

‘Promoting healthy work for employees with chronic illness; analysis of good practice’

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Work.
Adapted for all.
Move Europe.

Models of Good Practice:

- Cases: 23 / Countries: 11

Austria (2), Belgium (2), Denmark (3), France (2), Germany (3), Ireland (1), The Netherlands (3), Romania (1), Scotland (3), Slovakia (1), Slovenia (2)

- Main initiator:

• Employers and companies:	14
• Vocational rehabilitation service providers:	2
• Collaborating stakeholders:	6
• Patient's organisations:	2

Models of Good Practice:

Main feature:

- Strongly linked with Corporate Social Responsibility: 3
- Comprehensive approach on individual level: 6
- Linked with company policy/culture on inclusion: 5
- Sheltered/supported employment: 2
- Patient/employee advocacy: 3
- Coordination/case-management: 4
- Others: 1

Overview of the models of Good Practice (I)

Country	Case	Company	Sector	Main feature
Austria	Social Coaching	Oögk	Health insurance	Social coaching approach Prevention Return to work
Austria	Fit2Work	Fit2Work is a cooperation project of institutions (a.o. Ministry of Social Affairs)	Social affairs/employment service/social insurance	Initiative of the Ministry of labour, social affairs and consumer protection. Case management retention of workability; return to work after long-time sickness absence; support in finding alternative solutions
Belgium	Disability management in Belgian companies	Prevent	Institute for occupational safety and health	Implement DM policy in companies and develop guidelines .
Belgium	Vocational rehabilitation	Campus Herk-de-Stad	Rehabilitation centre, part of a large hospital	Integration of vocational rehabilitation (health care system) into the standard rehabilitation program (OSH)

Overview of the models of Good Practice (II)

Country	Case	Company	Sector	Main feature
Denmark	CSR and WHP	Grundfos	Manufacture of pumps	Inclusion (CSR) , PPP (company leading) Retention of work for employees; Integration to work for jobless people (training on the job)
Denmark	The way back	Huset Venture	Social-economic enterprise	Sheltered and supported employment; Employing people with reduced ability to work (market oriented)
Denmark	The large Return-to-work project	The national Research Centre for the Working Environment	Governmental research institute	Institutional coordination in RTW. Decrease the long-tern sick leave and enable return to work
France	Strategic approach for sustaining people with chronic illnesses at work	Delpeyrat	Production of poultry meat products	CSR, integrated care, Implement an approach towards workers with a chronic illness and to sustain them at work; illness specific information

Overview of the models of Good Practice (III)

Country	Case	Company	Sector	Main feature
France	Implementation of a website dedicated to work and chronic illness	Aract Aquitaine	Association for improvement of working conditions	Innovative content website, provide information on six chronic diseases; working tool for all stakeholders retaining work for people with chronic illness
Germany	Disability Management	Ford Werke	Car industry	Company policy, part of diversity program, employability of all employees
Germany	Two model projects: Regional initiative and Integrative Counseling Network – Return-to-work	German Pension Fund	Pension insurance	Integrating counseling and coordination (in network), create an low-threshold consulting service for employers and employees
Germany	'BeReKo' – the company rehab concept	Salzgitter AG	Steel and technology company	Prevention, rapid recovery and rehabilitation of muscular skeletal and mental problems

Overview of the models of Good Practice (IV)

Country	Case	Company	Sector	Main feature
Ireland	Patient organisation advocacy	Headway	All sectors	Advice and information for people with acquired brain injury (patient advocacy)
The Netherlands	Practice what you preach	Drukkerij Wedding	Printing company	Company policy, inclusive diversity policy and an active health policy.
The Netherlands	Human rights policy as the basics for an inclusive policy for people with disabilities	Monsanto Vegetable Seeds Division	Agricultural	Company policy, HR policy focusses on skills improvement., WHP is closely linked to employability.
The Netherlands	Qualified patient- coaches (who have experienced the disease themselves) to coach patients in return-to –work and reintegration	Centrum Chronisch zieken en werk (Centre for chronic diseases and work)	Re-integration services and job coaching	Counseling by experienced patient coaches. Hired by 3 qualified reintegration agencies (patient advocacy).

Overview of the models of Good Practice (V)

Country	Case	Company	Sector	Main feature
Romania	Social and professional integration of persons with disabilities (in particular HIV-pos)	Util Deco Authorized Shelter Unit - Close to you Foundation	Non-governmental organization	Sheltered and supported employment, training on the job.
Scotland	Supporting Attendance at Work	Argyll Community Housing Association	Provision of affordable social housing across the areas of Argyll and Bute	Case-management, employer helps employees to remain at work through making adjustments to meet these needs.
Scotland	Occupational Health department interventions on attendance management and safety & Risk management issues	The call centre of John Lewis Partnership	Retail sector	Prevention, interventions on life style issues: fitness; weight loss; blood pressure; alcohol drugs and the importance of breakfast. Standard screening for everyone. For employees with chronic conditions: self-management facilities.

Overview of the models of Good Practice (VI)

Country	Case	Company	Sector	Main feature
Scotland	'Good employment practices'	Thomas Tunnock Ltd. Biscuit Manufacturer, Uddingston, Glasgow Scotland. (Since 1890 employing local workforce)	Food manufacturing	Company culture, rolling program on Health promotion events with special attention for attendance and work and chronic illness
Slovakia	Centre of additional works and activities	Iron Work, Podbrezova	Steel company	CSR to help the older employees with lowered working activities which due to chronicle health problems cannot work at their original posts.
Slovenia	Program for disabled and employees with chronic illness	DARS d.d	Manage and maintain Slovenian Freeways.	Company culture, case-management, training the managers in how to deal with employees with health problems. Arranging visits by HR specialists; individual approach; in house training system.
Slovenia	"Health for Success' (Zdravje za Uspeh)	NARAVNI Park Terme (Moravske Toplice Terme 3000 spa)	Spa and wellness centre	Comprehensive approach, health promotion and awareness programs for people with chronic diseases directed at prevention and RTW.

Criteria for success: previous research

1. Multidisciplinary early involvement of working environment (management & colleagues), time contingent case management, high standard of assessment
2. Well educated cooperative team of professionals, monitoring the results of their actions
3. Transparent organisation, management, company policy on inclusion
4. Commitment of local stakeholders/professionals, channels of referrals, knowing each other's practice
5. Commitment and self-management of clients, patient advocacy
6. Continuous evaluation of the programme
7. Institutional breakthroughs in financing, benefit regimes and between healthcare and occupational health

Criteria for success: in models of Good Practice

- *Integral approach* (embedding prevention and RTW strategies in the overall strategy of the company)
- *Focus on capacities/resources* instead of on medical diagnoses of limitations/deficiencies of the employee
- Start and *promote the positive principle* (can do approach)
- Create and organize *an activating role for employees* involved
- *Be aware of taboos* and prejudices
- Coordination and case-management
- Participation in general health initiatives has a *positive effect on companies corporate culture* (people value), inclusive company
- Look for a *WIN-WIN approach*, for example work together with other initiatives and policies in society

Criteria for success: employee

- Chronic illness varies enormously in impact on work and work-life balance: careful assessment is essential
- Tailor-made work adjustments
- Flexibility in working hours
- Fine-tuning work and family; mobilising resources
- Regularly contact management with employee on sick leave
- Information is easily found and available within the organization

