the demands of this job, to the work environment, and to his/her own mental and physical resources.

### 2.1 What does Workability mean?

Work ability is a dimension that evaluates whether an employee is able to do his/her job in the present and in the future, in relation to the demands of this job, to the work environment, and to his/her own mental and physical resources.

Work ability can be assessed using the Work Ability Index (WAI), a questionnaire developed by the Finnish Institute of Occupational Health (FIOH) and based on employees' self-assessment of their current work capacity. The Work Ability Index was first used in the 1980s in Finland.

The basic scientific question was how long employees and employers are able to work and to what extent being able to work depends on the work content and on job demands. The concept of work ability was later adopted in various other European and Asian countries<sup>(1)</sup>.

The basis for work ability measurement are health and functional capacity, but work ability is also determined by professional knowledge and competence (skills), values, attitudes, and motivation, by the type of work itself and by the working environment.

Awareness of the factors that determine work ability enables specific action to be taken in order to increase employees' work participation and maintenance or to improve work productivity.

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## Training tool for managers

### Section 2 – Assessing employees' Workability

#### 2.2 The Work Ability Index (WAI): how to measure the work ability of employees

The WAI involves a questionnaire, which serves to conduct a self-assessment. The focus is on the employees and their work ability assessed by themselves. Proceeding from the assessments of ALL employees, an examination is made as to whether restrictions on their work ability are imminent in the future and what need for action there is in order to promote the health of those surveyed over their working lives. The employees themselves can complete the questionnaire. The WAI can be used for individual employees and groups of workers<sup>[2]</sup>. WAI be sent via email to all workers of a sector and/or of a company. Results should be discussed together with all involved parties.

The Work Ability Index (WAI) is composed of 7 sections:

Items of the Work Ability Index		
Items		
1	Current work ability compared with the lifetime best	0/10
2	Work ability in relation to the demands of the job	2/10
3	Number of current diseases diagnosed by a physician	1/7
4	Estimated work impairment due to diseases	1/6
5	Sick leave during the past year (12 months)	1/5
6	Own prognosis of work ability 2 years from now	1/7
7	Mental resources	1/4

#### Quick facts on WAI tool

- Self-report assessment
- 10-15 minutes completion time
- No invasive or intrusive items
- No adverse impact
- Instantaneous scoring and reporting output

#### The Work Ability Index (WAI):

#### how to measure the work ability of employees

- The focus is on the employees and their work ability assessed by self
- Low WAI values do not indicate an individual deficiency but an incongruity between the work demands and the work capability of the employees
- WAI might be sent via email to all workers of a sector and/or of a company



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## Training tool for managers

### Section 2 – Assessing employees' Workability

#### HOW TO EVALUATE THE WAI

##### SCORING<sup>[3]</sup>

The best possible rating on the index is 49 points and the worst is 7 points. The total score is obtained by adding up the points of each item, except for items 2, 3 and 7 for which there are specific scoring rules.

##### For Item 2 (work ability in relation to the demands of the job)

For physically demanding work

- the work ability score for the physical demands of the job is multiplied by 1.5 (answers from 3 to 5)
- the work ability score for the mental demands of the job is multiplied by 0.5. (answers from 1 to 2)

For mentally demanding work

- the work ability score for the physical demands of the job is multiplied by 0.5 (answers from 1 to 2)
- the work ability score for the mental demands of the job is multiplied by 1.5 (answers from 3 to 5)

For work that is both physically and mentally demanding the work ability score remains unchanged

##### For item 3 (number of current diseases diagnosed by a physician)

at least 5 diseases = 1 point

3 points diseases = 3 points

4 diseases = 2 points

2 diseases = 4 points

1 disease = 5 points

no disease = 7 points (only diseases diagnosed by a physician are counted)

##### For item 7 (mental resources)

The item 7 is divided in three questions that they are added together and the sum is modified as follows:

Sum 0-3 = 1 point

sum 4-6 = 2 points

sum 7-9 = 3 points

sum 10-12 = 4 points

#### HOW TO EVALUATE THE WAI: SCORING

The best possible rating on the index is **49** points and the worst is **7** points. In this part are indicated the instruction on how to calculate the scoring.

The table describes the current work ability of the respondents and, at the same time, permits forecasts to be made of the health risk.

SCORE	WORK ABILITY	ACTION
7-27 points	POOR	RESTORE
28-36 points	MODERATE	IMPROVE
37-43 points	GOOD	SUPPORT
44-49 points	EXCELLENT	MAINTAIN

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## Training tool for managers

### Section 2 – Assessing employees' Workability

#### Suggested Actions

- Modification of the work organization
- Modification of activities of employees
- Improving team support and cohesion of workers in achieving goals
- Define interventions focused on reasonable accommodations. These should be discussed with employees of the sector that reports lower WAI

At the end of this section some possible actions are suggested to maintain, support, improve or reinstate the work ability.



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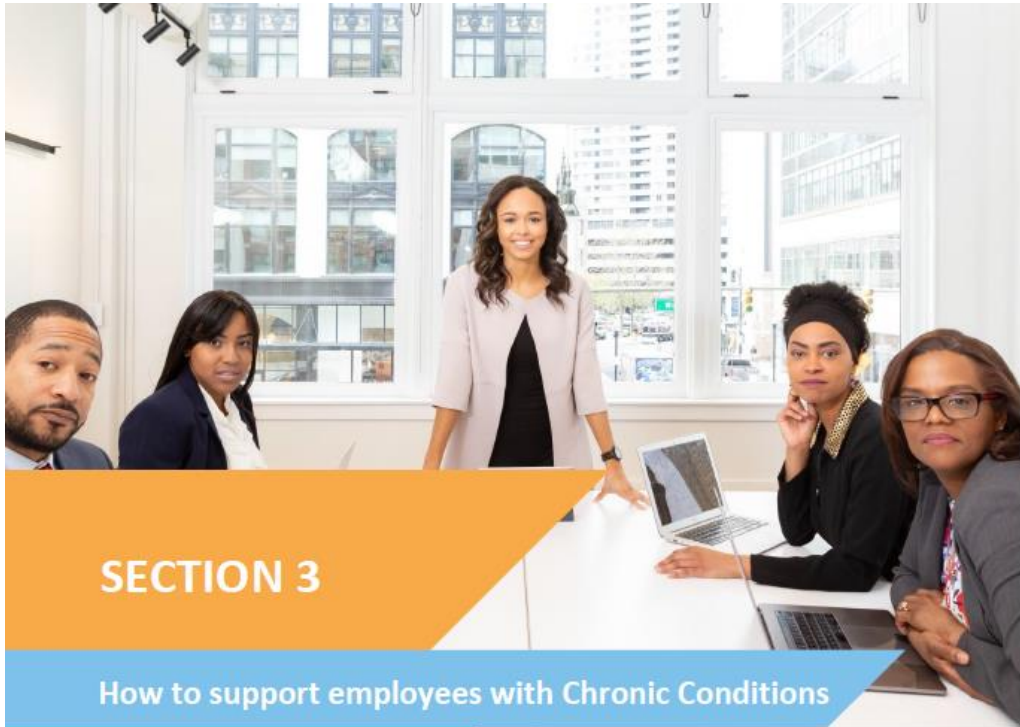




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## Training tool for managers

### Section 3- How to support employees with Chronic Conditions



#### SECTION 3

#### How to support employees with Chronic Conditions

##### 3.1 Responding to the challenge

The creation of an inclusive working environment is a **continuous process** that responds to changes in the working environment and in work policies. It influences team building and leadership strategies, it is a part of **strategic planning**. Therefore, an inclusive working environment is created by the actions and attitudes of the individuals who belong to the working environment. Enterprises have to deal with many employees with chronic diseases (and one in four adults has two or more chronic health conditions, most commonly cancer, heart disease, stroke, diabetes, headaches, low back pain, obesity and arthritis). That means a good

It's also tricky for employers that are challenged to provide their employees with the accommodations they need, while making sure the work still gets done. Some employees with NCDs may feel depressed or stressed about not working at the peak of their productivity, and concerned about how this may impact their job security. It's not the employer's role to assess whether employees truly have a disability or not. It's more about helping employees perform their job duties to the best of their ability. It's a delicate balance that takes some finesse, but managers should do whatever they can to support employees with chronic illnesses. It's

### Responding to the challenge

Once managers have identified strengths and weaknesses through the tools presented above, they can devise a **plan of action** that will help to **strengthen inclusion and well-being in the workplace** of all workers and, in particular, of those with one or more chronic condition.

The creation of an inclusive working environment is a **continuous process** that responds to changes in the working environment and in work policies.

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## Training tool for managers

### Section 3- How to support employees with Chronic Conditions

In developing an action plan for **inclusion, maintenance or return to work**, the following general points should be beared in mind :

- **TIP 1** Identify actions that are realistic, attainable and measurable: the reasonable accommodation;
- **TIP 2** Define the job description and develop a specific timeline and schedule for completing these actions;
- **TIP 3** Discuss with employees which reasonable accommodations might help them or those that they prefer;
- **TIP 4** Identify resources necessary for completing the activities, including plans for acquiring those resources and answer the following questions;
- **TIP 5** Develop strategies so that employees stay connected.



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# WP8 Task 8.1

## Training tool for managers

### Section 3- How to support employees with Chronic Conditions

#### 3.3 Maintenance: support employees with CDs to keep working

Communication and compassion are critical. Chronic conditions may worsen over time. It's important to monitor how the accommodations made are working, and whether they may need to be changed, or if additional modifications might be needed. Good companies understand that success includes treating people with respect and dignity, in sickness and in health. To improve organizational collaboration between employees with chronic diseases and employees without any health conditions, managers can benefit from

the use of intranet on which a training package for all employees can be launched. This should be dedicated to the development of an inclusive working environment. Information on NCDs could also be provided by sending e-mail announcements, adding information on company newsletters and on info-screens.

##### Material for training package

- Information sheets on chronic diseases in general or on specific diseases (see Appendix)
- Guidelines on the psychological, legal, and medical aspects of chronic diseases in general or of specific diseases
- Webinars on the advantages of an inclusive working environment
- Webinar on collegial relationship
- Video on social consequences of diseases (i.e. common prejudice and stereotypes related to CDs and their consequences)
- Webinar on Reasonable Accommodation to adapt the workplace to meet the needs of employees affected by chronic diseases
- Online Course on conflict management in the company, communication techniques, group dynamics and diversity management

#### Maintenance: support employees with CDs to keep working

To improve organizational collaboration between employees with chronic diseases and employees without any health conditions, managers can benefit from the **use of intranet** on which a **training package for all employees** can be launched. This should be dedicated to the development of an inclusive working environment. Information on NCDs could also be provided by sending **e-mail announcements**, adding information on **company newsletters** and on **info-screens**.



programme



# WP8 Task 8.1

## Training tool for managers

### Section 3- How to support employees with Chronic Conditions

#### 3.4 Return to work after sick leave

Establishing a return to work (RTW) policy and/or program of inclusion and job maintenance is not difficult. Some companies already include many of the policies unofficially in the way they handle claims. It is important, however, to execute these programs correctly. Clear guidelines and specific, consistent policies must be established in writing.

A successful RTW program can be carried out either **online** or **face-to-face**.

For online training, the company's **intranet** may be used. The **online training** may consist of several parts, each of which, focusing on different topics

Regarding **face-to-face training**, the enterprise can offer periodic training modules that provide managers with the necessary skills for guiding an employee through the RTW pathway. Human resources (HR) personnel and managers can choose which modules to take part in according to their needs.

To monitor the effectiveness of training initiatives, an **annual survey** should be performed among managers to assess whether they find the training adequate or whether the materials lack any essential topics.

HR personnel and managers may take part in one or more of the following modules:

##### Material for the online training

- **Webinar** on the development of policies, relationships, and management structures that streamline the management of sick employees' return to work
- **Guidelines** on how to build return to work program
- **Webinar** on how to conduct interviews with employees that return to work after sick leave
- **Webinar** on how to monitor the process of employees' return to work

##### Material for face-to-face training

- **Module 1.** Designing tasks and work activities to be included in the RTW process
- **Module 2.** Developing RTW tools
- **Module 3.** How to implement a positive RTW culture
- **Module 4.** The role of supervisors and managers in the RTW process

##### Examples of RTW strategies

Return to work programs involve "light duty" or alternative jobs for recovering employees. For example, you can assign less strenuous or stressful parts of the employee's normal job or have them work at a slower rate. You can also combine the less strenuous or stressful parts of several different jobs to create one full-time job for the recovering employee; this could free up other employees to take on special projects or catch up with work that is falling behind.

#### Return to work after sick leave

Some companies already include many **policies of return to work (RTW)** unofficially in the way they handle claims. It is important, however, to execute these programs correctly. **Clear guidelines** and specific, consistent policies must be established in writing.

A successful RTW program can be carried out either **online** or **face-to-face**.

To monitor the **effectiveness** of training initiatives, an **annual survey** should be performed among managers.



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## Training tool for managers

### Section 3- How to support employees with Chronic Conditions

#### 3.5 Reasonable accommodations: enable employees with CDs to maintain or return to work

The concept of reasonable accommodation stems from US law but it has also been taken over by the UN Convention on the Rights of Persons with Disabilities of 2006 to indicate all necessary and appropriate modifications and adaptations to guarantee the fruition and exercise of human rights to people with disabilities. Within the work environment, reasonable accommodations can be described as **any change or adjustment to the job, the work environment or the way work is customarily done** which enables an employee with a chronic disease to perform the essential functions of a job.

By removing the barriers that prevent employees from performing the essential functions of a position, reasonable accommodations allow employees to fulfill their potential as employees.

It is important to note that workplace accommodations may also produce less tangible "attitudinal benefits" in the sense of improved attitudes toward chronic diseases. Increased contact with individuals with disabilities tends to improve the attitudes of all employees towards colleagues with health problems.



#### Reasonable accommodations: enable employees with CDs to maintain or return to work

Within the work environment, **reasonable accommodations** can be described as **any change or adjustment to the job, the work environment or the way work** is customarily done which enables an employee with a chronic disease to perform the essential functions of a job.

By **removing the barriers** that prevent employees from performing the essential functions of a position, reasonable accommodations allow employees to **fulfill their potential as employees**.

# WP8 Task 8.1

## Training tool for managers

### Section 3- How to support employees with Chronic Conditions

#### Examples of reasonable accommodations

##### Modified work schedule and flextime

Allowing flexible working hours or adapting total working time to fit the employee's condition may be a reasonable accommodation unless it would cause undue hardship.

This may include flexibility in daily working hours or working days of the week, or part-time work

##### Modification or Purchase of Equipment and Devices

Purchasing new, or altering existing, equipment may serve as a reasonable and effective accommodation for people with one or more CDs. There are many devices that enable people able to overcome barriers to perform their work tasks.

Telecommunication devices for the deaf (TDDs), text telephones (TTs), special software for standard computers, raised or adjustable-height desks, etc.

##### Modifying physical working environment (building and facilities)

It is recommended that physical barriers be removed to enable access to the workplace for all employees.

Work activities must take place in an integrated setting.

This means that architectural barriers may have to be removed or altered to provide structural accessibility to the workplace.

This means making sure that the workplace with its work stations, bathrooms, recreation rooms, conference rooms, workplace cafeteria and other essential spaces are accessible to all (regardless of any physical impairments they may have).

# Task 8.1

## Training Tool for managers

### Appendix – Frequent chronic diseases in the workplace

#### APPENDIX

#### Frequent chronic diseases in the workplace: brief descriptions and suggestions

In order to improve productivity, wellness and inclusiveness, it is of paramount importance for a company to be informed about what having a chronic disease means for a person, and to be trained to handle the issue of having an employee with such a condition.

Several illnesses can occur during a lifetime and especially during working age and each one of these should be equally considered. The following Appendix presents some brief fact sheets on the most frequent chronic diseases that might be encountered in the workplace. The diseases presented in this list have been selected according to the Global Burden of Disease study that identifies the most common chronic diseases in Europe in people of working age. The diseases selected are thus to be intended only as examples, and the appendix makes no claim to be exhaustive

Each factsheet is composed of the following 4 sections:

- a **BRIEF DEFINITION** of the disease
- the **SYMPTOMS** that typically characterize the disease, while considering that there may be notable individual differences
- **TREATMENTS** used, which can be long-lasting or necessary only for certain periods (treatment cycles)
- **PSYCHOSOCIAL ISSUES AND IMPACT OF THE DISEASE ON EMPLOYMENT:** key advice that can help to improve the quality of the workplace and the participation and workability of workers with chronic diseases

*The aim of these factsheets is to give the employer a quick framework of various diseases of which some of the workers may suffer, and some suggestions for managing them at best in the workplace.*

*If enabled to and if they wish to, people with a well-managed chronic disease are often able to continue working for years after diagnosis.*

*Good management of people with chronic disease provides benefits for the company, as well as for employees.*

- BREAST CANCER
- ISCHAEMIC HEART DISEASE
- DEPRESSION
- DIABETES
- BACK PAIN
- MIGRAINE
- MULTIPLE SCLEROSIS (MS)
- STROKE
- CHRONIC OBSTRUCTIVE PULMONARY DISEASE (COPD)

# Task 8.1

## Training Tool for managers

### Appendix – Example



#### PEOPLE WITH NEUROLOGICAL DISEASES IN THE WORKPLACE

Neurological diseases involve any disorder that affects the central or peripheral nervous system, which is composed of the brain and spinal cord, and all the other nerves in the body.

Neurological diseases are common and can result in an extremely wide range of symptoms, depending on the specific disorder and, especially where the brain is concerned, on the specific areas involved.

In this section, we describe three neurological conditions: migraine, multiple sclerosis and stroke that are very frequent in working age.

#### The case of migraine



**Name:** Anna  
**Age:** 30 years old  
**Job:** Employee in a multinational company

##### The case of Anna who suffers from migraines

*Almost every month Anna suffers from severe migraine attacks, which prevent her from concentrating and force her to rest and stay at home in bed as movement is almost impossible for at least a day. She suffers the symptoms of severe pain, nausea, vomiting, and photophobia. Anna is worried about her absences from work; therefore, if the pain is not too strong, she takes painkillers and with much difficulty, goes into work or remains in the office instead of staying home so as to keep on working. When she is well again and free from migraine attacks, she overworks constantly and gets very good results in her very competitive working environment. Performing so well despite her disease is very stressful for Anna, but she refuses to talk with her manager and colleagues for fear of being judged as lazy or even of losing her job, as she does not have a permanent contract but one that is renewable on an annual basis.*

## The case



# Task 8.1

## Training Tool for managers

### Appendix – Example

#### Migraine

##### 1. What is it

Migraine is classified among the three main types of headache; however, migraine is not only a headache. It is a complex, common, and disabling disorder of the nervous system, whose mechanisms have only recently begun to be understood.

Migraine is a chronic disorder with episodic attacks characterized by sensory symptoms: severe throbbing pain or a pulsing sensation and sensitivity to normal ambient information, such as light, sound, and head movements.

At least 10% of the world population is affected by the disorder that, after puberty, is 3 times more common in women, with peaks reaching 25%. Most of the sufferers have their first attack before the age of 20, and attacks may decrease after middle age.

Those who have regular attacks may recognize some factors that trigger them, such as stress, lack of sleep, weather, fasting, certain food or drinks, alcohol, hormonal factors.

##### 2. Symptoms

- Migraine appears in the form of periodic attacks separated by intervals of wellness.
- Migraine varies in its intensity: some attacks may be mild, others very severe.
- Attacks can last from 4 to 72 hours (sometimes longer) and tend to affect only one side of the head.
- Migraine is often accompanied by nausea or vomiting, and extreme sensitivity to light and sound, and it worsens with normal physical activity.
- Migraine with aura is a headache that is combined with, or preceded by, temporary visual and sensory disturbances called "aura"; these can include flashes of light, blind spots, tingling or numbness in a part of the body or problems in speaking clearly.
- Migraine aura usually occurs within an hour before head pain begins and generally lasts less than 60 minutes.
- Sometimes migraine aura occurs with little or no headache, especially in people age 50 and older.
- Migraine occurring without aura is more common, totaling 80% of migraines.

##### 3. Treatment

Migraine treatment can help stop symptoms and prevent future attacks. Since migraine pain is the result of neuro-vascular mechanisms inducing vasodilatation and the activation of the trigeminal pain system, symptomatic treatment for migraine may be classified as:

- specific aiming at contrasting vasodilatation; it includes triptans and ergotamine
- nonspecific analgesics, which include painkillers such as paracetamol, NSAIDs, opioids

Unfortunately, the frequent use of symptomatic treatments may cause migraine to become chronic due to sensitization of the pain system and patients overusing symptomatic treatments may be asked to limit their use and let the headache take its course untreated.

Preventive treatments are used to reduce migraine severity in terms of frequency, headache intensity and the need to use symptomatic drugs. All currently available preventive medication therapies for migraine were initially developed for other diseases and were later adopted as treatments for migraine (anti-hypertensive drugs such as beta-blockers, antiepileptic drugs, anti-depressants, Botox, etc.).

Adverse side effects are common for most of the preventive therapies and adherence to treatment programs could be a serious issue. Lifestyle modifications, including the avoidance of trigger factors, stress management and an exercise program, may be effective.

#### 4. Psychosocial issues and impact of the disease on employment

Migraine is among the most widespread diseases in the world and the most frequent disease during working age, with considerable economic repercussions. The World Health Organization places migraine in the top 10-20 most disabling diseases on the planet. In fact, a migraine headache is characterized not only by pain but also by severe disability. Despite these data, migraine continues to be underestimated, under-recognized and under-treated throughout the world. Migraine creates social as well as economic problems for those who are affected.

- The repeated attacks and the constant fear of subsequent ones, affects family, social and work life. The constant avoidance of possible triggers as per clinical advice and strategies to prevent migraine often lead to negative consequences such as stress, anxiety and depression. The fear of a new attack can lead to isolation and avoidance of many activities, especially when they take place in social contexts.
- Moreover, the frequent use of medication to alleviate and prevent migraine can lead to medication overuse.

**To manage workers with migraine and help them continue working or returning to work, employers can promote some interventions.**

In the workplace, employer and colleagues in fact have an important role to play in helping and accommodating people with migraine:

- CREATING AN UNDERSTANDING AND INCLUSIVE ENVIRONMENT

One of the most frequent problems related to migraine concerns the attitude of colleagues in relation to the person with the disease: the pain that the person experiences is not perceptible from the outside ("invisible illness"); thus, workers with migraines are often labeled as whining, lazy and their suffering is belittled. Therefore, all staff should be informed of the issue and be made more aware of the seriousness of the disease. To avoid and prevent stigmatizing behavior and to create an inclusive and collaborative team is essential to make the employee feel better.

- PLANNING FOR FLEXIBILITY OF WORKING TIME DURING A MIGRAINE ATTACK

When an attack occurs, depending on its severity, people may have reduced performance or be completely unable to work, may need rest, to go home or stay at home, to relax in a quiet darkened room. When the attacks are frequent and severe (in severe cases they can reach 15/20 days/month), migraine can be very disabling. Thus, it is crucial to respond suitably to people's needs, in order to prevent absenteeism and presenteeism. It can be useful to plan in advance, together with the employee and colleagues, what to do in case of an attack and how to manage sudden or prolonged absences (e.g. by organizing collaboration, substitutions, task sharing, etc.).

- MINIMISING EXPOSURE TO TRIGGER AND EXACERBATING FACTORS

Even though triggers can be very personal, some common work conditions, like bright lights, loud noise, stress and overworking are possible triggers for people suffering from migraine. Talking to employees with migraine about their triggers and what exacerbates their attacks and then being flexible and accommodating in trying to reduce their exposure to these conditions, or limiting their impact, will make the employees feel and work better.

For further information, see:

European Academy of Neurology (EAN) - <https://www.ean.europa.eu/en/for-the-patient/headache-27-28-29>  
European Headache and Migraine Alliance (EHMA) - <https://www.ehmaalliance.org/>  
European Federation of Neurological Associations (EFNA) - <https://www.efna.eu/>

1. What is it?
2. Symptoms
3. Treatment
4. Psychosocial issues and impact of the diseases on employment



## **WP8 Task 8.1**

### **Plan for the pilot testing**



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# WP8 Task 8.1

## Training tool for managers - Pilot Testing

### AIMS:

- 1) Test the Training Tool for managers to promote the **inclusiveness** and **work ability** of people with chronic conditions.
- 2) Evaluate the **feasibility** of the Training tool for managers of large and medium enterprises and receive feedback from users.



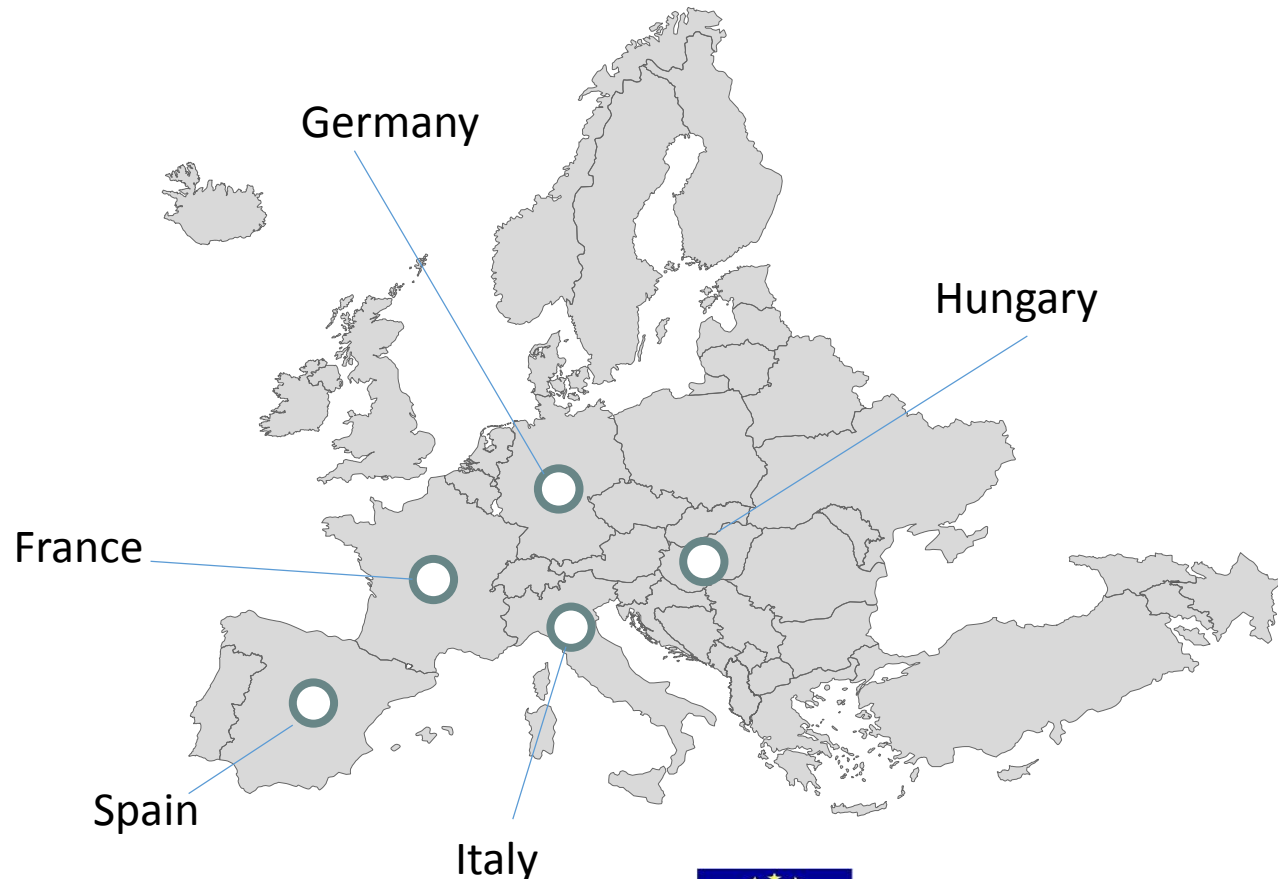
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# WP8 Task 8.1

## Training tool for managers - Pilot Testing

### Countries involved in the pilot testing of the training tool



- Italy (FINCB)



- France (INCa)



- Spain (CSJA)



- Germany (TUD)



- Hungary (SU)

- Other countries



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# WP8 Task 8.1

## Training tool for managers - Pilot Testing: Preparatory Phases

Timeline: June 2019 – December 2019

**Preparatory phase: Month 0 – 2 ( June 2019 – August 2019)**

- 
- Translation of the training and of the material for pilot in: **Italian, French, Spanish, German, Hungarian**
  - ✓ Identification of 1-2 enterprises for each country
  - ✓ Presentation of Training tool to HR staff and Managers of the selected Medium & Large Enterprises



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# WP8 Task 8.1

## Training tool for managers - Pilot Testing: Testing Phases

Timeline: June 2019 – December 2019

### Testing phase: Month 3 – 7 (September 2019 – December 2019)

- 
- ✓ Managers, HR & Employers read the entire training tool
  - ✓ Answer **Questionnaire 1** feedback on each section of the training (the contents of the questionnaire to be discussed in Budapest)



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# WP8 Task 8.1

## Training tool for managers - Pilot Testing: Testing Phases

Timeline: June 2019 – December 2019

### Testing phase: Month 3 – 7 (September 2019 – December 2019)

- 
- ✓ Administering the **Chrodis + check-list on inclusiveness** to a sample of managers and employees (% to be discussed in Budapest)
  - ✓ Administering **Questionnaire 2** on validity and usability of the check-list (the contents of the questionnaire to be discussed in Budapest)



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# WP8 Task 8.1

## Material for pilot testing

- 1. Summary slides for the presentation of the training tool** to managers of the identified enterprises will be shared (in English) by FINCB and discussed between partners by June.
- 2. Questionnaires I** (Feedback on all sections of the training tool)
- 3. Questionnaire II** (Feedback on the testing of the checklist on inclusiveness) will be shared (in English) by FINCB and discussed between partners by July.
- 4. Training tool for managers in English to traslate in different language**



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# WP8 Task 8.1

## Partners involved in pilot testing

Partner involved in the pilot testing

-  • Italy (FINCB)
-  • France (INCa)
-  • Spain (CSJA)
-  • Germany (TUD)
-  • Hungary (SU)
- Other countries

**Each partner** involved in the piloting is in charge to **translate slides and questionnaires** (questions and answers → a dedicated excel sheet will be provided).



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## The Joint Action on Implementing good practices for chronic diseases (CHRODIS PLUS)

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This presentation arises from the Joint Action CHRODIS PLUS. This Joint Action is addressing chronic diseases through cross-national initiatives identified in JA-CHRODIS to reduce the burden of chronic diseases while assuring health system sustainability and responsiveness, under the framework of the Third Health Programme (2014-2020). Sole responsibility lies with the author and the Consumers, Health, Agriculture and Food Executive Agency is not responsible for any use that may be made of in the information contained therein.



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