

March 9, 2023 (Thursday)

20th ASEAN and Japan High Level Meeting on Social Security  
Age of the 100-year Life – Living True to Yourself – In a Society Supporting Diversity

# Recent Administrative Movements Surrounding Support for Balancing Treatment and Work



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Ministry of Health, Labour and Welfare



# Implementation system for occupational safety and health administration

(State)

Ministry of Health, Labour and Welfare  
(Industrial Safety and Health Department)

Plans and proposes occupational safety and health laws and promotes occupational health activities.

(State)

Prefectural Labour Bureau (47 locations)

Formulates guidance based on the Industrial Safety and Health Act and operates occupational health systems.

(State)

Labour Standards Inspection Offices (325 locations)

Provides guidance and shares information to workplaces in accordance with the industrial safety and health regulations.

Japan Organization of  
Occupational Health and Safety

Supports occupational health activities, promotes medical care for workers, conducts surveys and research in the field of occupational safety and health, and conducts welfare services.

Occupational Health Support Centers (47 locations)

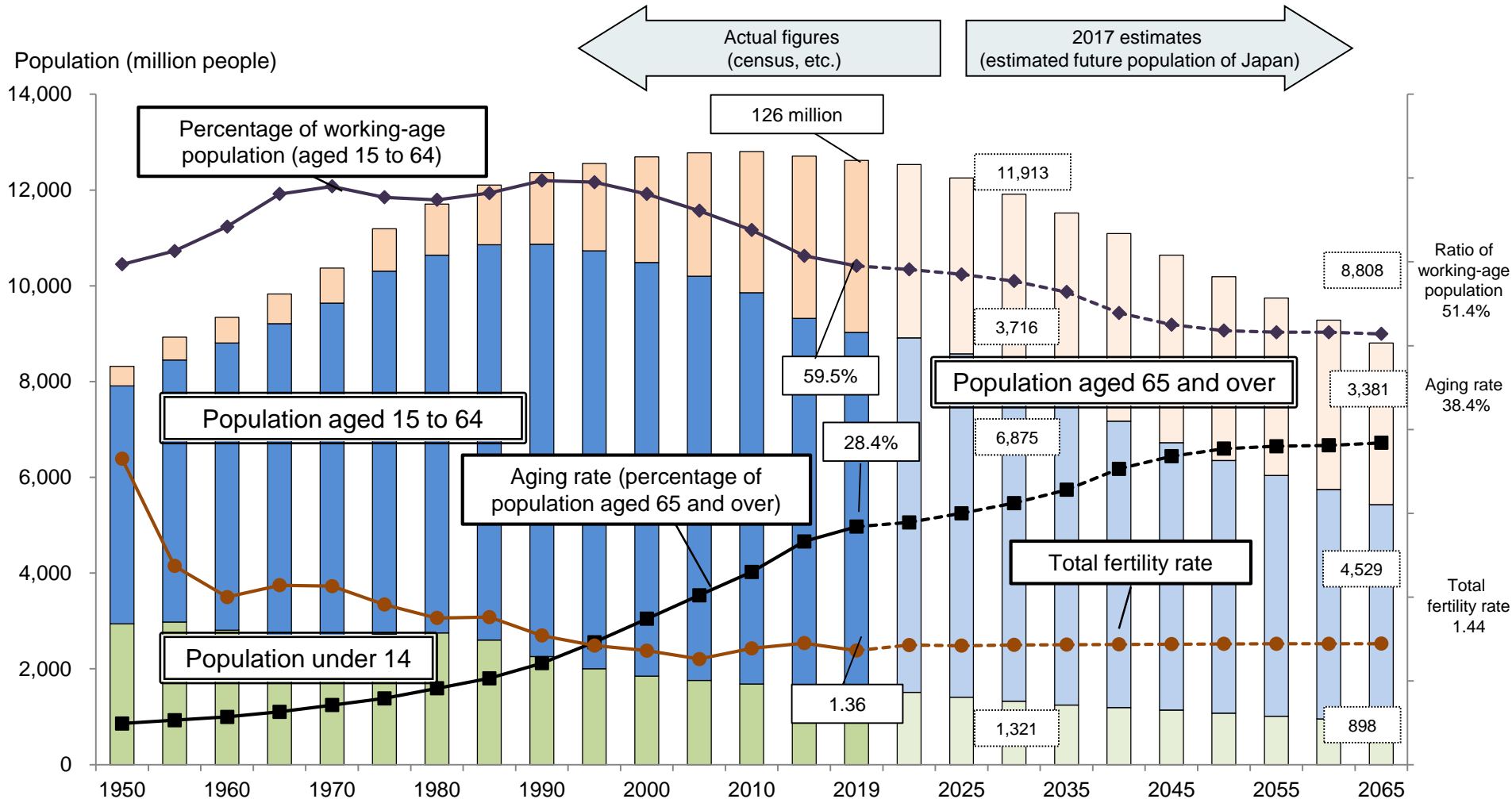
In every prefecture. Providing support for occupational health training and specialized consultation to industrial physicians, occupational health nurses, and health managers, as well as business owners and human resource managers involved in occupational health activities.

Regional Occupational Health Centers (Roughly 350 locations)

Provides occupational health services such as health guidance stipulated by the Industrial Safety and Health Act for workers and small businesses with less than 50 employees who are not obligated to appoint an industrial physician.

# Changes in Japan's population

- Japan's population has been declining in recent years.
- Japan is in a super-aging society whose labor force is progressively aging.



Source: Population figures up to 2019 from Population Estimates (as of October 1 each year), Statistics Bureau, Ministry of Internal Affairs and Communications; ageing rate and working-age population ratio are from Population Estimates, 2019, the Ministry of Internal Affairs and Communications; other data from Population Census, Ministry of Internal Affairs and Communications. The total fertility rate up to 2019 is taken from Vital Statistics, Ministry of Health, Labour and Welfare; from 2020 onwards figures taken from Population Projections for Japan (2017): Projections of Medium-Fertility and Medium-Mortality, National Institute of Population and Security Research.

# Measures based on Japan's Plan for Dynamic Engagement of All Citizens

## Japan's Plan for Dynamic Engagement of All Citizens (Cabinet decision June 2, 2016)

### 4. (3) Support for Activities of People with Disabilities, People Fighting an Intractable Disease and Cancer

In order to build a society in which all citizens are dynamically engaged, we should improve the environment where people with disabilities, or people fighting an intractable disease or cancer, are able to fully play active roles according to their wishes and abilities as well as characteristics of disorders and diseases. For this reason, we will provide support for finding jobs and job retention, and balancing medical treatment with work life. We will also provide support for employment including promotion of agriculture-welfare collaboration, which has positive effects on both physical and mental aspects, as well as the utilization of ICT. We will also work on countermeasures against chronic pain, and promote group homes and other employment support projects.

#### Excerpt from Japan's Plan for Dynamic Engagement of All Citizens: Roadmap toward the Future of 10 Years from Now

Fiscal year Measures	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	From FY2026	Index
	<p>Employment support for patients with intractable diseases</p>	<p>Improvement in medical institutions as prefectural centers for treatment of intractable diseases</p>			<p>Revision of the Basic Plan for the Disabled</p>	<p>Promote corporate initiatives through the development and revision of guidelines and manuals, as well as collection, publication and utilization of actual cases</p>							<p>Actual employment ratio of people with disabilities in private companies: 2.0% by 2020</p>
<p>Employment Support for People Fighting Cancer</p>	<p>Implementation of support following the Basic Plan to Promote Cancer Control Programs (1. Consultation and supports provided by center hospitals, 2. Nationwide promotion of employment support with a collaboration between Hello Work and center hospitals, 3. Formulation, publication and utilization of guidelines to enable people to balance treatment with work, 4. Development and popularization of supportive care (prevention and care of side effects caused by treatments) to enable people to balance treatments with working comfortably)</p>												<p>The number of people with disabilities who utilize welfare services and transit to general employment: more than double of 2012 performance by the end of FY2017</p>
	<p>Comprehensive and systematic promotion of countermeasures against cancer including employment support following the 3rd Basic Plan to Promote Cancer Control Programs (to be formulated in June, 2017)</p>												<p>We will enable all the people who are expected to be taught in special classes to fulfil their needs by FY2020.</p>

# Promoting support for balancing treatment and work

## Work Style Reform Action Plan (decided on March 28, 2017)

- ◎ The Council for the Realization of Work Style Reform, chaired by the Prime Minister, was established in September 2016 as a forum for discussions between top leaders and experts in the labor and industrial worlds.
  - ◎ The council deliberates on the formulation of an action plan for work style reform, which is the biggest challenge to open up a society in which all citizens are dynamically engaged.
  - ◎ Chaired by the Prime Minister himself, with the Minister in charge of Work Style Reform and the Minister of Health, Labour and Welfare as acting chairpersons, relevant ministers and experts (representatives of both labor and management, persons with specialized knowledge and experience in on-site activities) participate.
  - ◎ The Work Style Reform Action Plan is the outcome of those discussions, and is a result of consensus building among workers, employers, and other experts, who know the actual conditions of working people best.
- ⇒ One of the 13 items indicated in this action plan was **balancing treatment of illness and work**.

## Act on Comprehensively Advancing Labor Measures, and Stabilizing the Employment of Workers, and Enriching Workers' Vocational Lives (promulgated and enforced on July 6, 2018)

Under the Act, support for balancing medical treatment and work was clearly positioned as one of the **measures that the government should comprehensively take to achieve the objectives of employment stability and professional life according to the diverse circumstances of workers** (Article 4.1 item (x)).

## Basic policy on labor measures formulated based on the Act on Comprehensive Promotion of Labor Policies (cabinet decision on December 28, 2018)

Establish a system to socially support the balance between treatment and work for workers who have trouble continuing employment due to treatment of diseases/injuries, etc. such as cancer, intractable diseases, cerebrovascular diseases, hepatitis, etc. **In addition to labor policies such as the promotion of employment environment improvements in enterprises, comprehensive and cross-sectional measures will be implemented, including cooperation with health care policies, welfare policies, etc. such as the establishment of support systems at medical institutions.** (Chapter 2.4 Support for Balancing Childcare/Nursing Care or Treatment and Work)

# Work Style Reform Action Plan

March 28, 2017

Council for Realization of Work Style Reform

1. The significance of work style reform from the perspective of the working people
2. Improvement in the working conditions of non-regular workers such as by providing equal pay for equal work
3. An increase in wages and improvement in productivity
4. Improvement in long working hours including introduction of a regulatory limit on overtime work
5. Creating an environment that facilitates flexible working styles
6. Creating a more prosperous work environment, such as human resource development of women and young people
- 7. Balance between medical treatment and work**
8. Balancing work with childcare and nursing care, etc., and employment for people with disabilities
9. Job change/reemployment support for industries with high propensity for labor absorption and high added value
10. Creating a training environment where everyone has opportunities
11. Promoting employment for the elderly
12. Accepting human resources from overseas
13. A roadmap for the next 10 years

# Work Style Reform Action Plan (excerpt) (decided on March 28, 2017)

## 7. Balancing treatment of illnesses and work

### (1) Reforming company attitudes and establishing acceptance systems

- Create and widely share a new disease-specific support manual for companies.
- Examine payment requirements etc. for injury and sickness benefits from the viewpoint of balancing treatment and work.
- Top management should demonstrate leadership and clearly position maintaining and promoting the mental and physical health of workers as a management issue.

### (2) Promotion of triangular support system, etc.

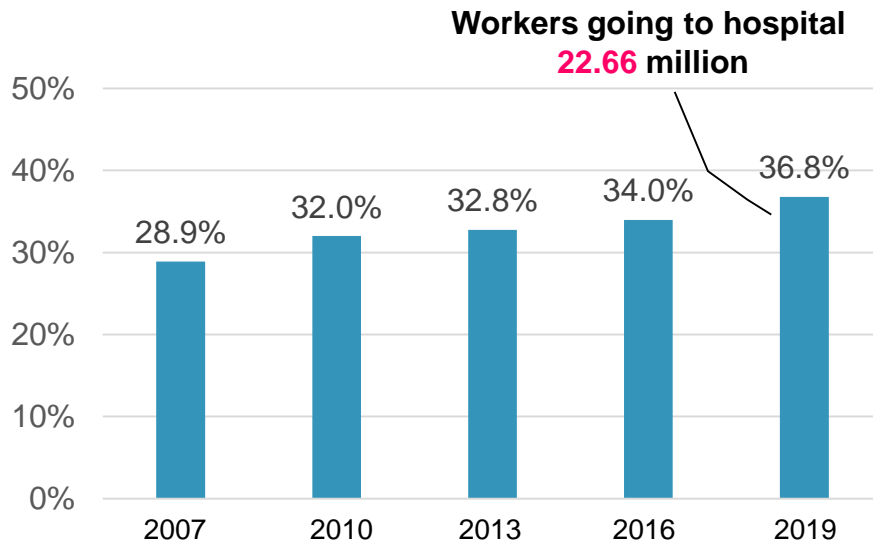
- Establish a system to socially support the balance between treatment of illness and work, aiming for a society where people who have suffered from illness can work while feeling a sense of purpose in life.
- Build a triangular support system consisting of primary physicians, company/industrial physicians, and work-life balance support coordinators who are close to patients.

# Situation surrounding support for balancing treatment and work (1/2)

## Workers with illnesses:

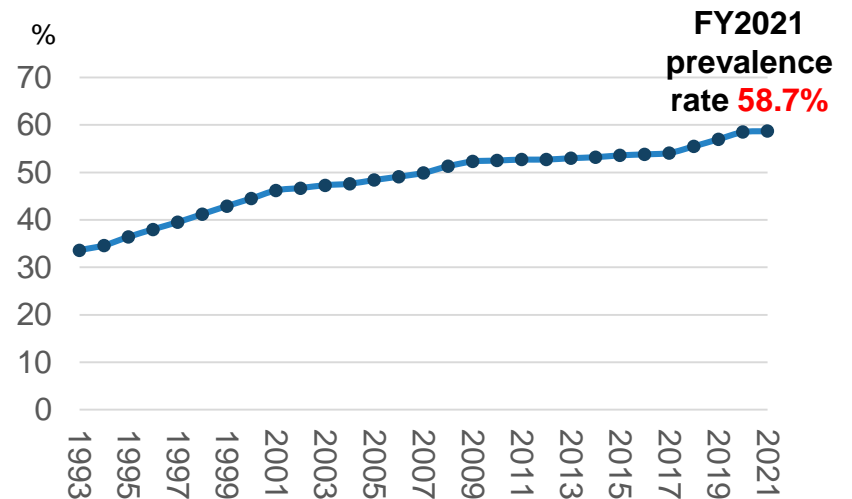
- The percentage of workers who go to hospital for some kind of illness or complaint is **increasing year by year**.
- **About 1 in 3 people** in Japan's working population go to hospital while they are working.
- Of those who have regular health checkups **about 1 in 2 people** are found to have some kind of medical issue.

Percentage of workers going to hospital for some kind of complaint



Source: 2019 Comprehensive Survey of Living Conditions, Ministry of Health, Labour, and Welfare

Trend of positive findings at regular health checkups



Source: Survey on Work-Related Illnesses, Ministry of Health, Labour, and Welfare



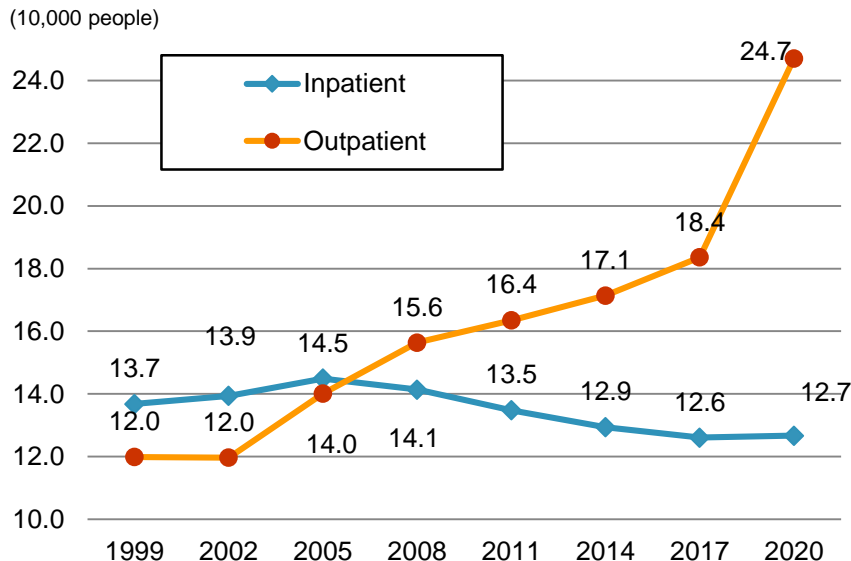
# Situation surrounding support for balancing treatment and work (2/2)

## Improved employability for workers with disease or illness

- Due to advances in treatment technology, there is an increasing trend of **outpatients** compared to hospitalizations even for cancer treatment.
- **About 80%** of workers with illnesses continue to work even after they have contracted the disease.

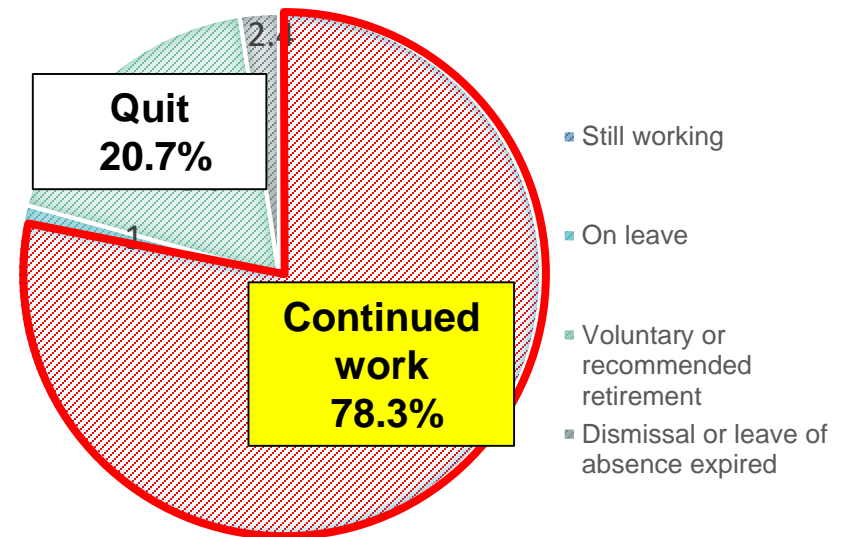
**Illness no longer equates to taking leave or quitting work**  
**Support for balancing treatment and work for patients (workers) is needed**

Changes in number of inpatients and outpatients with cancer



Source: Number of inpatients and outpatients with malignant neoplasms (taken from 2020 patient survey)

Continued employment/leaving work after illness



Source: 2018 Survey on Balancing Treatment of Illnesses and Work (Online Patient Survey), The Japan Institute for Labour Policy and Training

# Initiatives to support balance between treatment and work based on Work Style Reform Action Plan

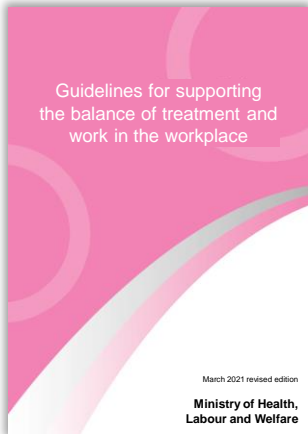
## (1) Reforming company attitudes and establishing acceptance systems

## (2) Promotion of triangular support system, etc.

- Guidelines for supporting the balance between treatment and work in the workplace  
Dissemination and promotion of version created Feb. 2016 and renamed Mar. 2019
- Create a **Manual for Cooperation between Companies and Medical Institutions** as reference material for guidelines
- Training and deployment of **balance support coordinators**
- Utilize **prefectural occupational health support centers** and publicize subsidies
- Establish regional promotion systems: **Regional Work-Life Balance Support Teams**
- Public relations (**symposiums**, conveying information through **portal sites**, etc.)
- Establish new payment system for medical fees: **Medical Treatment and Work Balance Support Guidance Fee**

**Aiming for a society where people with illnesses can work while feeling a sense of purpose in life**

# Support for balancing treatment and work guidelines



Guidelines outlining specific measures to ensure that occupational measures and treatment considerations necessary for balancing treatment and work are implemented appropriately (created February 2016, renamed March 2019)

- ✓ **Eligible persons for balance support**  
⇒ **All** workers regardless of employment type
- ✓ **Eligible diseases for balance support**  
⇒ **All** diseases requiring repeated and continuous treatment

## Structure of Guidelines

- ◆ **Situation surrounding support for balancing treatment and work**
- ◆ **Things to keep in mind when providing balance support**
- ◆ **Improving the environment to provide balance support**
- ◆ **How to proceed with balance support**

- ◆ **Reference materials**
  - **Collection of example forms**
  - **Support schemes/organizations**
  - **Disease-specific considerations**
    - : cancer, stroke, liver disease, intractable disease, heart disease, diabetes
  - **Manual for Cooperation Between Businesses and Medical Institutions** (Explanatory Notes and Case Studies)
    - : cancer, stroke, liver disease, intractable disease, heart disease, diabetes

# Improving the environment to provide balance support in the workplace

## ■ Expression of basic policies, etc. by businesses and dissemination to workers

Investigations and deliberations are carried out by the health committee, etc., and the business' workplace rules such as basic policies and specific response methods are prepared and disseminated to workers

## ■ Raising awareness about balance support through training, etc.

Raising awareness through training etc. for all workers and managers

## ■ Clarification of consultation desk

Clarification of the consultation desk and handling of information etc. so that workers can make consultations and requests with peace of mind

## ■ Development of leave/work system

Consider and implement system to consider hospital visits/treatment and reduce the burden of commuting, etc.

- Leave system: Hourly paid leave, sick leave, etc.
- Work system: Staggered work hours, short working hours, etc.

Our company is also working to support the balance between treatment and work!



# How to proceed with support for balancing treatment and work

## How to proceed with individual support for balancing treatment and work

### (1) The worker submits an application to the business operator

- The worker **submits the work information provision form to the attending physician**
- Referring to the form, the attending physician provides information on desirable employment measures and considerations such as symptoms, possibility of employment, shortened hours, etc. **(Attending physician's opinion, etc.)**
- The worker submits the form to the business operator

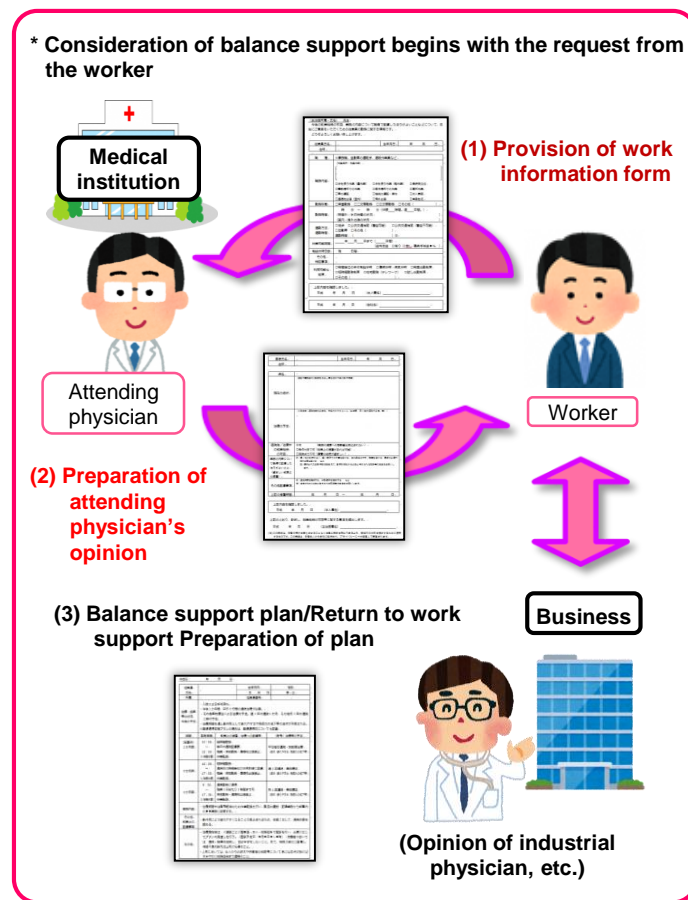
### (2) The business asks the opinion of the industrial physician, etc.

- The business provides the information from the attending physician submitted by the worker to the industrial physician, etc., and asks for his/her opinions on employment measures and considerations for treatment at work (industrial physician opinion form, etc.)

### (3) The business determines and implements the employment measures, etc.

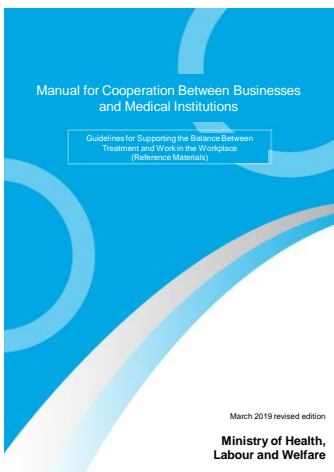
- The business determines and implements the details of the possibility of employment, employment measures (change of work, etc.), and considerations for treatment (securing time for visiting hospital, etc.) **after listening to the opinions of the worker**, taking into account the opinions of the attending physician and the industrial physician, etc.

\* It is desirable to **prepare a “balance support plan”** that summarizes specific support details.



You can use the “Collection of example forms” in the guidelines!

# Manual for cooperation between businesses and medical institutions



- Through cooperation between businesses and medical institutions, it is possible to implement more appropriate balance support.
- The key points for the preparation of forms are shown in the guidelines with examples. These can be used by businesses and medical institutions as a reference when exchanging information.

\*Examples of forms for cases of cancer, liver disease, stroke, intractable diseases, diabetes, and heart disease are provided.

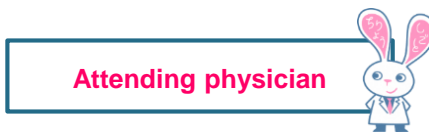


## ① Work information provision form

**Example of a form for providing work information to the attending physician**

(Name and affiliation of the attending physician: )  
 This document has been prepared to provide information about the employee's work and ask for your opinion on whether or not the employee can continue to work in the future, what considerations should be made in the workplace with regard to the nature of the work, and others.  
 Thank you very much for your cooperation.

Employee Name	Date of Birth	MM DD, YY
Address		
Type of Occupation (Location and nature of work)		
Job Description (Work that uses the body, uses physical work, work that uses the body light physical work, etc.)		
Working Style (OO:OO a.m. - OO:OO a.m. (with hour break for days work) and holiday work (Current overtime and international business trip))		
Working Hours (Public transportation (able to be seated) or Adverse/ Other (Commuting time ( minutes)))		
Period Allowed for Leave (Annual paid leave ( days) or Injury/lack leave ( days) or Staggered working hours (Staggered working hour system) or Trial working system)		
Other Special Notes		
Available Schemes (Annual paid leave by hour ( Injury/lack leave ( Trial working system) or Other ( ))		
I have confirmed the above information. MM DD, YY (Signature of the patient)		
MM DD, YY (Company name)		



## ② Attending physician's opinion

**Example of a form for requesting an opinion from the attending physician regarding the status of treatment and whether or not the patient can continue working (This form can also be used as a medical certificate.)**

Patient Name	Date of Birth	MM DD, YY
Address		
Name of Employer		
Current Symptoms		
Treatment Schedule		
Possibility of continued work after discharge or during occupational (inpatient) treatment		
Other considerations		
Period for implementing the above measures MM DD, YY - MM DD, YY		
I have confirmed the above information. MM DD, YY (Signature of the patient)		
I propose the above and submit my opinion as to whether or not the patient can continue to work. MM DD, YY (Signature of the attending physician)		



## ③ Balance support plan

**Examples of balance support plan / return-to-work support plan**

Employee Name / Affiliation	Date of Birth / MM DD, YY / Employee Number	Sex / Male/Female
Status of treatment, etc., and future plan		
Period	Working Hours	(Reference) Schedule of treatment, etc.
(Example) Month 1	1200 1500 (1 hour break)	Weekly daily hospital visits and reduction therapy (Symptoms: drowsiness, weakened immune system, etc.)
Month 2	1200 1700 (1 hour break)	Weekly hospital visits and drug therapy (Symptoms: drowsiness, weakened immune system, etc.)
Month 3	800 1700 (1 hour break)	Once a month hospital visit and drug therapy (Symptoms: drowsiness, weakened immune system, etc.)
Duties		
Other Work Considerations		
Other		

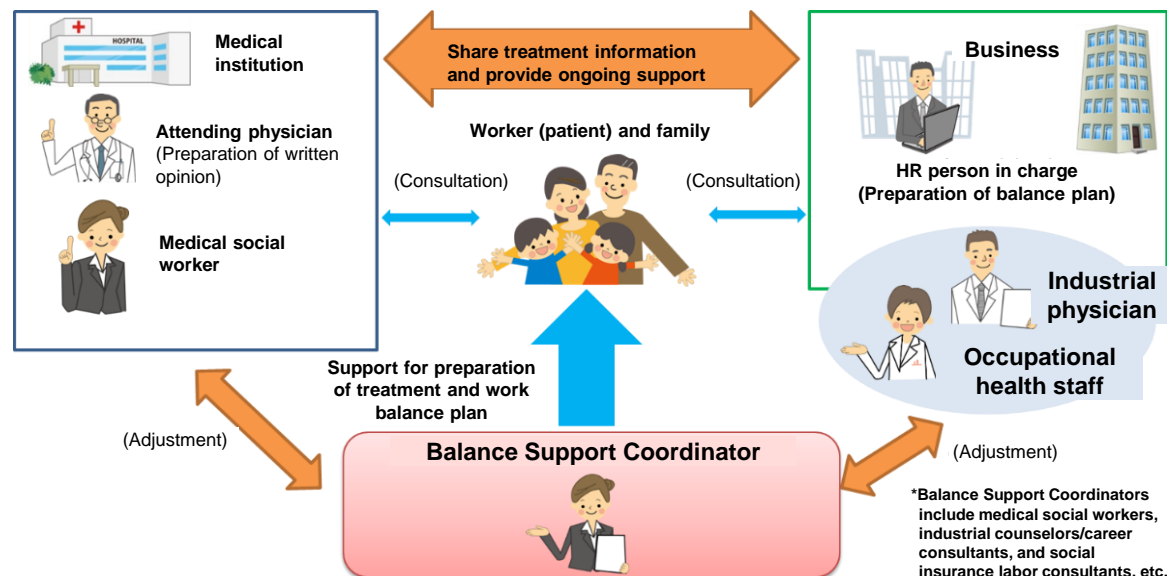
# Triangle support system and balance support coordinator training

**Role:** Balance Support Coordinators are the core of collaboration between attending physicians and businesses, and supports the preparation of plans for balancing treatment and work for each individual patient while continuously providing consultation support in close contact with patients

- \* When making adjustments with stakeholders, the Balance Support Coordinator does not negotiate on behalf of the person receiving support against the business

**Persons in charge:** Medical staff at medical institution, supporters at support organizations such as Occupational Health Support Centers, etc., occupational health staff at the business, etc.

**Training:** Basic training for Balance Support Coordinators is conducted by JOHAS  
12,087 people have completed the course as of the end of March 2022





# Basic training for balance support coordinators

- Implementing entity: Japan Organization of Occupational Health and Safety (JOHAS)
- Meeting format: Group format or online format (held online since 2020)
- Fee : **Free**

\*Please refer to the website for details:

JOHAS website > Treatment and Employment Balance Support Project > Training of Balance Support Coordinators

<https://www.johas.go.jp/ryoritsumodel/tabid/1015/Default.aspx>

Implemented based on "Training of Balance Support Coordinators based on the work style reform implementation plan (March 30, 2018, Japan Advanced Information Center of Safety and Health 0330 No.1 (Revised: September 1, 2020 Japan Advanced Information Center of Safety and Health 0901 No.1))"

Subject	Scope	Hours
Roles of Balance Support Coordinators, etc.	<ul style="list-style-type: none"> <li>• The roles and content of Balance Support Coordinators in balance support work based on the guidelines</li> <li>• Points to keep in mind when providing support</li> <li>• Appropriate handling of personal information</li> </ul>	45 minutes
Basic medical knowledge	<ul style="list-style-type: none"> <li>• Characteristics, progress, and effects on employment of typical diseases and treatments</li> <li>• Providing balance support at medical institutions</li> </ul>	1 hour
Basic knowledge about occupational health	<ul style="list-style-type: none"> <li>• Basic approach to worker health management in the workplace</li> <li>• Occupational health system and occupational health activities</li> </ul>	1 hour
Basic knowledge about labor management	<ul style="list-style-type: none"> <li>• Labor related laws</li> <li>• Basic approach to whether or not employment can be continued in the workplace</li> <li>• Handling employment measures and considerations, etc.</li> </ul>	1 hour
Knowledge about social resources	<ul style="list-style-type: none"> <li>• Social resources such as support organizations and support systems that can be used to provide balance support</li> </ul>	1 hour
Communication skills	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Handling psychological stress associated with illness and treatment for support recipients</li> </ul>	45 minutes
Balance support exercises	<ul style="list-style-type: none"> <li>• Simulation of support methods</li> </ul>	1 hour

**A "Certificate of Completion" is issued by JOHAS to those who have taken all curricula**



# Support for occupational health activities by the Occupational Health Support Center

- Regional Occupational Health Support Centers (commonly known as Sampo Centers) in all 47 prefectures in Japan provide support for occupational health activity initiatives in small and medium-sized enterprises, etc.  
(Mental health measures, support for balancing treatment and work, etc.)

## Occupational Health Support Center (Sampo Centers)

\*Established in all 47 prefectures

- Occupational health experts are assigned and the following support is provided
  - **Specialized training for occupational health staff such as businesses, HR personnel, and industrial physicians**
  - **Support for visits to workplaces (field consultations, health education, etc.)**
  - **Consultation support from stakeholders**

\* Onsite consultation desks have been set up at cooperating hospitals to provide support for balancing treatment and work

## Support related to balance support

- (1) Hold seminars and specialized training on support for balancing treatment and work**  
Conduct awareness-raising seminars for businesses and specialized training for industrial physicians, occupational health staff, and HR personnel
- (2) Onsite guidance for workplaces trying to provide balance support**  
Experts (Balance Support Promoters) visit companies and provide specific support for system introduction and education, etc. related to balance support
- (3) Consultation support from stakeholders**  
Responding to consultations from stakeholders regarding support for balancing treatment and work
- (4) Individual adjustment support between patients (workers) and workplaces**  
Experts (Balance Support Promoters) support individual adjustments with workplaces related to support for patients (workers) to continue working and return to work

# Promotion of regional initiatives by the Regional Balance Support Promotion Team

FY2017–

## Initiatives at Labor Bureaus in Each Prefecture

**Regional Balance Support Promotion Teams** have been established at each prefectural labor bureau. Activities are aimed at building networks among stakeholders in the region and cooperating with each other's efforts.

## Team Constituent Organizations, Etc.

- Secretariat: Prefectural Labor Bureau
- Participating members:  
Recommenders from employer groups and labor unions, regional medical institutions (cancer treatment cooperation center hospitals, workers' accident hospitals, etc.), prefectures, occupational health support centers, other support organizations (Hello Work, company labor associations, etc.), etc.

## Content of Discussions (Excerpts)

- Sharing the status of efforts related to balance support with members and the organizations to which members belong
- Cooperative efforts of various organizations, etc. to promote balance support
- Collection of examples of initiatives in each region
- Preparation of pamphlets for companies and patients in each region, etc.

# Significance of balance support from different standpoints



## ◆ Significance for workers

Even if a worker becomes ill, if they wish, there is a higher chance that they can continue working while receiving appropriate treatment so that the disease does not worsen.

## ◆ Significance for businesses

Balance support is both a method for ensuring worker health and a method to prevent loss of valuable human resources.

Furthermore, by revitalizing the organization through health management and the use of various human resources, it is also considered to be of significance to improve worker motivation and productivity, to retain human resources, and to realize corporate social responsibility (CSR).

## ◆ Significance for medical personnel

By preventing interruptions to treatment due to work or disease progression due to excessive workload, it is possible to proceed with the treatment of the disease effectively.

## ◆ Significance for society

Workers with illnesses will also be able to obtain employment opportunities according to their circumstances, and it is expected that this will contribute to the realization of a society where all people have a purpose in life and can play an active role with job satisfaction.

# “Support for Balancing Treatment and Work Navi”

—Information portal site that supports people who work while undergoing treatment—

The information portal site “**Support for Balancing Treatment and Work Navi**,” which supports people who work while undergoing treatment, provides comprehensive information on support for balancing treatment and work that is useful to businesses, people receiving support, and people working in medical institutions/support organizations.

## Providing comprehensive information on support for balancing treatment and work

### [Common Information]

- Basic knowledge about balance support
- Guidelines/Cooperative Manuals/Form Examples
- Consultation support organizations and support personnel
- Information on symposiums and seminars etc.

### Information for business owners

- How to provide balance support in the workplace
- Examples of providing balance support
- Support/subsidy schemes that businesses can use etc.

### Information for people who require support

- Balance support process
- Information on major diseases
- Support systems that workers can use etc.

### Information for medical institutions and support organizations

- About Balance Support Coordinators
- Medical fees etc.



Information portal site that supports people who work while undergoing treatment

Support for Balancing Treatment and Work Navi

Home page Links

For businesses | For people receiving support | For people working in medical institutions/support organizations | What is balance support? | Examples of initiatives | Helpful content | Symposiums

How should I start when providing balance support? Click here if you are a business owner

Who is eligible to receive balance support? Click here if you require support

About coordinator training About workplace information and medical fees Click here if you work for a medical institution or support organization

Helpful content !

- ▶ Chiryosa
- ▶ Downloads
- ▶ List of consulting agencies in each prefecture

What is balance support? Chiryosa's treatment/work balance support guide

Held again this year

**“Symposiums/Seminars”**

Click here for past archives

### Announcements

2021.12.16 Information on regional seminar (West Japan) has been released

2021.12.8 Information on regional seminar (East Japan) has been released

2021.12.8 Symposium for medical institutions (archive) has been released.

2021.11.29 A symposium for medical institutions will be held.

List of announcements

chiryoutoshigoto.mhlw.go.jp/

### Examples of providing balance support

**FRESTA Co., Ltd.**  
The HR manager interviews almost all employees every year. By understanding the situation on the ground, they can create close relationships and support individuals.

**Chikushi Electric Co., Ltd.**  
Reinstatement support through collaboration across departments involving people such as the individual, supervisor, head office, industrial physician, etc.

**Taiyo Kogyo Corporation**  
Providing cancer insurance for employees and enhancing leave system not only for balance support but also to secure human resources.

**NISHI SEIKO Co., Ltd.**  
Employees are family members: An environment where employees can work with peace of mind until retirement age even if they get sick.

Treatment balance navigation

Search



**Thank you.**

