



**CHRODIS+**  
IMPLEMENTING GOOD PRACTICES FOR CHRONIC DISEASES



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# KEY OBJECTIVES OF CHRODIS PLUS

CHRODIS PLUS EU policy dialogue

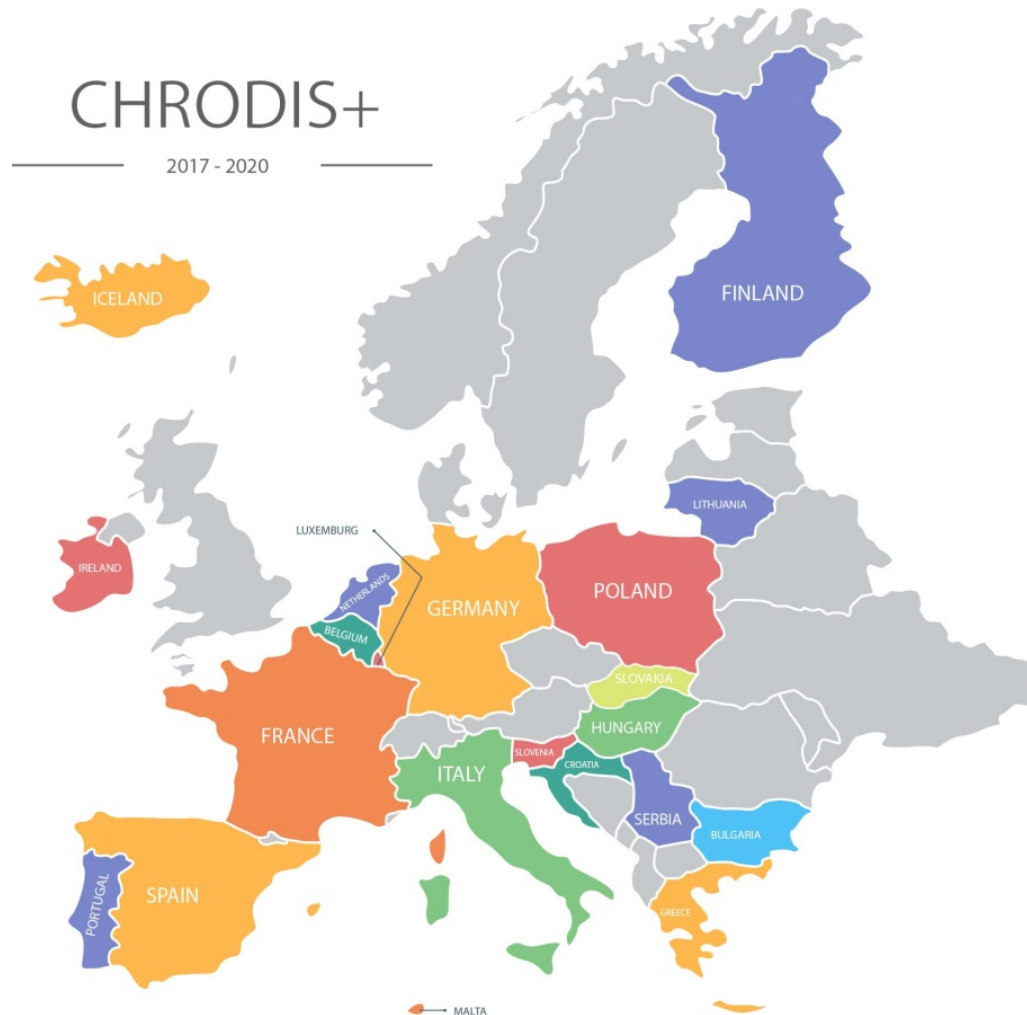
Brussels 2019

Rokas Navickas

CHRODIS PLUS Scientific coordinator

12.11.2019

# Countries contributing to CHRODIS PLUS



# Targeting patient with multimorbidity



*When so much is known, it becomes a matter of prioritization of what we do and where do we start.*

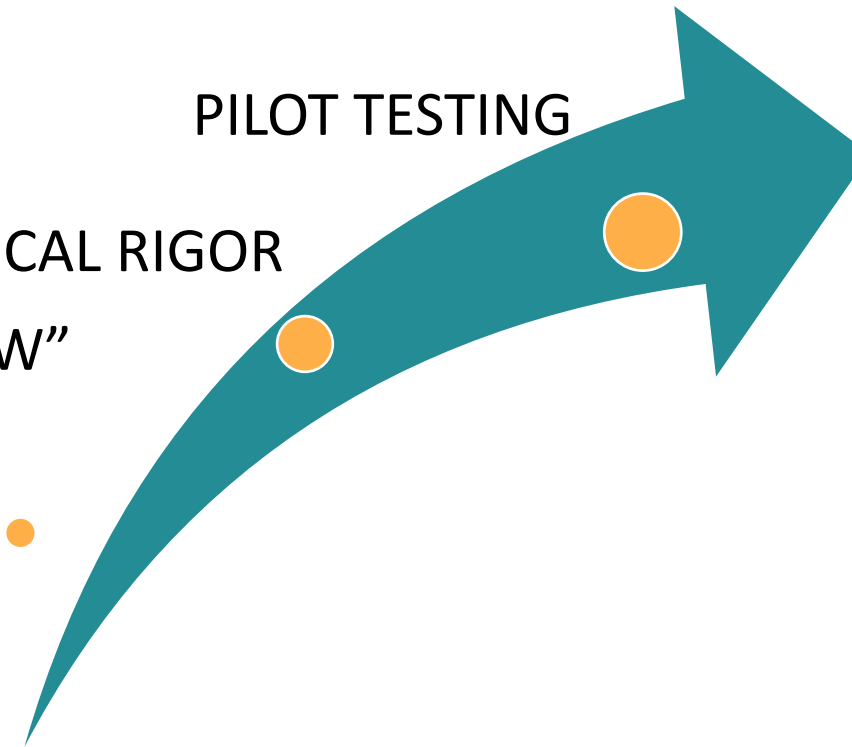
# KEY Objective



PILOT TESTING

METHODOLOGICAL RIGOR  
OR “KNOW-HOW”

STAKEHOLDER  
IDENTIFICATION



KNOWLEDGE  
TRANSFER  
THROUGH  
SYSTEMATIC  
IMPLEMENTATION



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# Support







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**WP6**

**MULTIMORBIDITY CARE MODEL**



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**EVALUATION**






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**WP7**

**FOSTERING THE QUALITY OF CARE**






CHRODIS+  
**WP4**

**INTEGRATION**



CHRODIS+  
**WP8**

**EMPLOYMENT**



# Thank you for your attention

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## CHRODIS PLUS

The Joint Action implementing good practices for chronic diseases

This presentation is part of the CHRODIS PLUS Joint Action. This Joint Action addresses chronic diseases through cross-national initiatives identified in JA-CHRODIS, in order to reduce the burden of chronic diseases while assuring health system sustainability and responsiveness, under the framework of the Third Health Programme (2014-2020). The content of this presentation is the sole responsibility of the author. Consumers, Health, Agriculture and Food Executive Agencies cannot be held liable for any use of the information contained within this document.



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# CHRODIS+

IMPLEMENTING GOOD PRACTICES FOR CHRONIC DISEASES



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## Employment and chronic conditions: a European Challenge

12<sup>th</sup> November 2019  
European Parliament

THE CHRODIS PLUS TOOLBOX FOR EMPLOYMENT AND CHRONIC CONDITIONS:  
Promoting Inclusiveness and Workability for people with chronic health conditions

## The Chrodis Plus Training Tool for managers

Matilde Leonardi, WP8 Leader  
Director Neurology, Public Health, Disability Unit  
Fondazione IRCCS Istituto Neurologico Carlo Besta, Milan, Italy



Milan, Italy

WHO CC Research Branch

# Fondazione IRCCS Istituto Neurologico Carlo Besta

Neurosurgery,

Neurological disorders, Child Neurology.

- Research in Pre-clinical/ Clinical Neuroscience
- Translational neurology: from basic to science and society
- Public Health impact, disability and burden of neurological disorders

**UOC Neurologia, Salute Pubblica, Disabilità: CHRODIS Plus**

# Join Action CHRODIS<sup>+</sup>

## WP 8 leaders

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**Matilde Leonardi**

WP Leader

Fondazione IRCCS Istituto Neurologico Carlo Besta, Milan, *Italy*



**Jaana Lindstrom**

WP Co-Leader

TERVEYDEN JA HYVINVOINNIN LAITOS (THL),  
Finland

# WP8 Partners

## Belgium

- European Patients' Forum

## Finland

- National Institute for Health and Welfare

## France

- The French National Cancer Institute

## Germany

- Technical University of Dresden

## Hungary

- Semmelweis University

## Italy

- Foundation IRCSS Carlo Besta Neurological Institute
- Superior Health Institute
- Catholic University

## Lithuania

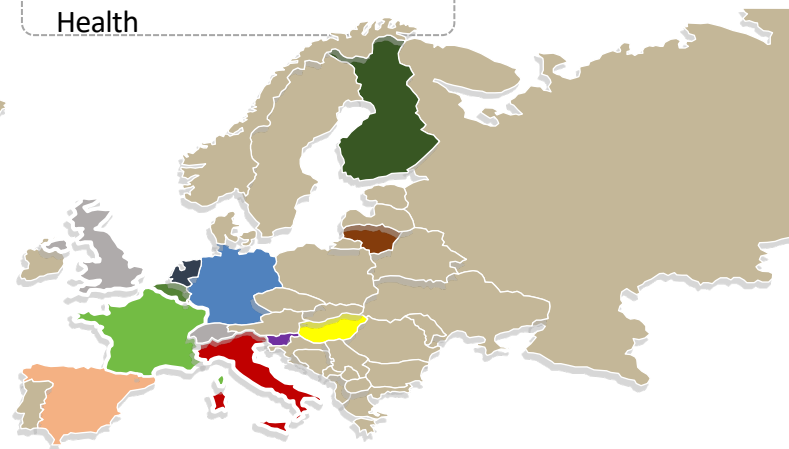
- Vilnius University Hospital Santaros Klinikos

## Slovenia

- National Institute of Public Health

## Spain

- Regional Ministry of Health of Andalusia
- Institute of Health Carlos III



# WP8 Collaborating Partners

## Belgium

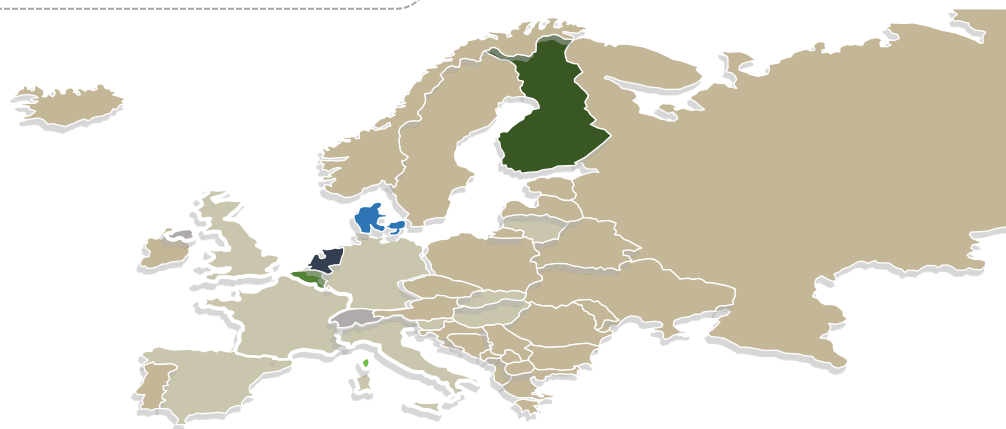
- European Brain Council (EBC)
- European Association of Chronic Diseases patients (ECDA)
- European Association of Service Providers for Persons with Disabilities (EASPD)
- European Federation of Neurological Association (EFNA)

## Finland

- Finnish Institute of Occupational Health (FIOH)
- Technical Research Institute Finland (VTT)

## Danmark

The Danish Committee for Health Education (ENOPE)



# WP8 Employment and Chronic Conditions. Health in all sectors





**WP8: Proudly members of**

**the Chrodis Family!!!!**

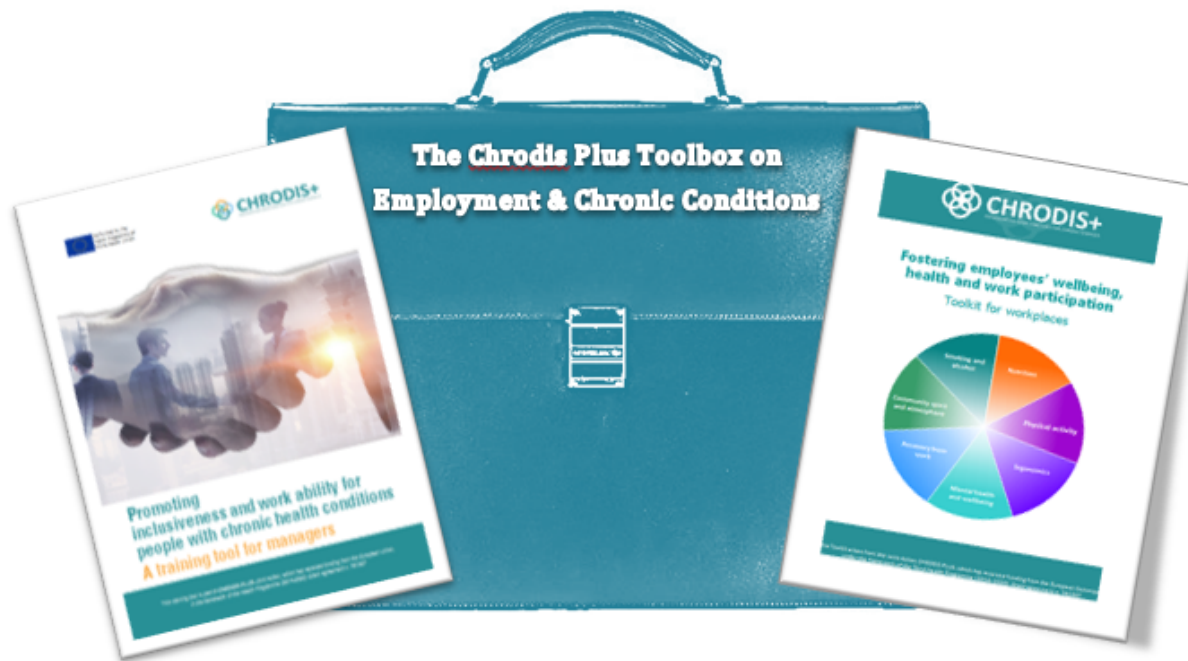


## Objectives of WP8: Employment and chronic conditions

1. **To improve work access and participation** of people with chronic diseases,
2. **To support employers in implementing health promotion and chronic disease prevention** activities in the workplaces and
3. **To reinforce decision makers' ability to create policies that improve access, reintegration, maintenance and stay at work** of people with chronic diseases.

# CHRODIS+ TOOLBOX

To reach these objectives the Chrodis+ TOOL BOX with 2 instruments has been developed

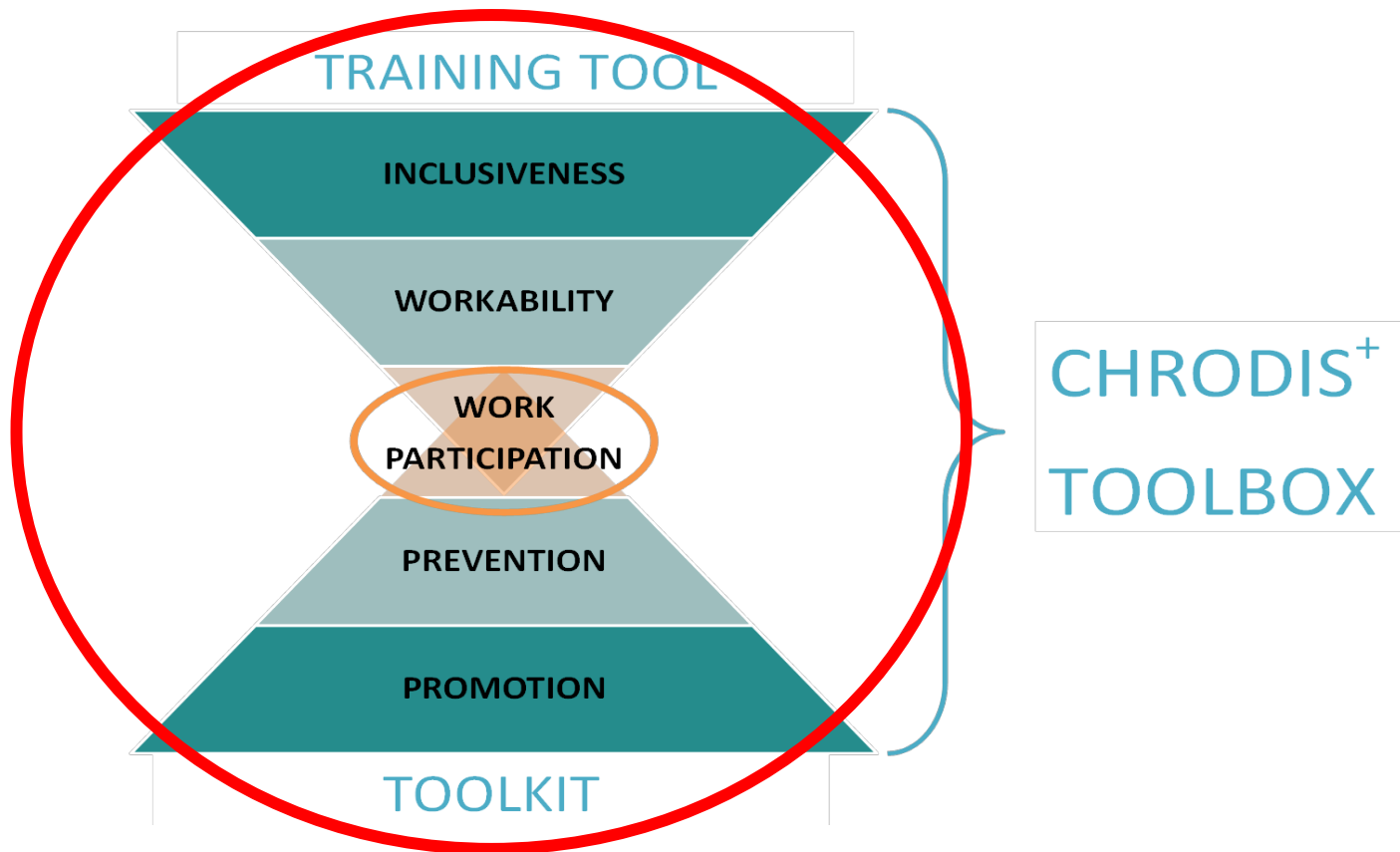


# A Common European language fostering health in all sectors

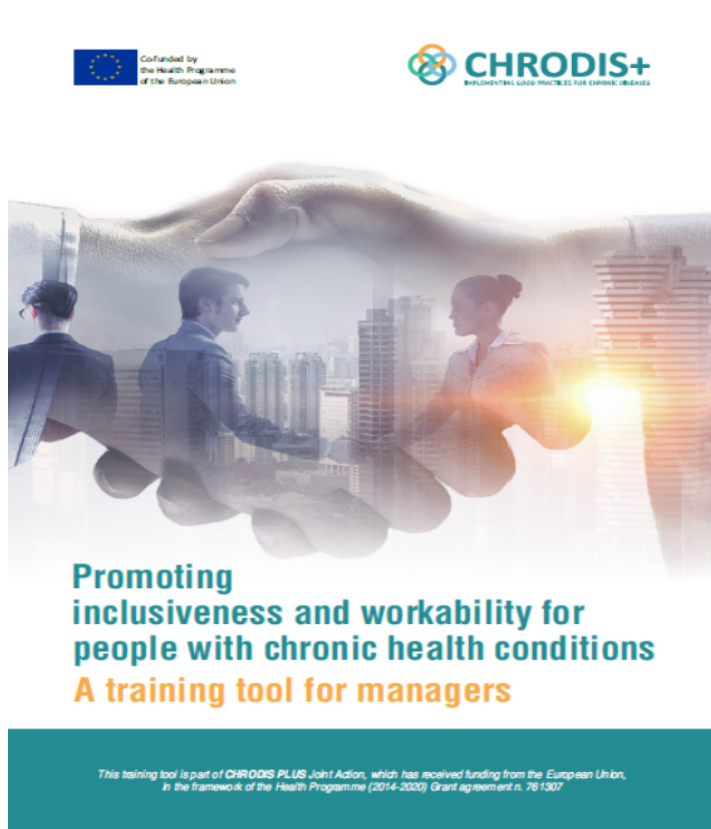
## **Chrodis+ Toolbox** **for employment&chronic conditions**

**An inclusive approach and a common language for health promotion and chronic diseases' prevention in the workplace and on inclusion, maintenance, return to work of people with chronic conditions in Europe**

# CHRODIS<sup>+</sup> TOOLBOX



# Training tool for managers



Individuals with **chronic diseases and mental health conditions** often experience **work-related problems**, leading to negative consequences at individual, national and European level. The rising prevalence of persons with chronic diseases and mental health conditions as well as the **current economic crisis** make this issue even more problematic, requiring **action in terms of innovative strategies to improve the participation of these persons in the labor market**.

**TRAINING TOOL FOR MANAGERS** is an innovative tool aiming at this scope

# Training tool for managers: INDEX

## Introduction, 3 Sections, Appendix

**Introduction**- Facing the challenge of NCDs

1. Measuring **INCLUSIVNESS** of the Organization with the newly developed «Checklist for inclusivness»

2. Assessing employees' **WORKABILITY** with Workability Index

3. How to support employees with chronic conditions: **TIPS & SUGGESTIONS**

**Appendix**- Frequent chronic conditions: brief description and suggestions

# Training tool for managers

## Introduction: explain the CHALLENGE



### INTRODUCTION

#### The Challenge

All the enterprises depend on managers who are able to manage changes in the labour market but also in their company environment and in that of their employees.

One of the main challenge of the last decades is that the number of employees with **chronic conditions** is increasing, and the ability of these employees to participate in working life is often not recognized among employers. Chronic Diseases (CDs) also affect managers: absence from work, issues connected to employability, costs of retaining or replacing workers, and internal company policies are aspects that are crucial for hiring as well as re-integrating persons with CDs.

#### The Answer

The CHRODIS PLUS Training Tool has been developed to help employers understand the benefits of the inclusion, integration, stay at work and reintegration of people suffering from chronic diseases and will train managers to evaluate inclusiveness and work ability 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 has dramatically increased in recent decades and this has great social and economic implications for the employment sector.

1 out 4 European suffer from a **chronic health condition**



Almost people with **long-standing health problems** are not in the **workmarket** in EU-28

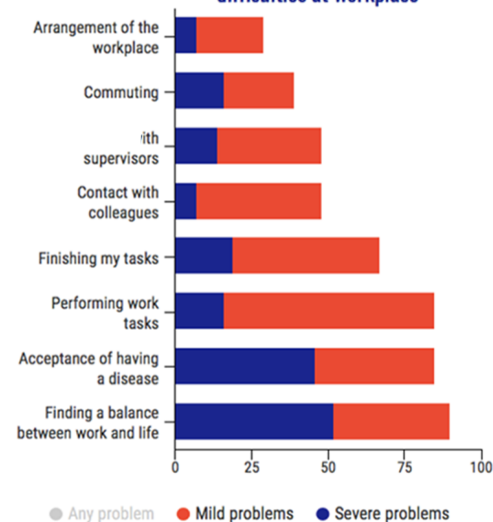


● Employed ● Unemployed  
● Other inactive ● Retired

Work status of people with long-standing health problems (EUROSTAT 2015)

## Background

Employed people with chronic health conditions experience difficulties at workplace



● Any problem ● Mild problems ● Severe problems

Percentage of people with chronic health conditions experiencing workplace problems (Varekamp, & Van Dick, 2010)



# Training tool for managers

## Introduction

- 1. To whom is this training directed?**
- 2. Why managers need this training?**
- 3. How was this tool developed?**

# Training tool for managers

## How was this tool developed?

### Problems reported by employers

- Perceived poor productivity levels
- Frequent absenteeism
- Extra-costs for the enterprise
  - The need to pay wages
  - Existing legal obligations to facilitate the return to work,
  - Limitations on firing
  - Need to adapt workplaces.

### Problems reported by people with chronic health conditions

- Fatigue
- Feelings of depression
- Feeling alone
- Lack of understanding from others
- STIGMA

### Problems reported by coworkers

Annoying for colleagues

# Training tool for managers

## Introduction

### 4. What are the expected benefits?

Implementing this training tool in enterprises will have numerous **benefits both for employees and the organizations** as a whole, concerning inclusion, stay at work and return to work. Work Participation will be the broad expected outcome that will benefit all, so that discrimination and stigma are avoided and inclusiveness for all is promoted.

- Avoiding stigma in the workplace and promoting inclusiveness
- Reducing the financial impact of workplace injuries as well as that of sick leave
- Providing a proactive approach to cost containment
- Having experienced employees continue working, resulting in less time and money spent on recruiting and hiring.

#### Fight discrimination and stigma in the workplace: promote inclusion for all

**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. In the context of mental health, in particular, 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 workplace should allow for a climate where ill health can be discussed in a safe environment.

### 4.1 Top Benefits for Employees

Promoting inclusion, stay at work 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. This benefits employees 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

Employees, in turn, benefit from preserving their employees' capacity to work and work for instance by retaining their staff actively on the job, reducing the associated cost of health insurance and maintaining the productivity of their workforce. For employers, the benefits of being inclusive, meaning 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 is a part of a well-functioning company. It results in higher motivation, commitment and productivity of the employees and better productivity and it ensures that the company retains skilled staff and spares the additional costs of recruitment and training. In particular by:

### 5. How to use this training?

This Training Tool for Managers is composed of 3 Sections and an Appendix that includes examples and case vignettes and informative sheets on some of the most frequent chronic diseases in the workplace.

## 4. What are the expected benefits?

- Top Benefits for Employees
- Top Benefits for the Organization

- **Overall benefit: Fight discrimination and stigma in the workplace so as to promote inclusion for all**

# Training tool for managers

## Section 1 -Measuring the inclusiveness of the organization



### SECTION 1

#### Measuring the inclusiveness of the organization

This Section provides a valuable insight on how it is possible to measure a company's inclusiveness. The knowledge of the level of **inclusiveness of a company** provides managers with an understanding of the status of an organization and allows to identify critical issues and to overcome them with relevant actions. This knowledge is necessary to project the future and to implement innovative strategies to promote inclusion for every company. Acting on the work environment to reach inclusiveness for all will have several benefits. **Inclusion in fact is the process that helps to overcome barriers limiting the presence, participation and achievement of workers.** In an inclusive workplace employees feel valued and rewarded which contributes to creating a sense of openness where problems are discussed openly and a sense of loyalty to the organization. These, in turn, improve productivity and reduce costs related to absenteeism, turnover and medical claims.

#### The importance of Environment

The term "Work Environment" is used to describe the surrounding conditions in which an employee operates. The work environment includes both physical environmental conditions as temperature and equipment, and social environmental aspects, such as interactions with peers, subordinates and managers in the workplace. In order to avoid conflicts, it is always important for managers to create a good work environment characterized by a high degree of trust and respect among employees of all levels.

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.**

## **CHECKLIST ON ENVIRONMENTAL INCLUSIVENESS:**

4 areas, 40 questions with YES/NO answer

### **SECTION 1: Work Environment and Enterprise**

(eg. Does your organization promote inclusiveness and accessibility to all employees?)

### **SECTION 2: Reasonable Accommodation**

(eg. Does your organization ensure flexible time?)

### **SECTION 3: Management**

(eg. Does your organization promote cohesion and collaboration between management levels and front line staff?)

### **SECTION 4: Teamwork**

(eg. Does your organization promote team cohesion and make sure nobody feels isolated?)

# Training tool for managers

## Checklist on environmental inclusiveness

### How to interpret the results

#### Of the Checklist on inclusiveness in the work environment

- **Total score 0-40:** gives a picture of the environmental inclusiveness of an enterprise/ organization;
- **Section score: 0-10 :** helps to identify the areas that may be improved. In fact, a negative score identifies areas for interventions and once these are made, changes can be evaluated
- **Suggested actions:** help to think about possible interventions to reduce discrimination and promote inclusiveness

How to interpret the results of the Checklist on inclusiveness in the work environment?

Having scores to identify areas of improvement, we have a picture of the strengths and weaknesses in the inclusiveness of the organization. To reach the maximum score of 40, managers can promote inclusiveness, reflecting the impact on the business and stakeholders. To reach the suggested score of 10, managers should implement strategies.

Once the checklist has been filled in, the total score allows to have a picture of the overall state of the environmental inclusiveness of the organization.

Comparing the score given by managers and employees and their respective scores can lead to the identification of areas for improvement. For example, if the employee scores 10 points in the section "Inclusiveness in the work environment", the suggested interventions should be taken in this area.

**Suggested actions if scoring is below 40:**

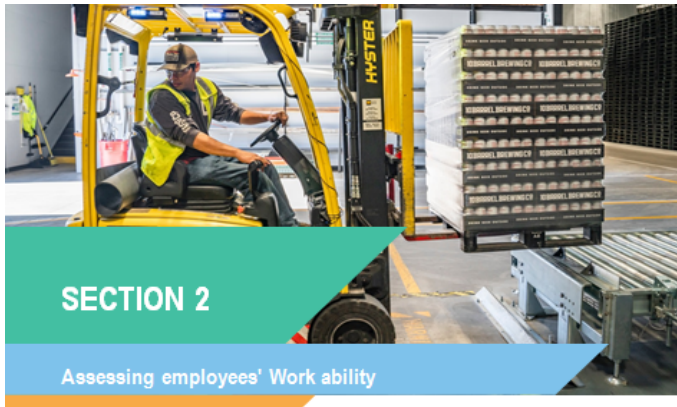
- Review the organization's mission and vision statement to ensure it reflects inclusiveness.
- Review the organization's policies and procedures to ensure they are inclusive.
- Review the organization's recruitment and selection process to ensure it is inclusive.
- Review the organization's training and development process to ensure it is inclusive.
- Review the organization's communication process to ensure it is inclusive.
- Review the organization's performance management process to ensure it is inclusive.
- Review the organization's employee relations process to ensure it is inclusive.
- Review the organization's exit process to ensure it is inclusive.

At the end of the checklist, a table is provided to help managers and employees to identify areas for improvement. This table is divided into two columns: "Areas for improvement" and "Suggested actions". Managers and employees can use this table to identify areas for improvement and to implement suggested actions.



# Training tool for managers

## Section 2 – Assessing employees' Workability



### 2.1 What does Work ability 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. Assessments of health and functional capacity form the basis for work ability measurement, but work ability is also determined by **professional knowledge and competence (skills), values, attitudes, and motivation, the type of work and the working environment.**

Working conditions that are physically demanding or that imply low job control or that are done in an hindering working environment decrease work ability of a person.

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

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 [3].

Awareness of the factors that either at person or at the environmental level determine work ability enables specific action to be taken in order to **increase employees' work participation or to improve work productivity.**

## 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.

# Training tool for managers

## Section 2 – Assessing employees' Workability

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

The WAI is a self-assessment tool that measures the work ability of the employees by considering their own health and the environmental barriers they face.

The WAI can be used for individual employees and for groups of employees. The tool can be used by the employees of a sector and/or of a company. Results should be discussed together with all involved parties.

Following an assessment of work ability of all employees, an evaluation can be made on the enterprise by identifying whether exposures on work ability and resources on the ability to address environmental factors are adequate and what needs to be done to eliminate barriers so as to support as well promote the health of those workers.

The Work Ability Index (WAI) is composed of 7 sub-domains

Sub-domains of the Work Ability Index	
Sub-domain	Range
1. Current work ability compared with the lifetime best	0-10
2. Health status in relation to the demands of the job	1-5
3. Number of current diseases diagnosed by a physician	0-3
4. Estimated work impairment due to diseases	1-5
5. Sick leave during the past year (12 months)	0-5
6. New exposures of work ability 1 year from now	1-5
7. Mental resources	0-4

#### Quick facts

- Self-report assessment
- 10-15 minutes completion time
- No resources or intrusive items
- No adverse impact
- International validity and reporting output

## The Work Ability Index (WAI): how to measure the work ability of employees and identify environmental barriers

The focus is on the employees and their work ability (self assessed)

- Low WAI values do not indicate an individual deficiency/impairment but an incongruity between the work demands and the work capability of the employees
- Some actions are suggested to **maintain, support, improve or reinstate the work ability.**



# 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. **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.**

Managing the demands of the modern workplace can be quite a challenge for employees with a chronic illness. 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 is costly to recruit and train new employees. Long-term employees possess valuable institutional knowledge and skill. Even if health problems prevent them from performing all their working duties, they can still teach or mentor others on tasks related to the position, or contribute their talents in other ways. Enterprises should provide managers with the following tips to develop an action plan for participation, stay at work or return to work.

### 3.1 Responding to the challenge

Once managers have identified strengths and weaknesses through the Checklist for inclusiveness and the Workability Index, 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 conditions.

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

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

### 3.2 Developing a plan of action for inclusion, maintenance or return to work: some general points and 5 TIPS

### 3.3 Stay at work: support workers with CDs to maintain their work

### 3.4 Return to work (RTW) after sick leave: what managers should know

**3.5 Reasonable accommodations:** (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 and **to maintain or return to**

### 3.3 Stay at work: support employees with CDA to keep working

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 a healthy and safe working environment. Decrease in functioning might happen to all with aging of working population one or more decades on after having been exposed to asbestos. NCCs could also be provided by sending e-mail announcements, adding information on company newsletters and on info-panels.

- **Information sheets** on chronic diseases in general or on one or more specific diseases (see Appendix 1) 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
- **Webinars** on collegial relationships
- **Videos** on social consequences of diseases (i.e. common prejudice and stereotypes related to CIDs and their consequences)
- **Webinar on Reasonable Accommodation** to adapt the workplace to meet the needs of employees affected by chronic diseases
- **Online Courses** on conflict management in the company, communication techniques, group dynamics and diversity management.



### 3.4 Return to work after sick leave: what managers should know

Establishing a return to work (RTW) policy and/or program of inclusion and stay at work 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 as a mean of workplace issues. Managers should be trained and people with responsibility to handle the RTW of workers should be identified and trained.

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

For **online RTW training** the company's intranet may be used. The online training may consist of

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 according to their needs. Here the 4 most common training modules that should be provided to new hires are listed.

10. 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.

- **Webinars** 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
- **Webinars** on how to conduct interviews with employees that return to work after sick leave
- **Webinars** on how to monitor the

- **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 essential accounts or depth on soft work that is below/beyond.*

As another alternative, some companies work with local non-for-profit organizations to let employees engaged with light work duties while making a notable contribution to the community.

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

The key for a successful manager, aside to include all workers as well as to improve the work ability in a company, is to be able to do reasonable accommodations, not for just those who have special needs or suffer from one or more chronic conditions. But as a general rule to increase inclusiveness of all. The concept of reasonable accommodation stems from US law but it has also been taken over by the UK. Compare the rights in the figure to the right with the 2004 to 2010 to indicate what reasonable and appropriate modifications and adaptations to guarantee the freedom 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 fulfil 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 special needs and decrease functioning due to a health condition tends to improve the attitudes of all employees towards colleagues with health problems but most notably in the health care field.



# 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.*

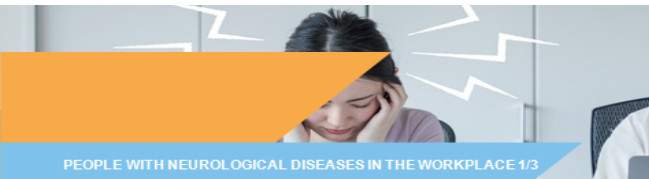
*If enabled to and if they wish to, people with a well-managed chronic disease are often able to continue working for years after diagnosis.*

*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)

# Training Tool for managers

## Appendix – Example



PEOPLE WITH NEUROLOGICAL DISEASES IN THE WORKPLACE 1/3

**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. Neurological conditions such as Parkinson's disease, motor neuron disease, and epilepsy result from damage to the brain, spinal column or peripheral nerves. Some neurological conditions are life threatening, with many severely affecting an individual's quality of life. It is not always easy coping with the pressures of work when a person is affected by a neurological condition, and many employers are unaware of the ways in which their condition

might affect their work.

There are over 600 types of neurological conditions, which are broadly categorized (according also to a recent report of NHS UK) into:

- **Sudden onset conditions** (e.g. acquired brain injury or spinal cord injury),
- **Intermittent and unpredictable conditions** (e.g. epilepsy, certain types of headache, or the early stages of multiple sclerosis),
- **Progressive conditions** (e.g. motor neuron disease, Parkinson's disease, or later stages of multiple sclerosis),
- **Stable neurological conditions** (e.g. post-polio syndrome, or cerebral palsy in adults).

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 as so 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.

1. What is it?
2. Symptoms
3. Treatments
4. Psychosocial issues and impact of the diseases on employment
5. HOW TO SUPPORT AN EMPLOYEE WITH THIS SPECIFIC HEALTH CONDITION



**All professions, all work, all  
activity in the human world finds  
its essential meaning in the  
context of a people's cosmic story.**

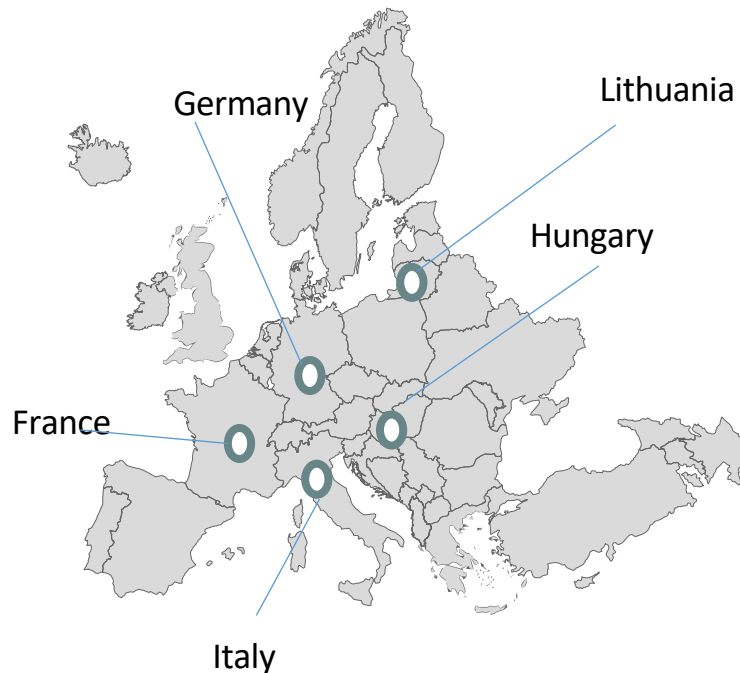
Brian Swimme

“ quote fancy

# WP8 Task 8.1

## Training tool for managers - Pilot Testing

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



- Italy (FINCB)
- France (INCa)
- Germany (TUD)
- Hungary (SU)
- Lithuania (LSMUL KK)

# Pilot Testing: Timeline: June 2019 – December 2019

Country	Partners	Translation of Training tool	Companies involved
Italy	FINCB	done	2
France	INCa	done	2
Germany	TUD	done	1
Slovenia	NIJZ	done	No test pilot
Lithuania	LSMUL KK	done	2
Hungary	SU	done	1

# The Training Tool for Managers is coordinated by Neurological Institute C. Besta IRCCS Foundation, Milan, Italy

## For further information:

**Matilde Leonardi**, MD, Director Neurology, Public Health, Disability Unit -  
matilde.leonardi@istituto-besta.it

**Fabiola Silvaggi**, PhD, Researcher and Psychologist - fabiola.silvaggi@istituto-besta.it

**Chiara Scaratti**, PsyD, Researcher and Psychologist - chiara.scaratti@istituto-besta.it

**Michela Eigenmann**, PsyD, Researcher and Psychologist - michela.eigenmann@istituto-besta.it





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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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## **Fostering employees' wellbeing, health and work participation**

### **Toolkit for workplaces**

Jaana Lindström and Eeva Rantala, Finnish Institute for Health and Welfare (THL)

European Policy Dialogue on Employment and Chronic Conditions, Brussels 12.11.2019



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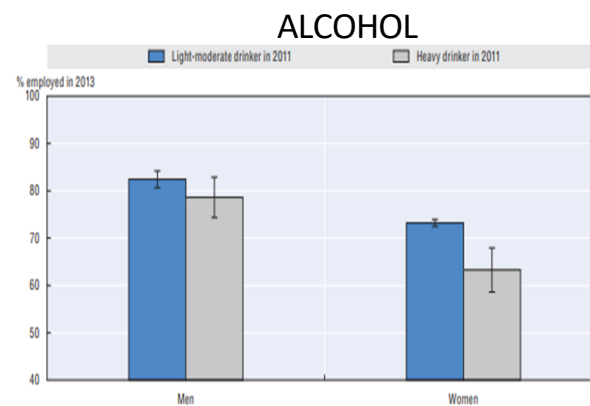
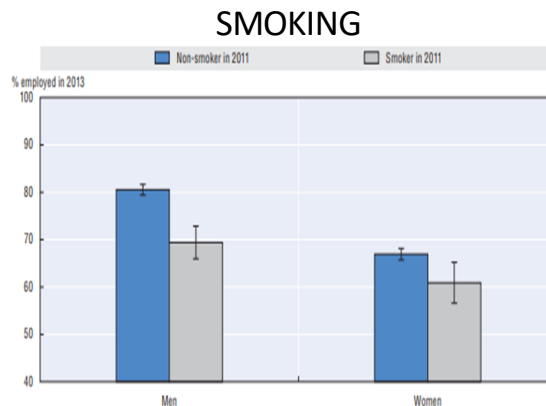
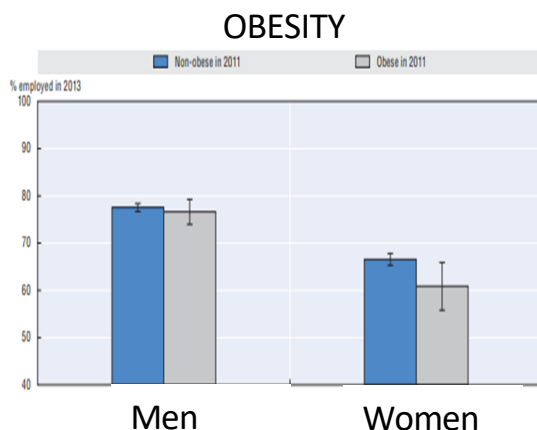
# Why do we need the Toolkit for workplaces?

- Many chronic diseases have their origin in lifestyles.
- Lifestyles are shaped by the environments we live in.
- We spend up to 1/3 of our waking hours at work.
- Workplace is an important setting for promoting the health and wellbeing of working age population.
- Particularly workplaces where work is done in shifts should focus on creating health-supporting working environments
  - Shift work may predispose to unhealthy lifestyles, weight gain and NCDs
  - In Europe ~20 % of total workforce works in shifts



# Healthy lifestyles predict sustaining employment

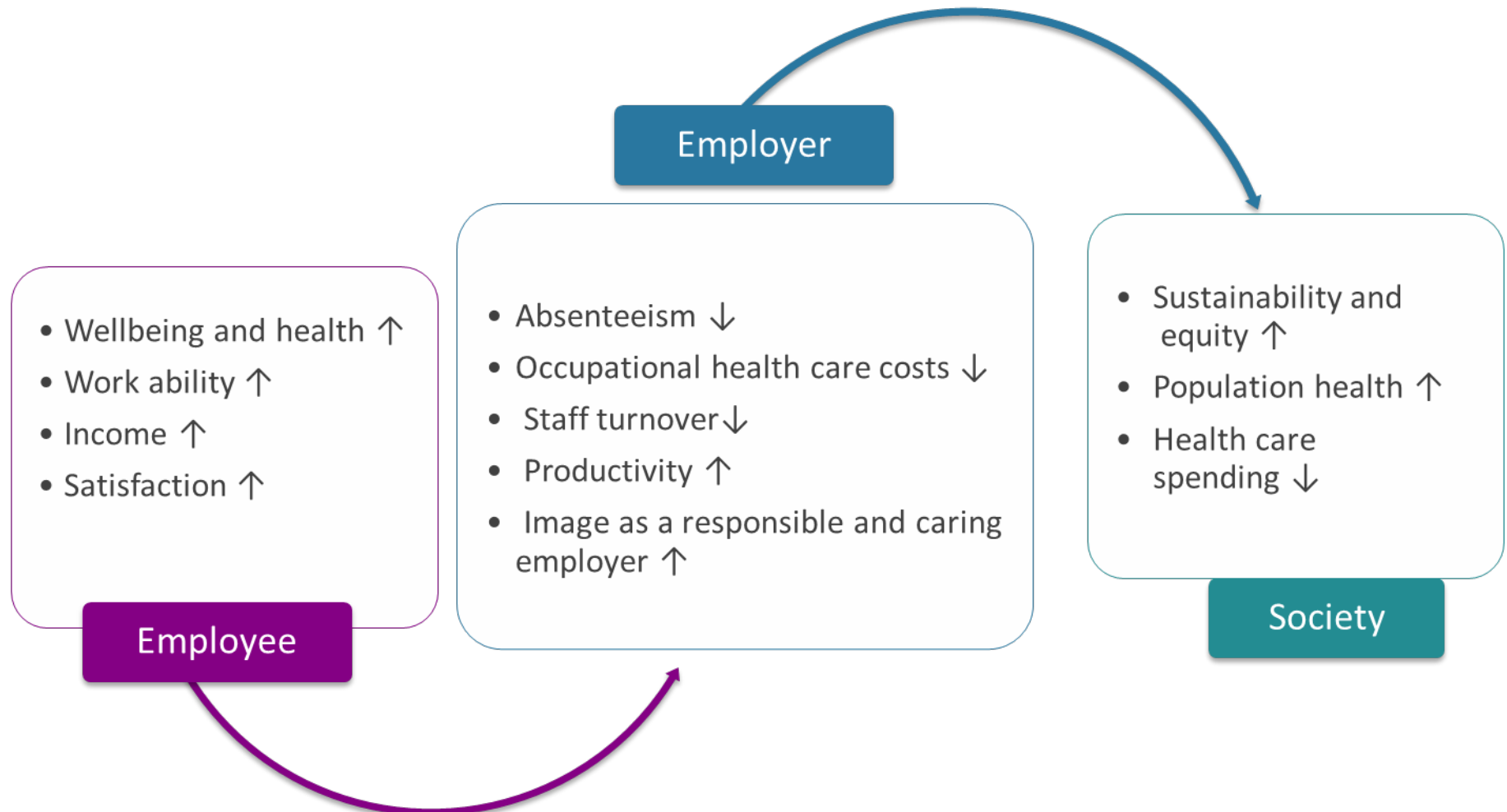
Probability of being in employment in the year 2013, according to 2011 level of...



Aggregate results for 13 European countries, among people aged 50-59 years in 2013.

Source: HEALTH AT A GLANCE: EUROPE 2016 © OECD/EUROPEAN UNION 2016

# Why invest in employees' wellbeing, health, and work participation?



# CHRODIS+ Task 8.2 deliverable

## Fostering employees' wellbeing, health and work participation

Toolkit for workplaces



### What?

Means for workplaces to support the wellbeing & health, and enhance work participation among all employees

### For whom?

Everyone involved in fostering occupational wellbeing & health

### Background?

- 3 systematic literature reviews
- 45 stakeholder interviews conducted in 6 EU countries

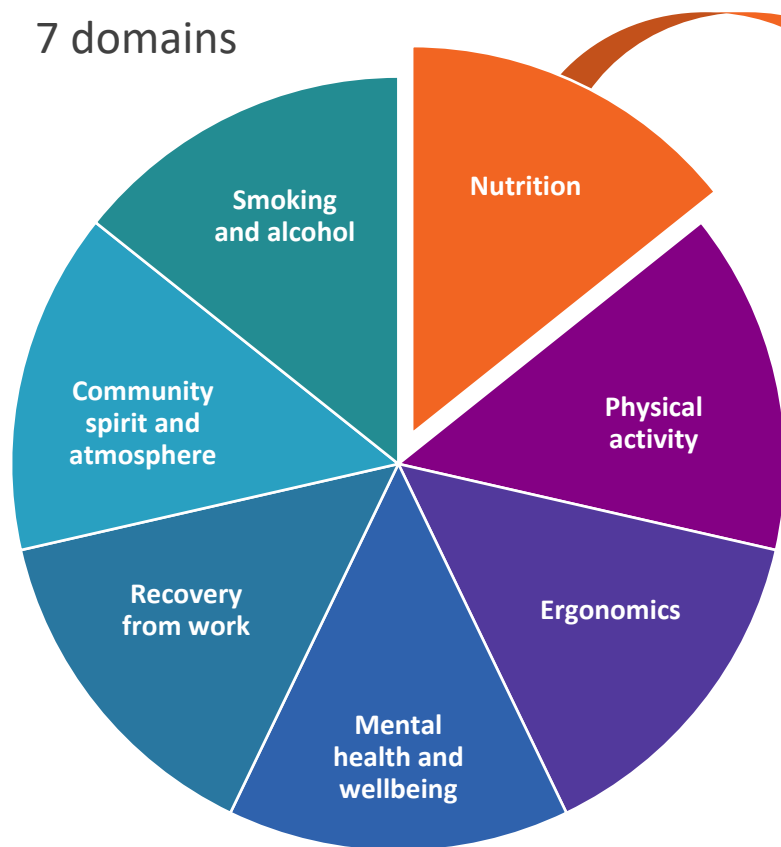
### Format?

- Pdf document
- Mapping possibilities to create a web-based version

# Toolkit structure



7 domains



4 approaches

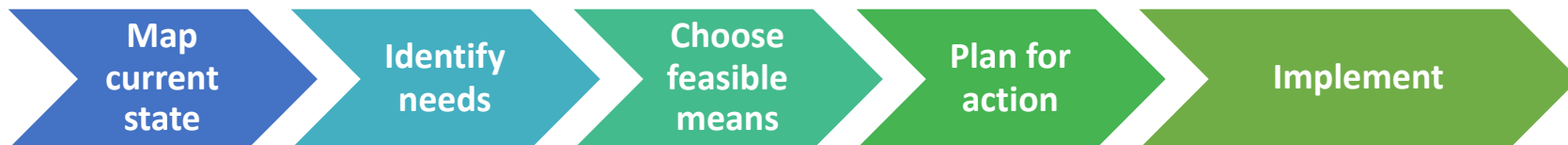


- ☐ Strengthen knowledge and skills
- ☐ Create supportive working environment
- ☐ Adopt wellbeing-fostering policies
- ☐ Incentivize



Numerous concrete means

# Can be used both as a checklist and an idea creator

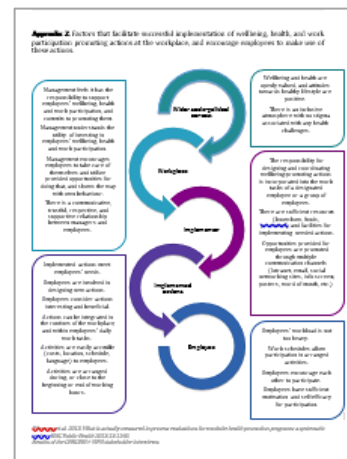


**CHRODIS+**  
Fostering employees' wellbeing, health and work participation  
Toolkit for workplaces

**Appendix 1. Checklist for mapping current means and planning future actions at the workplaces.**

Area	Current means	Planned future actions
Management	Management has a clear responsibility for employees' wellbeing, health and work participation.	Management has a clear responsibility for employees' wellbeing, health and work participation.
Workplaces	Workplaces have a clear responsibility for employees' wellbeing, health and work participation.	Workplaces have a clear responsibility for employees' wellbeing, health and work participation.
Employees	Employees have a clear responsibility for employees' wellbeing, health and work participation.	Employees have a clear responsibility for employees' wellbeing, health and work participation.
Partners	Partners have a clear responsibility for employees' wellbeing, health and work participation.	Partners have a clear responsibility for employees' wellbeing, health and work participation.
Resources	Resources are available for employees' wellbeing, health and work participation.	Resources are available for employees' wellbeing, health and work participation.
Monitoring and evaluation	Monitoring and evaluation is in place for employees' wellbeing, health and work participation.	Monitoring and evaluation is in place for employees' wellbeing, health and work participation.

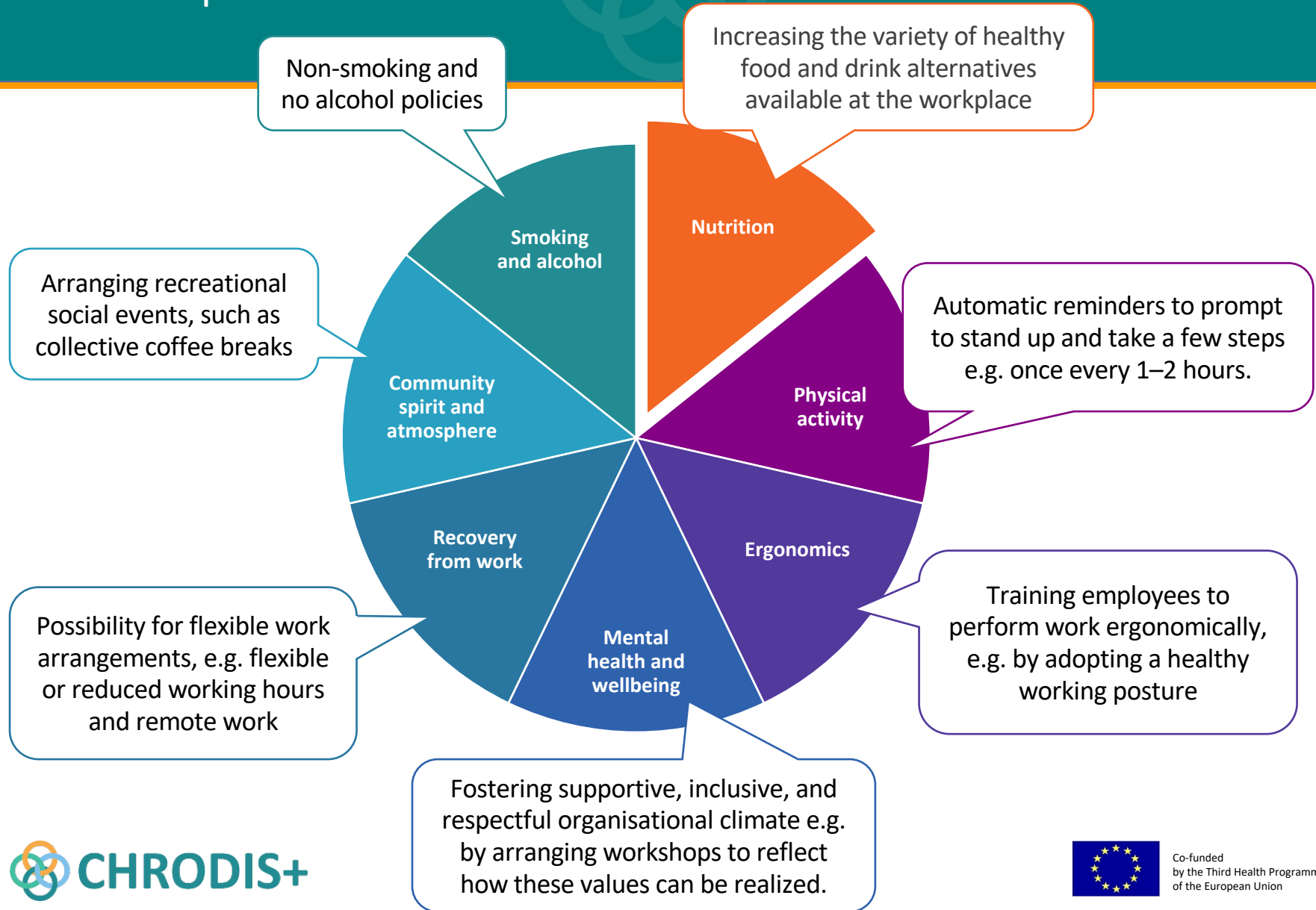
**Appendix 1. Checklist for mapping current means and planning future actions.**



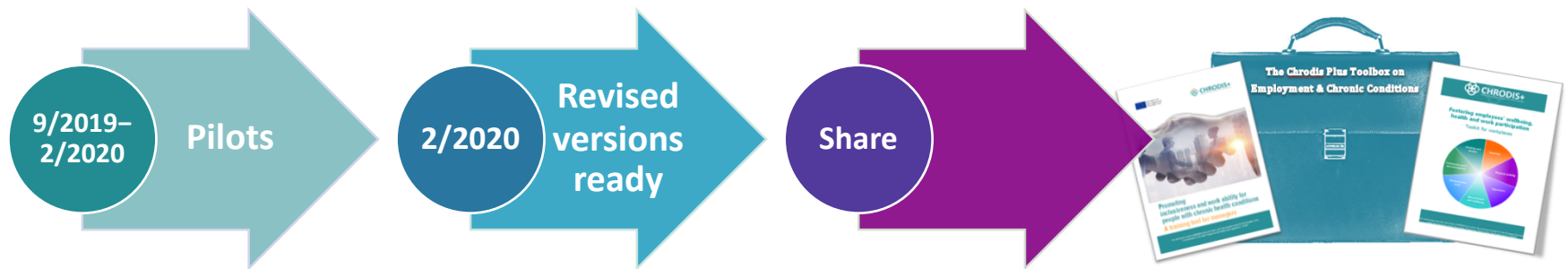
**Appendix 2. Guidance for planning successful implementation.**



# Examples



# Timeline



**How could EU Policy support the implementation of the TOOLBOX:  
the Training Tool and the Toolkit?**



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