

The 20th ASEAN & Japan High Level Officials Meeting on Caring Societies

# Support for Balancing Treatment and Work in Small and Medium Enterprises:

A system that respects diverse values

March 9, 2023

# Awards



Certified Health & Productivity Management Outstanding Organizations Recognition Program, Bright 500, Ministry of Economy, Trade and Industry



Japan Cancer Society Asahi Cancer Award (2020)



Excellence Award, Governor Award, Tokyo Metropolitan Technical and Skilled Talent Development Awards for Small and Medium Enterprises, Fiscal Year 2008



Tokyo Metropolitan Government Award for Companies Making Excellent Efforts to Balance Cancer Patients' Treatment and Work (Award of Excellence), 2014



Certified as a company promoting work-life balance in Bunkyo Ward (for two consecutive terms)

# Asahi Cancer Award



## 表彰状

株式会社松下産業殿  
貴社ががん征圧のために  
輝かしい業績をあげられました  
ここに朝日がん大賞と贈り  
その功績を称えます  
2020年9月18日  
日本対がん協会  
会長 坂本忠生  
副会長 渡辺雅隆

朝日がん大賞

日本対がん協会



TOKYO  
WORK CIRCLE  
PROJECT

平成26年度  
がん患者の治療と仕事の両立への  
優良な取組を行う企業表彰

優良賞  
株式会社松下産業

平成27年3月20日  
東京都知事

Tokyo Metropolitan Government Award for Companies Making Excellent Efforts to Balance Cancer Patients' Treatment and Work (Award of Excellence)

# 2018 Edition Annual Health, Labour and Welfare Report

— Achieve a society in which everyone can play an active role while coping with disabilities, illnesses or other hardships —

Ministry of Health,  
Labour and Welfare

「がんでも働ける」こ  
う考えがある。

く中で、さらなる支援  
対応するため、時間単  
また、現在罹患者はい  
に対する支援策も導入

専門家とも連携して治

ヒューマンリソースセ

るだけでなく、医療機

検査費用も含めて費用  
本職中やリハビリ中の

スセンター」

という「三方よし」

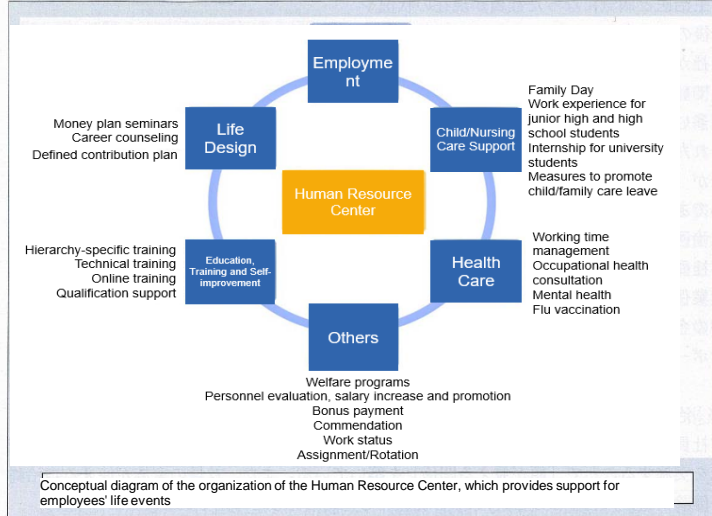
世間（地域・環境）よ

下産業（以下「松下産

京区に本社を有する。

と診断された経験を持

Chart 3-1-4 | Matsushita Sangyo HRC's One-Stop Solution



As labor shortages become more serious in small and medium-sized enterprises (SMEs), "it is important to allow employees to work with a sense of security and care every employee to ensure continued employment." In 2013, The Company founded the Human Resource Center (hereinafter referred to as "HRC"), a specialized organization to support the employees, which serves as an integration of the Human Resources Department, the General Affairs Department, and the Technical Education Department. In addition to employees' health management, the HRC also handles matters related to employment, childcare and caregiver support, life design, education, training, self-development, benefits, and qualification. One-stop service for all matters related to individuals in the company (Figure 3-1-4). Initially, HRC was founded to achieve employees' work-life balance. However, in line with the trend of the times, the Center now also works for work-treatment balance to "allow for employees to continue working to the extent possible even after developing cancer."

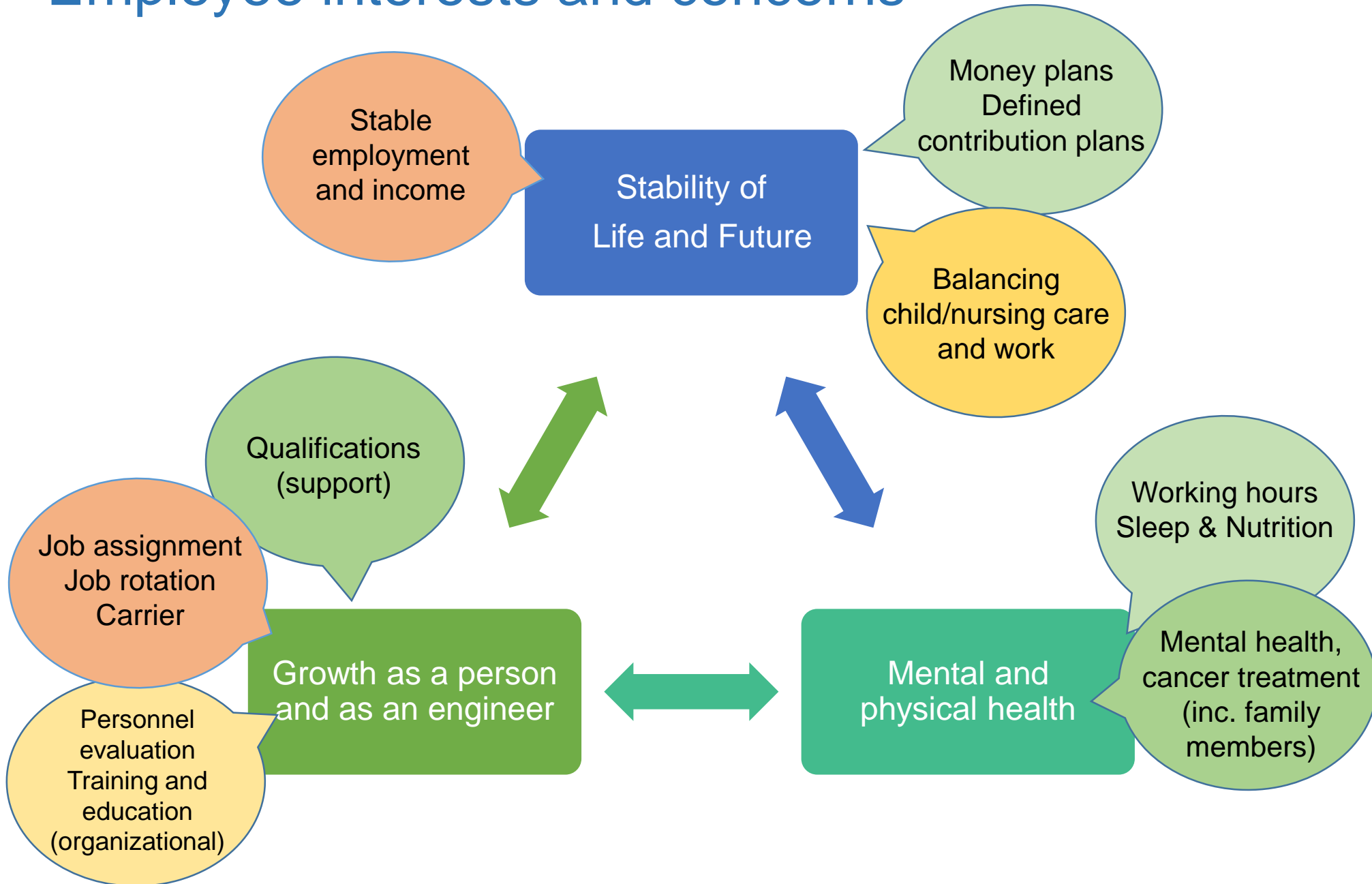
## 2 "Counseling Service" and "Peace of Mind through Income Compensation" – Six Considerations in the Workplace

Matsushita is working on the following six items to support the balancing of work and medical treatment.

### (1) First, talk directly with the person in question and his/her family.

When you are informed by an employee that he/she has become ill or is going to be hospitalized, the first step to be taken is to contact HRC. The HRC will hear from the patient and his/her family about his/her condition and future prospects, as explained by the doctor in charge at the hospital. HRC staff members first explain to the person about the company's benefits and other programs available for its employees and then hear wishes of the person and his/her family members, the HRC staff members will discuss measures to be taken, such as the future working operation. A top executive himself rushed the home of an employee who was about to give up his/her job after being told he/she had cancer.

# Employee interests and concerns



# The fundamental premise for all considerations

Good human relationships

- Personal meetings with executives and non-supervising officers
- Training on the theme of communication
- Family Day

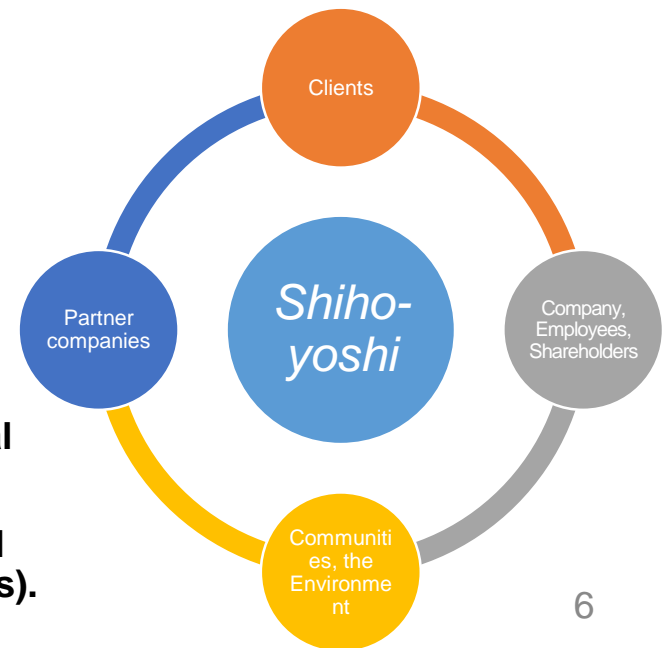
Feeling worth doing

- Sense of social contribution
- Self-recognition of improvement

**Respect for diverse values**  
**≡ Ease of getting consultation**  
**≡ Improvement of employee satisfaction**

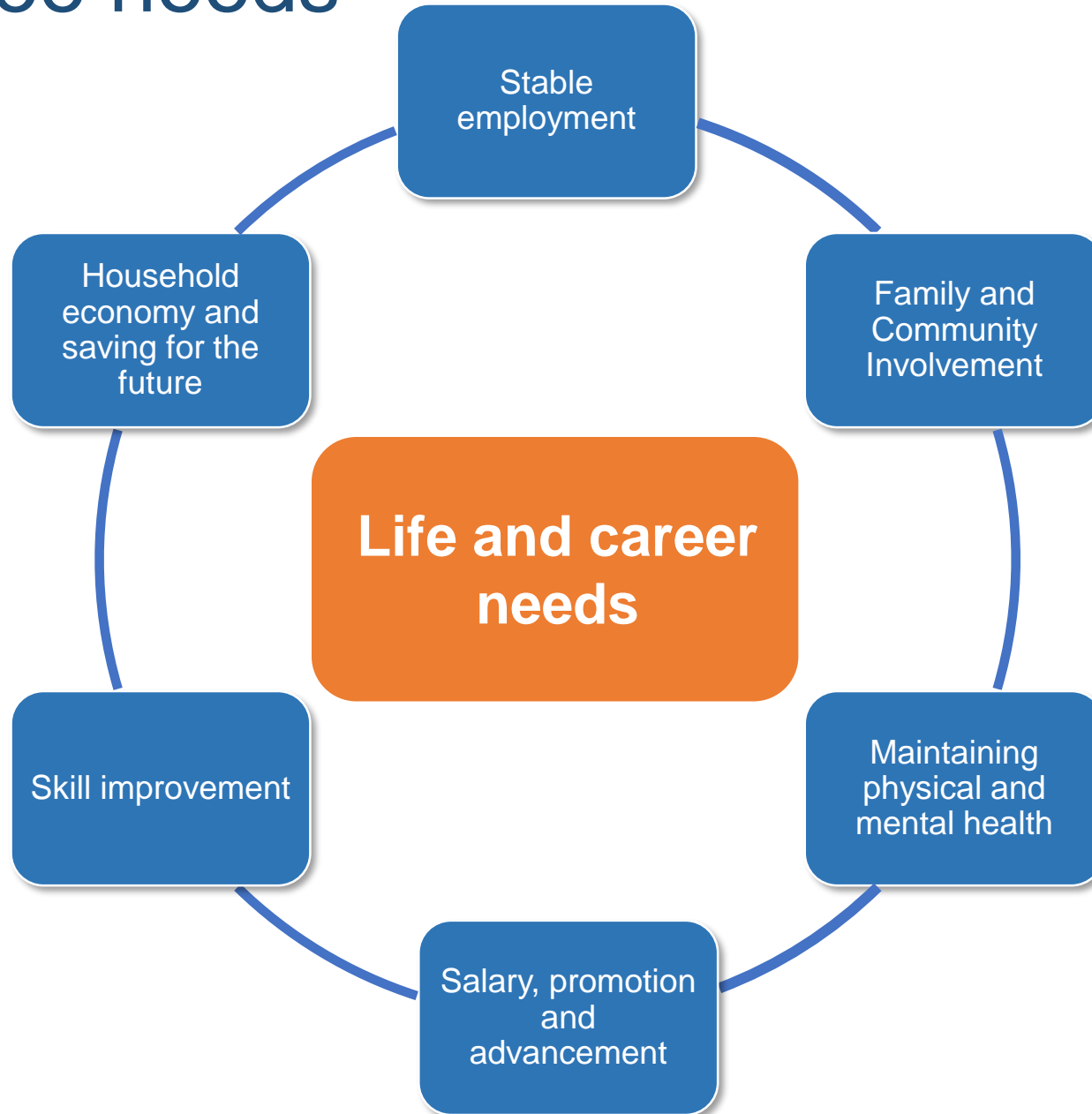
## Realizing “*Shiho-yoshi*” (benefits for all four sides)

- The basis of “*Shiho-yoshi*” is customer satisfaction. Its source and origin is employees.
- Successful company management is never achieved without the satisfaction and sense of security of employees.
- One of the greatest concerns of employees is their physical and mental health.
- Solving this problem is the best way to achieve *Shiho-yoshi* (beneficial for customers, employees, community/environment, and subcontractors).



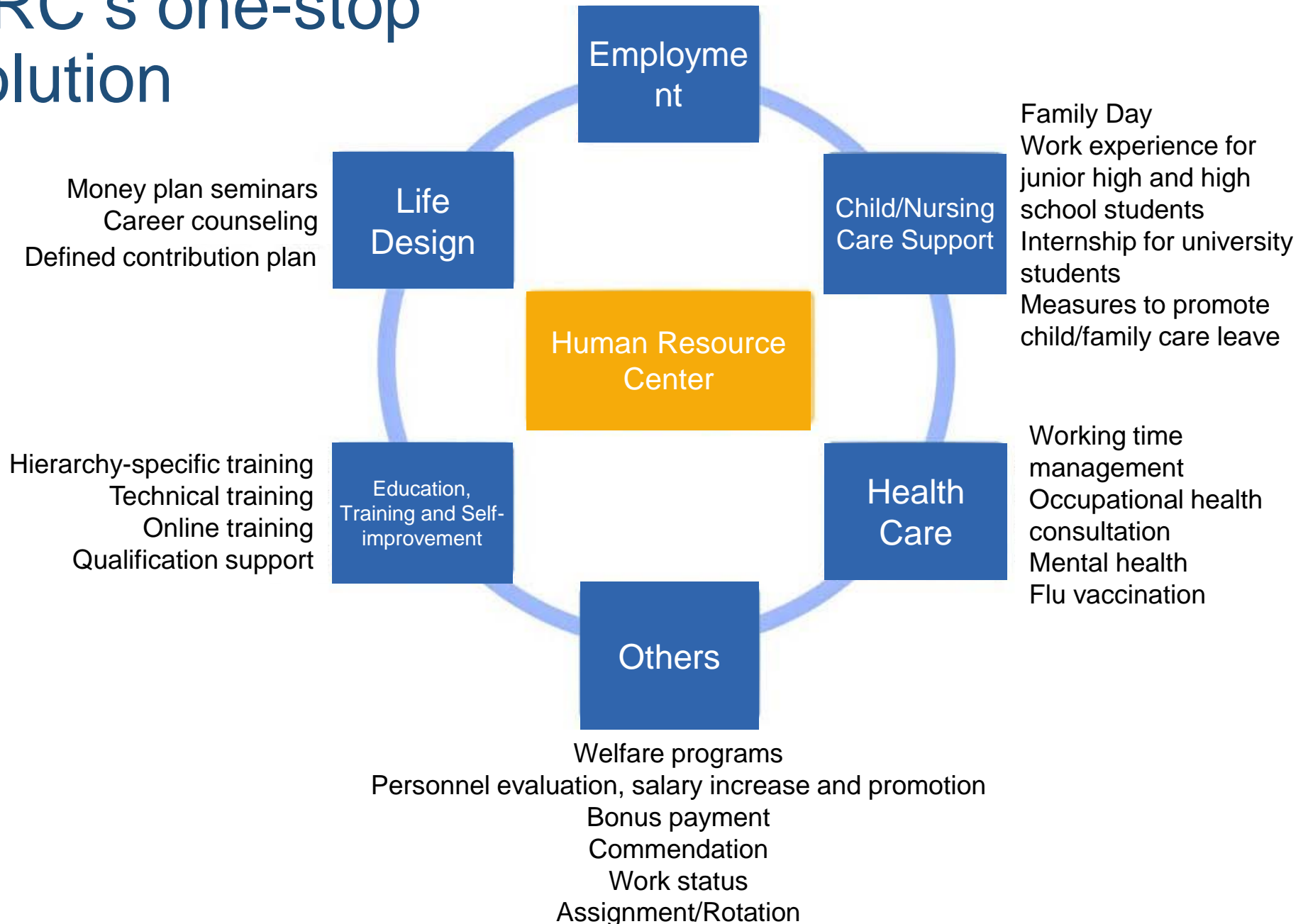
# Our Approach

# Employee needs



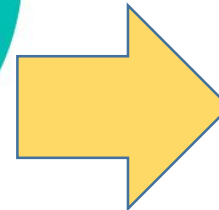
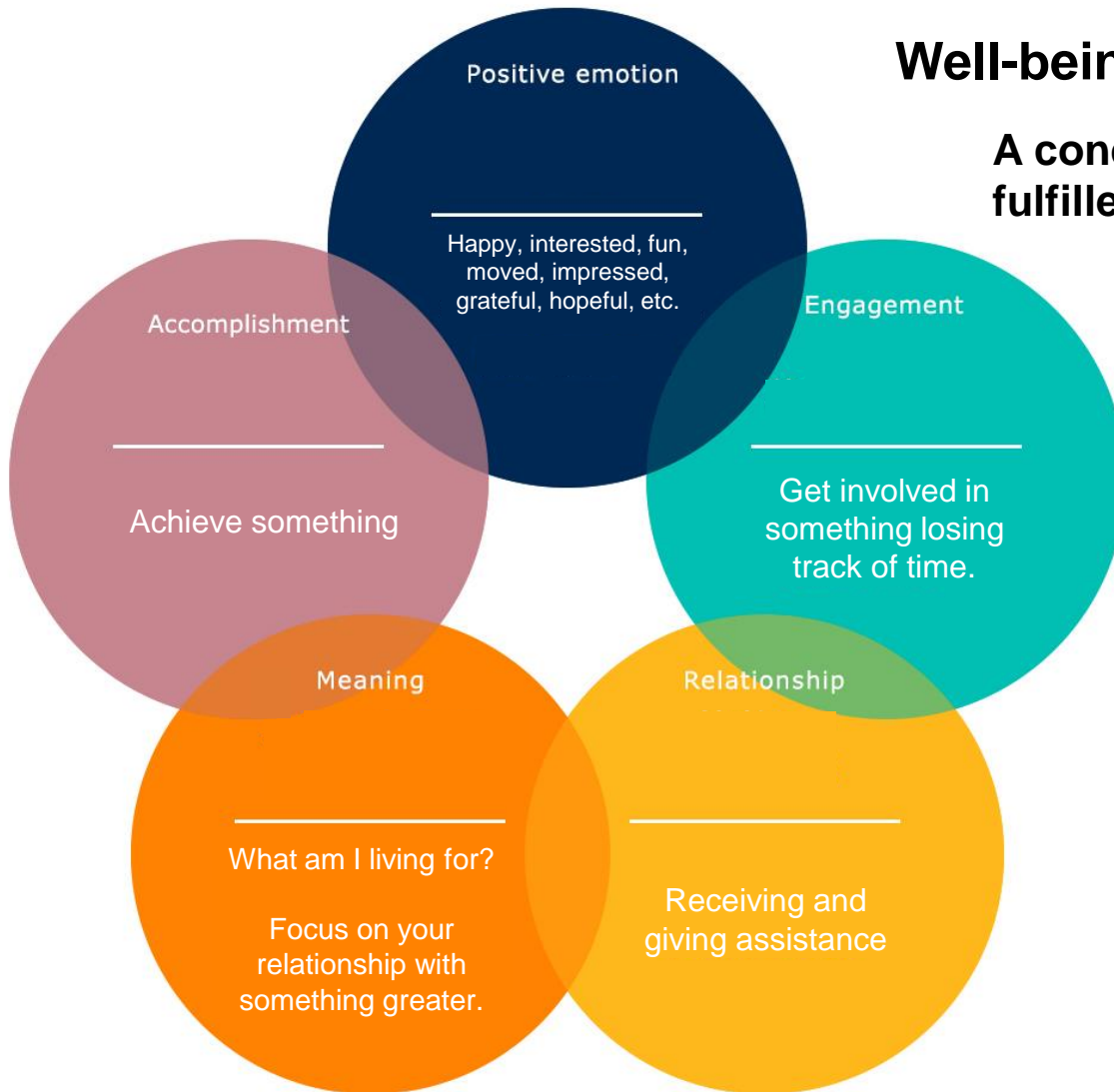


# HRC's one-stop solution



# Well-being

**A condition in which an individual is entirely fulfilled physically, mentally, and socially.**



- Internal communication
- Supervisor-subordinate relationships
- How to proceed with and assign tasks
- Improvement of work environment

● Keywords

- Apprenticeship
- *Terakoya* (private elementary school)

- Franchiser and franchisee
- Master and apprentice
- *Okami-san* ("*Okami-san*" in a sumo stable = substitute for a parent)

The above human relationships have existed in Japan since the Edo period.

Since the burst of the bubble economy, an emphasis was put on operational efficiency, changing the relationships among members in an organization.



Photo by: amanaimages

Supporting Life, Health, and  
Household Economy

# Life design support

- Life Design

  - Counseling by in-house career consultant

- Money Plan

  - Partnering with a neutral financial planning firm

  - Providing free money plan consultation

- Defined Contribution Plan

  - Consultation at personal meetings

  - Providing information through in-house newsletters

# Support for balancing childcare, nursing care, and illness

- Female employee (in her 40s) allowed to work from home to care for children not attending school.
- Effective child allowance paid at birth and school enrollment.
- Reassignment of a male employee (in his 50s) who cares for his parents with holidays changed.
- Group long-term disability (GLTD) benefit, which was introduced according to patients' family needs.

# Our experience in keeping cancer patients at their workforces

Employees who were found to have cancer during a medical examination and continued to work:

**14 people**

Employees who are still working after being diagnosed with cancer:

**6 people**

# Our 6 Approach

(1) First, talk directly to the person

Rushing to the hospital or home to hear requests and wishes of the patient and family

(2) Collaboration with primary care physicians, occupational physicians, and specialists

(3) Supporting family members who support the patient

(4) Publicizing internal systems and public support

Promote understanding of the disease

(5) Gathering information and identify needs on a daily basis

(6) Loyalty and linkage with the company

Making them feel rewarded



# (1) First, talk directly with the person/family

**“I got ill.”  
“I’m going to be hospitalized.”**

If an employee contacts you,  
first talk to the person in person.

Rush to the hospital or home.

Share future prospects and handover of  
operations.

Hear the requests and wishes of the person and  
family.

## (2) Cooperation with primary care physicians, occupational physicians, and specialists

### **Utilize occupational physicians**

On-site patrol

Let them see the gap between the image and reality.

Ratio to desk work, safety management system

Identify hazardous areas (e.g., scaffolding) at construction sites, etc.

### **Utilize occupational health nurses**

Follow-up for occupational physicians via health guidance, smoking cessation guidance, etc.

### **Attend primary care physician meetings**

Support family members as an expert on the patient's disease status and future prospects

### **Collaborate with diverse specialists**

Cancer consultation & support centers, Hello Work, regional industrial health centers, labor and social security attorney, financial planners, etc.

### (3) Help family members who support treatment

#### Organizing family days, interacting with families



## (4) Publicize internal and public support systems Promote understanding of the disease

GLTD (Group Long-Term Disability) Income Compensation Insurance

Distribute documents providing information on consultation services during medical treatment to patients and their families

Allow employees to work from home and/or flexible work arrangements

Cancer screening (thorough medical checkup + optional exam for those over 40 years old)

Social insurance system

Establish a library related to cancer and diseases

Publication of articles on fight against disease on company's intranet and/or newsletters

Subsidies for outpatient smoking cessation

## (5) Gather information and understand needs on a daily basis

Establish a Human Resource Center (HRC)

→ A department that provides a one-stop service for people-related matters.

Personal meetings with board members, a system in which an employee can nominate board members to have a meeting.

Follow-up system for the second round of health checkups.

Mental checkup.



# (6) Linkage with the company, create a sense of fulfillment.

まほろばWeb版

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**Topics3:安全環境部** [さん復帰](#) [みなさまへひとこと](#)

**安全環境部** [さん復帰](#) [みなさまへひとこと](#)

**普通の生活のありがたさ**

あの時はもう社会生活ができるなんて思えなかった。

6月、時々頭が痛かったものの、たいしたことはないだろうと業務を行っていたが、6月末に地元の病院で診察を受けたところ腰痛との診断。しかし週末、家で寝ていても、一向に良くなりず、食事右全くできない状態となったため、全国安全週間が始まった7月1日、鎌倉徹底の大事な日を休み、後ろ髪をひかれながら地元の総合病院を受診した。そこでCT撮影やMRIの検査の結果、「**腰臓腫**」と診断され緊急入院となった。私にとって、人生で最も衝撃的な一日だった。

主治医から、腫のなかつた病名をいきなり告げられ、手術の説明をうけた家族もショックで信じられない様子だった。その後は手術に向けての検査の毎日が続く。私は糖尿病や肝臓疾患・高血圧等がない上、体力があり、おまけに肺活量は人一倍。手術に臨むのに充分だということだった。持病のために手術ができなくて亡くなる方も居られるとのことだ。普段、たばこは吸わず酒もほどほど、できるだけ規則正しい食事を心がけ、週末は学童・中学野球の審判をするため身体を動かしていたのが良かったのだと思った。

10時間近くに及び手術とその直後はさすがにきつかったものの、日に日に良くなり3日すれば食事も許され、その後の回復は早かったように思う。しかし術後に待っていた放射線と抗悪剤の治療、副作用の不安があった。人によって違うと聞いていたが、幸い身体が強かったのか、薬が合ったのか、白血球の大幅な減少もなく脱毛と肌むくみ程度で、乗り切ることが出来た。入院中は、長いひとりの時間を、家族をはじめ様々な方が見舞って下さり、励まして下さったおかげで、前向きに過ごせた。そして予定通りに退院の日を迎えることが出来た。まさに「病は気から」だ。

今後も抗悪剤等の治療は続くけれど、身体を気遣いながら良い仕事をしたいと思う。私は今、あたたまへの普通の生活ができることに感謝し過ごしている。

[安全環境部] [さん](#) 記

2013-10-25

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**4月末退職の** [さんよりお手紙](#)



「一昨年十月に病に倒れて、リハビリを続けてまいりましたが、休職期間満了に伴い、この度退職する運びとなりました。在職中は皆様のご厚情を賜り、誠に有り難うございました。長期入院中も、皆様に励ましていただきまして、家族一同日々感謝の気持ちで一杯です。皆様に大変お世話になりながら、何のお礼もできず、心苦しい限りです。これから皆様のご厚情を心の糧にして、リハビリ病院で療養を続けてまいります。会社は離れますが、かげながら皆様のご健康とご活躍、そして安全お祈りしております。平成二十六年四月 』

さんより、光触媒加工のシンビジウムの造花をいただきました。本社第三会議室に飾っています。まるで本物のようです。さらに、さんが大好きな銘菓「博多通りもん」をいただき、5月の現場責任者の会議出席者へ配布させていただきました。また安全環境部へは現場の熱中症対策のためにポカリスエットをいただきました。

2014-05-23

# What HRC values

- Support begins at the most anxious period before diagnosis is confirmed and a hospital is selected.
- Accumulation of correct information and extensive experience.
- Have knowledge to identify useful information from mixture of superior and inferior information.
- Listen to what employees and their families need in a face-to-face setting. If not possible, have a phone conversation (never have it done by just sending them a written letter).
- Find and collaborate with appropriate specialists to function as a consultation service.
- Provide multiple perspectives to a narrow vision.

What Small- and Medium-  
sized Businesses Can Do



# What small- and medium-sized businesses can do

- There are things that even small- and medium-sized businesses can do.



Cooperation and support born from family relationships.

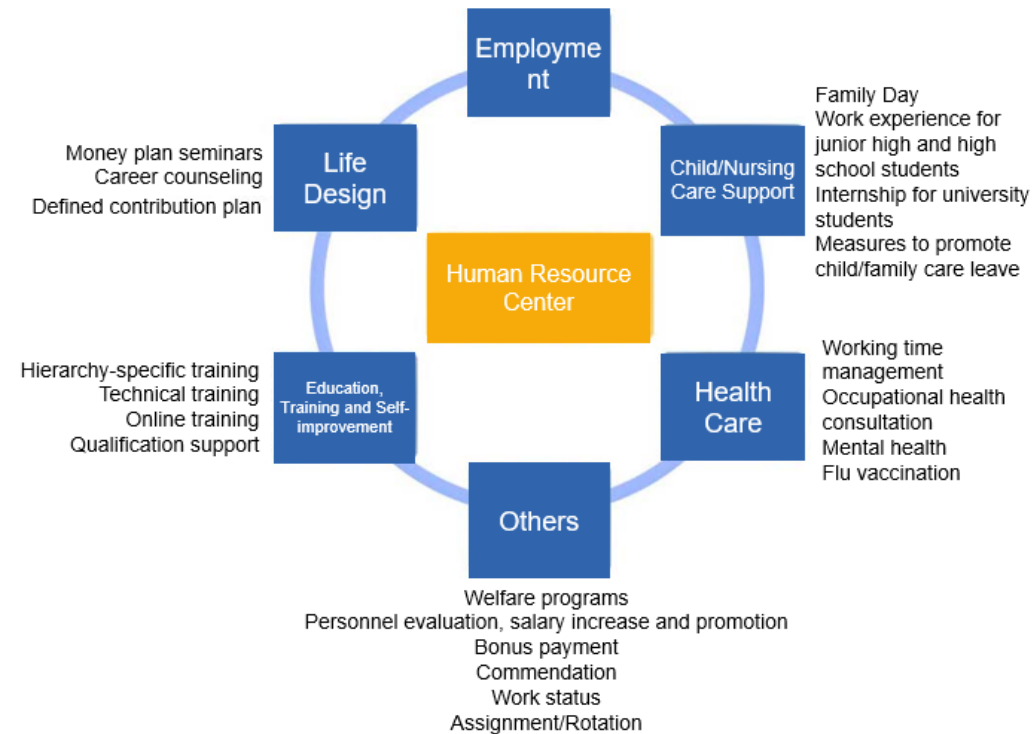
- If you feel you don't have enough internal resources...



Need to rely on outside experts.

# Because the HRC is a one-stop shop:

- Dare to remove the person from formal supervising position in the organizational structure and give him/her substantial authority.
- The know-how and data obtained from outside experts will be accumulated centrally, further enhancing the quality and responsiveness of support for balancing work and life.





**Thank you.**