



Why?

All Interventions should be based on key values held by managers and workers. These are*:

- **Equal Concern for Everyone, requiring:**
 - Respect
 - Minimising Harm
 - Fairness
 - Working Together
 - Reciprocity
 - Keeping Plans in Proportion
 - Flexibility
 - Good Decision-making

These values mean doing **What's** needed, **When** it's needed, in the **Way** it's needed

* Department of Health and Cabinet Office. Responding to Pandemic Influenza: The Ethical Framework for Policy and Planning. Department of Health, 2007.

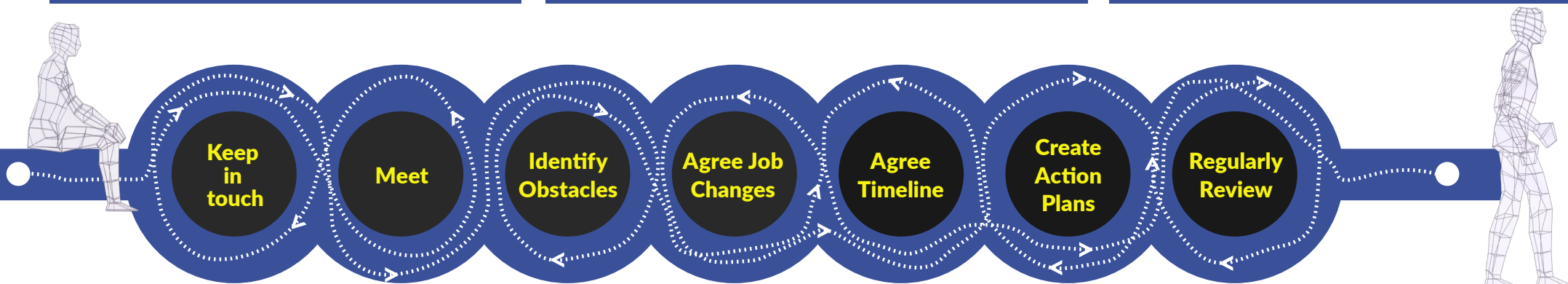
What?

- Most workers return soon after COVID-19, but a few can develop long COVID. Recovery can be prolonged and unpredictable, and the journey back to work will have twists and turns.
- Workers don't have to be 100% fit to be productive, neither do they have to 'pick up where they left off'. Providing workers with time and space for self-management maintains their work ability.
- Supporting colleagues to work around their symptoms is key to sustainable working. Returning too early may mean symptoms worsen – but left too late, it will be more difficult.
- Simple job changes can improve ability to work; but they may need to be long-term, and will need to be regularly reviewed. Resting doesn't mean slacking; it means being able to work for longer.

How?

Workplace support **isn't difficult**:

- Keep in touch
- Explain you understand
- Explain you want to help
- Agree a return-to-work plan for overcoming obstacles
- Put the plan into action
- Enable working while recovering
- Check and check again



Success factors:

Keep in touch with colleague reporting long COVID – offer support



Arrange a planning meeting (at work or online)



Identify the obstacles together – listen to your colleague



Together, figure out the solutions to the obstacles – job modifications



Agree who does what & when (may need to be done before return to work)



Build the solutions into an Action Plan – a calendar of actions



Regularly review until usual work can be sustained.



Outcome:

A person...

- With a more sustainable ability to work
- With useful skill sets
- Who can contribute to organisational life and success
- Who makes the organisation more representative
- Who can adapt to change