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Overview

A new case of cancer is diagnosed every six minutes among people of working-age in the UK. While it may be a rare event for your organisation, cancer often happens when we least expect. The good news is that, thanks to earlier detection and better treatments, more people are living longer after having cancer than ever before. At any one time, about one in every 50 people have been diagnosed with cancer or are learning to adjust to its effects. Many will be hoping, or planning, to return to work.

As a manager, you may be one of your employee's most important sources of support. You don't need to be a cancer expert, but an understanding of what cancer is, its treatment and side effects, and the issues that may emerge during an individual's recovery and return to work, will help you fulfil this important role.

Macmillan's *Working through cancer: a guide for managers* aims to help you through, what can often be, a difficult time. Written in six sections, it provides information and advice from the moment an employee (or their close family member) is diagnosed with cancer.

Because different sections may be more useful at different times, there is no right or wrong way to use the guide.

Remember

Your organisation's Human Resources and/ or Occupational Health Department may be able to provide advice and support. If you do not have access to these services, there are a number of external organisations which may be able to help. These include cancer charities, Citizens Advice Bureau (CAB), and the Equality and Human Rights Commission. Section 6 tells you more.

Section 1

When your employee is affected by cancer

Provides facts and figures about cancer, what it is, its diagnosis and treatment. The section also tells you about some of the common side-effects of cancer and its treatment.

Section 2

Talking about cancer

Talking to someone affected by cancer is not always easy. This section helps you start. It tells you how your employee may be feeling, and

shows how listening may be the most important source of support you can provide. The section also details the information managers need to know, and how to share the news with your employee's work colleagues and external clients.

Section 3

When your employee returns to work

Provides facts and figures about people returning to work and some of the problems they face.

Section 4

Resignation, ill-health retirement and bereavement

Not all cancers can be cured and some employees may find it too difficult to continue in their work. This section provides information and advice on the options available to employees and employers at this time. It also discusses the impact and practical implications should your employee die.

Section 5

Legislation

Employees diagnosed with cancer are regarded as 'disabled' under the Disability Discrimination Acts 1995 and 2005. This section describes the main pieces of UK legislation covering the management and support of people affected by cancer.

Section 6

Support and information

This section tells you how to prepare and provide 'reasonable adjustments', as required under the Disability Discrimination Acts. It also provides advice and details of the organisations that can help you and your employee.

References

The following sources of information were used in the preparation of this guide.

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Section 1: When your employee is affected by cancer

As a manager, you may be one of your employee's most important sources of support. You don't need to be a cancer expert, but an understanding of what cancer is, its treatment and side effects, and the issues that may emerge during an individual's recovery and return to work, will help you fulfil this important role. This section aims to increase your awareness and understanding of cancer and its impact on those affected by the disease. It also provides advice on how best to support an employee who has been diagnosed with cancer.

Facts and figures

Sixty years ago virtually all cancers were incurable. Today, thanks to better screening and treatments, thousands of people are diagnosed earlier and are recovering from the disease each year, while many more benefit from treatments that add years to life and 'life' to those that may have been lost to cancer. It means that more people are living with cancer than ever before, with approximately 1.2 million people (one person in every 50) living with the disease in the UK today.

Although survival rates are improving, the incidence of the disease continues to rise. Over 270,000 new cases of cancer are diagnosed each year, with one in three (90,000) cancers diagnosed in people of working age, and some cancers, such as testicular cancer, found almost exclusively in men of working age. It means that a company employing 1,000 people might expect to experience about four new cases of cancer within their workforce each year.

While cancer may be a rare event for companies with a smaller workforce, the impact of the disease cannot be underestimated. At any one time about 500,000 people of working age are living with the disease. It's a figure that is likely to rise as the official age of retirement increases, and changes occur within the UK workforce (by 2022 it is estimated that there will be three million more people in the workforce over the age of 50). In addition, as life expectancy levels continue to increase, a significant number of people of working age will unexpectedly become the prime carer for older parents (or other close friends and family) who develop the disease.

What is cancer?

Our body is made from millions of building blocks called cells. Each part of our body has its own kind of cells so that our bones are made from bone cells, our breasts from breast cells and so on. Normally our cells behave and only grow or replace themselves when they need to. Cancer happens when something goes wrong with one of our cells and it begins to grow out of control. It means that one cell grows into two cells, two cells become four and so on. Eventually, the faulty cells grow into a small lump called a 'tumour'. There are two kinds of tumour. Some tumours are 'benign', and depending where they are growing, don't normally cause harm. The other kind of tumour is called 'malignant'. The cells that make up malignant tumours can spread or move to other parts of the body; for example, breast cancer cells growing in the breast might spread to the bones, liver, brain or lungs. Doctors call malignant tumours 'cancer'.

How is cancer diagnosed?

Not all cancers have tell-tale signs or symptoms that are easy to spot. Despite this there are many tests that can help pinpoint the disease at an early stage, when it is often easier to treat.

Going for tests and waiting to hear what the test results show can be a worrying time, and, while many employees may wish to keep this secret, there are many organisations that can support an individual at this difficult time. Section 6 tells you more about the organisations that can help.

'Everything was turning upside down and then when I did get diagnosed finally, it came as a shock, but it also came as... kind... of a relief.'

How is cancer treated?

There are many different kinds of treatment for cancer. Just what treatment your employee may need will depend on the kind of cancer and its stage (ie whether it has spread or not). The three most common treatments are surgery, radiotherapy and chemotherapy. Sometimes a person may have more than one type of treatment.

Many organisations provide information on cancer treatments. Section 6 provides details and tells you more.

Recurrence: when cancer returns

Sometimes your employee's cancer might come back or 'recur'. It might start growing in the same place as it was found originally (called 'local recurrence') or somewhere else (called 'metastasis'). These other cancers are called secondary cancers.

Recurrence can be devastating for your employee. They may find it very hard to cope, especially after all the treatment they have been through. Providing support to your employee can help at this time. Section 2 tells you more.

What are the effects of cancer?

People diagnosed with cancer and being treated for the disease will have a range of symptoms and side effects:

Fatigue

Fatigue is a common symptom of cancer and its treatment. For some people, it can be a daily experience or be worse at different stages of their treatment. Fatigue might persist long after the treatment is over and manifests itself in many ways. It might mean your employee:

- finds it harder to perform certain tasks
- has less strength and energy than normal
- finds it difficult to concentrate or remember
- exhausts easily during meetings or after light activity
- finds it hard to control their emotions
- experiences dizziness or is 'light-headed' from time to time.

Fatigue, together with the other effects of cancer, can be debilitating. Your employee might:

- be unable to work for long periods
- become impatient and find it difficult to socialise or 'gel' with work colleagues.

If your employee is experiencing fatigue, it's a good idea to discuss patterns in energy levels and ways to minimise its effects. You might want to consider re-arranging work to coincide with the times when their energy levels are higher, allow more rest periods, or ensure more realistic work deadlines.

Physical impacts

You and your team should be prepared for some of the physical changes cancer may cause. These may include:

- a change in appearance or body image (such as partial or complete hair loss, changes in complexion and skin tone, or scarring and other disfigurements following surgery)
- a loss or gain in weight
- a loss or gain in appetite.

Emotional and psychological impacts

It is normal for someone diagnosed with cancer to express a range of emotions. A diagnosis of cancer might leave your employee asking lots of questions and feeling:

- shocked and confused
- angry or bitter
- sad
- fearful of the disease and worried about dying
- socially isolated.

Your employee may also be:

- uncertain and anxious about what might happen next.

They may also fear the physical symptoms of the disease (pain, fatigue or nausea) and be upset about the visible signs of their disease and its treatment (eg hair loss). Many people with cancer can also become depressed. Others may be upbeat and cope with their diagnosis by making the most of every day. They may have:

- a greater sense of resilience and strength
- a feeling of being at ease
- a clearer idea of what is important in their life
- an appreciation of their quality of life.

As an individual's emotions may change from day-to-day or hour-to-hour, it's important for you (and your employee's work colleagues) to be prepared for emotional changes that may be hard to control.

Responding to diversity

There are a number of considerations when supporting employees from a diverse range of communities. This includes people of different colour, race, nationality (or ethnic of national origins), religion, gender, marital status, sexual orientation, disability, or age.

In some cultures, there is no word for 'cancer' and even where the word exists, cancer is often a taboo. People from some communities are less likely to access a range of health services including cancer screening services and palliative care (the name for the support and care – medical or not – given to someone who has an illness which is not going to get better). As such, many may be diagnosed with cancer at a later stage. In addition, age demographics mean that some communities have a smaller proportion of elderly people than the population as a whole. Since half of all cancers occur in people over 65 years of age, this means many will have less experience of the disease.

For others, cancer is often perceived as a 'death sentence' that can be 'caught' or 'passed-on', with some cultures regarding serious illness like cancer as a punishment for previous sins. Women from some cultures may feel unable to talk about their breasts or reproductive organs, particularly if a man is present.

Although there may be fewer written, video and audio resources about cancer in languages other than English (interpreters and translators with specialist knowledge of cancer are often in short supply), the Macmillan CancerLine (0808 808 2020) will be able to help.

Supporting an employee with caring responsibilities

At any one time, one in seven people in the UK workforce (or three million employees) carry out caring responsibilities for one or more close family members or friends. A carer is defined as 'a person who provides, or intends to provide, a substantial amount of unpaid care on a regular basis for another individual'. It is estimated that three in every five people will become carers at some stage in their life.

As the greatest caring responsibility tends to reside in people between 45 and 64 years of

age, significant knowledge, skills and experience could easily be lost if an employee's caring role prevented their continued employment. Currently, it is estimated that six out of 10 employees with significant caring responsibilities feel the need to leave work (Carers UK, Carers at work: information for employers, Carers UK). As recruitment costs increase and, with a limited skill reservoir and a decline in the UK working population, the need to provide a flexible working environment that is responsive to the day-to-day realities of carers is more important than ever.

Effects of caring on your employee's work

Becoming a carer is often unexpected and can be one of life's most emotional and physically-demanding roles. Not surprisingly, it can sometimes be difficult to juggle caring and employment at the same time.

- Caring responsibilities may have an impact on the employee's level of absenteeism. For example, they may take sick leave when a problem occurs rather than ask for time off work. Often this is because they feel their caring role is not considered as a significant reason for leave.
- Your employee's commitment to their job (and colleagues) may mean they feel guilty if they are unable to complete their work as normal.
- Caring responsibilities may affect how an employee views their own career development, including promotion or applying for new jobs.
- Caring responsibilities should not be allowed to adversely affect an employee's longer-term job prospects.
- Where applicable, ensure your employees are aware of your organisation's Compassionate Leave arrangements.

Developing networks for carers

Your employee may benefit from speaking to and learning from other carers. There are many self help and support groups for carers. The Macmillan CancerLine (0808 808 2020) is a good place to start. Section 6 tells you more.

Carers policy

- Many organisations have a carers policy. An example of a carers policy, which your organisation may wish to adopt, is available as an accompaniment to this guide.

Section 2: Talking about cancer

This section provides advice about talking to your employee. As their line manager, you may be one of the most important sources of support. You don't need to be a cancer expert, but an understanding of what cancer is, its treatment and side-effects, and the issues that may emerge during your employee's recovery and return to work, will help you fulfil this important role. This section also provides advice on how best to support an employee, who may not be directly affected by cancer, but have a close friend or caring responsibility for someone who does.

When your employee has cancer

Discovering one of your employees has cancer can be an emotionally difficult time. Research has shown that people diagnosed with cancer often feel:

- anxiety about whether to disclose their illness to their employer
- a fear of victimisation
- a lack of confidence in talking to colleagues about their cancer and its effects
- guilt about taking time off work
- a lack of awareness about their legal rights and entitlements
- a loss of confidence in their ability to carry out their job
- concern they may find it difficult to get time off work for treatment.

In addition, many people with cancer are likely to experience:

- financial hardship
- difficulty coping with the side-effects of treatment.

Despite their fears and anxieties, it's a good idea to suggest a meeting where you can discuss the situation with sensitivity and in confidence. You may want to suggest they invite a work colleague. A member of the HR department may be able to provide additional guidance and advice.

At your meeting it might be good to explore:

- your employee's emotional reaction to their diagnosis
- whether they wish colleagues to be informed and what information they want shared
- the likely impact of their cancer treatment on work, including any need to take time off (to attend medical appointments or during and after their treatment) or reduce their work hours. (Remember they may not know in advance how the treatment will affect them, and may need to take time off at short notice).
- If appropriate, you may need to ask your employee's permission to obtain advice from their doctor about their condition, and any

recommendations they may suggest for time off work and returning to work for example.

- Although your employee is likely to be well informed about their condition, don't assume they know everything. Section 6 provides a list of support organisations to which you can signpost your employee.
- Let them know that you want to understand their cancer so that you can better support them. Ask if they would be willing to help you understand how they feel.
- Re-assure your employee that their work contribution is highly valued.

Remember

As line manager, you should be the first point of contact for your employee. While most people diagnosed with cancer choose to tell their employers about their condition, some may choose not to share this information. This may be a coping mechanism, reflecting a desire to keep life as normal as possible. Whilst employees are not obliged to inform their employer about their condition, it is preferable if they do, as it allows an organisation to respond to changes in their circumstances.

Employees with a previous experience of 'discrimination' may be concerned that this will re-occur. Ensure any cancer information and support provided to employees from black or minority ethnic communities is culturally appropriate. You might want to consider directing employees to other more relevant sources of information and support. Section 6 tells you more about the organisations that can help.

You should keep a confidential record of any agreed actions. It's important to regularly review the situation, and ensure the support provided is appropriate and responsive to any changing needs they may have.

How do I start?

Being a good listener is one of the most important skills you can have and one of the best forms of support you can provide.

- Choose a comfortable place where you can sit down and not be disturbed or overheard. For example, make sure your mobile phones are switched off.
- Your employee may express a range of emotions, like shock, fear, anger, bitterness, uncertainty and confusion. They may also be depressed. Be ready to listen to anything however emotional or difficult.
- Talking about cancer doesn't always come easily. Be prepared for the meeting to overrun or be cut short and rescheduled for another day.
- Show that you are listening:
 - be attentive and avoid interrupting or mentally rehearsing your replies. If your employee interrupts you, allow them to do so.
 - encourage conversation by nodding, or saying things like 'yes', 'I see' or 'what happened next?'
 - draw into your conversation some of the things they have said
 - if the conversation stops, it may mean they are thinking about something painful or sensitive. Wait for a moment before asking what they were thinking about. Avoid rushing in, even if the silence seems to last for a long time. You might not always know what to say. Sometimes there isn't anything to say and it's ok to be silent.
 - ensure the discussion continues at a pace that's right for your employee
 - show that it's OK to be upset by remaining calm and providing the opportunity for your employee to recover should emotions spill over.
- Don't be afraid to verbalise your own feelings. Use phrases like 'I find this difficult to talk about, but I would like to try' or 'I'm not very good at talking about this, but I'm here for you' to help remove any feelings of awkwardness or embarrassment you or your employee may have.
- Phrases like 'you sound very upset' can help to verbalise your empathy to the situation. If you are unsure about what a situation meant to them, use phrases like 'what did that feel like?' or 'how do you feel now?'
- Avoid changing the subject, even if the conversation is distressing. If the subject material is uncomfortable, suggest coming back to it later.
- Try to avoid giving advice unless it is asked for. Providing advice early can stop dialogue. Use phrases like, 'have you thought of trying...' rather than 'if I were you I would...'
- Respond to their humour (rather than initiating it). Humour can be a way of coping with threats and fears, expressing feelings and putting things in perspective.
- It's natural to be upset, frightened and sad. Be prepared for the emotional fall-out a cancer diagnosis can often cause.
- Avoid clichés such as 'things could be worse' or 'things will work out'.
- Try not to discount your employee's feelings. If they are scared, worried or anxious, avoid telling them not to be or trying to cheer them up. While this may be well meant, it can also minimise their feelings and inhibit meaningful conversations.
- Avoid sharing stories about other people you know who are affected by cancer as this may shift the focus away from your employee.

What to say

It's easy to feel helpless when someone you know receives a cancer diagnosis. You may feel there must be things you should be saying or doing which could make everything easier, if only you knew what they were. You might be 'lost for words', or worried that what you say will be upsetting, and make it harder for them to cope.

Helpful comments and questions

- 'This must be very worrying for you.'
- 'This must be difficult to deal with.'
- 'I'm so sorry that you are going through this.'
- 'If you need to talk at anytime, I'm always here for you.'
- 'We can work together to find out what we need to do about your work duties.'
- 'Tell me what we can do to make your workload more manageable.'
- 'Let's talk regularly to see how you're doing and whether there is more I can do to help.'
- 'I'm not sure what to say.'
- 'This is new for me, but let's try to work together to find some solutions.'
- 'I'm not sure how to approach this. Perhaps we can work through this together?'

Sometimes you may need to ask questions to clarify what has been said

- 'I'm not sure I understand what that means. Can you explain it to me?'
- 'Do you know what the treatment may involve for you?'

Remember

- Don't assume that cancer affects everyone equally.
- Your initial response to your employee's news can set the stage for the whole journey.
- Regularly review your employee's needs or wishes for support as these may change over time.
- Your employee may need reassurance that their job is safe. While this may be difficult to guarantee, you can commit to maintaining an open communication with them.

When your employee finds it difficult to talk

- If your employee finds it difficult to talk about their diagnosis or other aspects of their disease, provide reassurance that they can talk to you at anytime. It may take time before your employee is confident enough and emotionally able to share how they feel. If your organisation has a cancer in the workplace policy, sharing this with your employee can help to reinforce your (and your organisation's) personal interest in their overall health and wellbeing. Section 6 provides A cancer in the workplace policy, which your organisation may wish to adopt, is available as an accompaniment to this guide.
- Reassure your employee that it is safe to talk and that anything they say will be treated in confidence. While it's important to maintain confidentiality, there may be occasions where information may need to be shared (with their consent) with other work colleagues if there is a potential health and safety risk in not doing so. For example, if the employee is suffering from fatigue, and may need to rest during the working day.
- Acknowledge and respect your employee's medical and personal boundaries and avoid placing any pressure on your employee to divulge personal or medical information. It is their choice to reveal this or not.
- Your employee may prefer to talk to someone of the same gender, or another manager, particularly if it involves very sensitive or personal issues.
- Your employee may prefer to talk outside of the work environment.
- Remind your employee that they do not need to face cancer on their own. Organisations such as Macmillan Cancer Support are able to offer emotional support and information about all aspects of their disease. Section 6 provides details about organisations that can help.

When your employee is distressed

It's natural for people to feel distressed about their diagnosis and your employee may have a variety of feelings that change at different stages of their cancer journey.

- Encourage your employee to discuss their distress and anxiety with their doctor, consultant or another member of their medical team, especially if the problem persists.
- If your employee feels unable to work after your discussion, consider allowing them to go home for the rest of the day. Offer to contact a friend or relative who can collect them.
- Ensure they are aware of the sources of support available from organisations like Macmillan Cancer Support and its CancerLine. Section 6 provides details about organisations that can help.

Exploring medical information

Investigating your employee's medical condition will help you tailor working arrangements and make 'reasonable adjustments' (as required under the terms of the Disability Discrimination Acts 1995 and 2005) that reflect your employee's changed circumstance. Section 5 tells you more about all relevant legislation.

Helpful questions may include:

- 'Is there anything about your medical care that would help me make work easier for you? (eg Do you know whether your treatment's side effects will impact on your work?)'
- 'Can you think of any ways we might be able to adjust your working day and environment that may be useful to you?'

Remember

The Data Protection Act 1998 defines medical information as 'sensitive data'. Your employee's consent is needed before it can be used or shared with anyone else.

Telling others

It's important to ask your employee whether they want work colleagues and external clients to know about their situation. Sometimes your employee may want to keep their diagnosis private. After all, work may be the only area of their life they can keep relatively 'normal'. Others may be concerned about how their colleagues will react.

Most people want to share their diagnosis with their colleagues and benefit from the support they can provide. It also prevents rumours and any negative reactions that could accompany the unexplained re-allocation of work to another colleague.

Sometimes the effects of treatment (eg hair loss and fatigue), or the need for time off work leave no option.

Making a communication plan

With your employee's consent, you should ensure relevant work colleagues (and external clients) are provided with all necessary information. For example, an additional point of contact may be required for external clients during periods of absence.

Work with your employee to develop a communication plan. This should include the best way to share any information (for example a written email, at one-to-one meetings or during a team meeting).

When sharing information:

- concentrate on the impact your employee's cancer diagnosis (and its treatment) may have on the team and external clients, and avoid personal details
- use positive language but be honest about its potential impact
- do not dramatise
- be clear about how much information can be shared and what must be kept confidential
- inform your team about how best to approach (and talk with) their colleague.

Work colleagues (and external clients) may be unsure about what they should say or how to deal with the situation once your employee returns to work. They may try to avoid the situation by not saying anything at all. This is a natural reaction but can be helped by a greater understanding of the situation and knowing what your employee prefers.

Remember

- If you use a team meeting to inform colleagues, ask your employee what information should be shared and whether they would like to be present.
- Some employees may prefer to have one-to-one meetings with their colleagues or send an email.
- Try to anticipate any questions and work with your employee on how best to respond.
- If working adjustments are planned, ensure this is communicated with your employee's consent.

When your employee is absent from work

Forty percent of people living with cancer feel 'out of touch' with work during their absence.

It's important to maintain appropriate contact with your employee during periods of sick leave. It reinforces their value and a supportive phone call can often transform their day.

Communication should follow your organisation's Sickness Absence Policy and if possible, should be discussed with your employee prior to their absence.

Although you should be the main contact, the HR and Occupational Health departments may need to contact your employee during their absence.

Remember

- If your employee wishes to keep in touch with work, ensure they receive copies of your organisation's newsletters and/or key emails.
- If your employee would like to maintain contact with their work colleagues, agree on what approach would be best and how often it should be.
- Sometimes your employee may want no contact. Try to explore their reasons and reassure them you want to be supportive. It's likely their decision reflects how they are feeling at that point in time. You may wish to revisit this decision at a later date when contact may be less daunting.

Bullying or harassment from work colleagues

Under the Disability Discrimination Act, you have a responsibility to ensure that all employees are protected from bullying or harassment on account of their disability. It's important to contact the HR department for guidance about any investigation or disciplinary action that may be required.

Changes in management

Effective 'handover' is essential should changes occur in your employee's line management.

It's important to discuss and agree with your employee what information may be communicated to their new manager. Your HR department may be able to support you through this process.

Returning to work

It's difficult to know for certain when someone with cancer may be able to return to work. As such, it's important to avoid placing pressure on your employee to provide a date. HR and Occupational Health Advisers can act as intermediaries between you, the employee's GP and medical specialists.

Section 3: When your employee returns to work, provides further advice.

Terminal illness

If your employee has been diagnosed with terminal cancer, it's likely that they will have different emotional and practical needs. At some point, they may wish to discuss the financial practicalities associated with their employment, such as pension and life insurance arrangements. Your HR department may be able to help at this time.

Providing support for employees indirectly affected by cancer

Sometimes you may have an employee who has a colleague with cancer, or is affected by it in other ways. This may include those who have:

- a colleague who has been diagnosed with cancer, receiving treatment, or recovering from the disease
- an indirect caring responsibility for someone with cancer, eg a close relative, friend or neighbour
- contact with people affected by cancer on a regular basis, due to the nature of their job.

Ask your employee whether they want to discuss the situation during a one-to-one meeting or performance review and with their agreement, you may want to make their colleagues and external contacts aware of the situation. In doing so, check other employees are not placed under unnecessary pressure as a result of any re-allocation of work.

You can support your employee by:

- providing an opportunity to discuss the situation during one-to-one meetings and ensure your employee's support needs are reviewed on a regular basis
- signposting to sources of support and information. The Macmillan CancerLine (0808 808 2020) is a good place to start. Section 6 tells you more.

Section 3: When your employee returns to work

This section provides guidance to managers on what to do if an employee who has been diagnosed with cancer (or is undergoing or has completed their treatment) wishes to return to work. It's important that employees returning to work, especially following a prolonged absence, are offered all the support they need. This booklet also provides advice on how 'reasonable adjustments' to an individual's working arrangements can help to ensure a smooth and non-stressful return to work.

'I wanted to go back because I'd had enough really...you feel as though you've lost your identity somehow...you aren't the same person anymore.'

Facts and figures

Research has shown that about 60% of people with cancer are keen to continue working. For many, such a decision provides 'a sense of normality' (45%), self-esteem (51%) and can be a 'milestone' in an individual's recovery and rehabilitation. For others, the decision to return to work is driven by financial imperatives that may not always reflect an individual's physical and emotional 'wellness'.

About one third of employees (31%) do not return to work following treatment. For some this is due to the severity of the cancer and its symptoms, but for others it may be due to a loss of self-esteem and confidence (CancerBACUP, Work and cancer – how cancer affects working lives, 2005, CancerBACUP).

People who return to work often find their work takes on an increased importance in their life. It provides a sense of self-worth, and can help an individual focus on their ability rather than their illness. Work can also provide a safe haven, a sense of control, and a return of routine and stability to a person's life. It also restores a source of regular income after a period of low paid or unpaid leave, and can reduce the feeling of isolation by providing contact with friends and colleagues.

Despite this, many people returning to work feel their career prospects (37%) and working life (41%) have deteriorated – a situation which is more likely among those employees who have not benefited from adjustments in their working arrangements, or been consulted about ways to manage their workload.

'...I just wanted to get back and have something that made my mind active again.'

Returning to work is not always easy: 84% of people affected by cancer found their side effects difficult to manage in the workplace. Two thirds of people living with cancer (67%) found fatigue (followed by loss of concentration and nausea/sickness) the most difficult physical symptom to manage during their treatment and following their return to work (CancerBACUP, Work and cancer – how cancer affects working lives, 2005, CancerBACUP).

Before your employee returns to work

Arrange a meeting once your employee has decided they would like to return to work. Ideally, you should organise the meeting well before their return date, so that you can ensure all preparations (including adjustments to their working environment and role) are in place.

A useful approach is to suggest your employee visits work prior to their formal return. This allows your employee to catch up on what has happened since their absence, without the normal pressures of work.

- Section 2 describes how best to talk to your employee.
- 'Providing reasonable adjustments' in Section 6 highlights simple changes to working arrangements that can help ensure a successful re-integration back into the workplace.
- Section 6 explains the role and potential benefits of providing a buddy or mentor for your employee.
- Section 2 describes the role of 'communication plans' in determining how best to share information with your employee's work colleagues and external clients.

Remember

As the first point of contact for your employee, you will need to inform your HR Department of their expected start-date and any adjustments you are considering, in case they affect your employee's Terms and Conditions of Employment.

When your employee returns to work

Returning to work can be daunting. Some employees may feel overwhelmed and it may take some time to get back on track.

'...I had a return to work interview with my line manager...and the first week I...just tried to get back into the swing of going to work...it is difficult because you've been away for five months and the mind set that you're in at work has gone completely.'

- Ensure everything your employee needs to carry out their job is available.
- Ensure your employee does not return to a mountain of work or emails.
- When planning their work, don't forget the periods of time off your employee may need to attend appointments. Section 1 tells you more.
- Consider allowing your employee to carry-over unused holiday leave, especially if their return occurs towards the end of the current holiday year. (The statutory minimum amount of holiday must be taken during the holiday year).

Welcome them back

Your support can help ensure their first day goes well. Try and ensure you are there to personally greet and welcome their return. If you are located elsewhere, make sure you telephone them soon after they arrive.

Consider a joint coffee break (or similar activity) for your team on the first day.

Meet with them

Block time in your diary during their first day to meet (or have a private telephone conversation)

and discuss their overall wellbeing.

During the meeting, provide an update on what has happened since their absence. This helps them feel that their contribution is valued. In addition, discuss their day's work plan, the handover of their work, and whether they have any concerns.

Mini-induction

Provide your employee with a 'mini-induction'. This will allow your employee to acquaint him or herself with any organisational and/or departmental changes that have occurred during their absence.

Arrange handover of work

If work has been re-allocated to another member of staff during their absence, arrange a handover meeting. If this involves a number of people, try to spread the handover meetings over several days to prevent 'information overload'.

Make them feel part of the team again

Treat your employees equally. It's important to ensure people feel part of a team rather than separated from it. It can also prevent resentment or any awkwardness between team members.

Carry out regular reviews

It is important to agree a formal and regular review process with your employee. This enables you to monitor their progress and check whether their workload is manageable, or if further adjustments are required.

Provide constructive feedback wherever possible and help deal with any problems, so that their performance and confidence does not suffer. Ensure your employee is taking regular breaks and is not over-working.

Side effects of medication

It's important to be aware of any side effects your employee may have. Section 1 tells you more. In addition, your employee may still be undergoing treatment when they return to work. It's important that you do not unfairly discriminate (eg promotions) against an employee with cancer by making any assumptions about their ability to fulfil their role. Their performance and behaviour should be managed, as you would with any other employee.

Although a sudden change in your employee's health is unlikely, it's important to discuss this possibility with them and ensure you (or first aid teams) are informed if they feel unwell.

Questions to ask:

- what signs and symptoms should I look out for?
- who should I contact?
- what support is helpful and what is not?

NB Do not give medical help yourself.

Signpost information resources

People affected by cancer often have differing needs. It may be helpful to provide your employee with a list of internal and external support and information services which can help ease their return to work. Section 6 tells you more.

Counselling

Counselling can help people cope with the uncertainty cancer often brings. Some employers have an Employee Assistance Programme to provide support and advice to employees. Section 6 tells you more.

Health and safety assessment

A health and safety assessment should be considered, especially if adjustments in working arrangements have been made.

Remember

Your employee may be experiencing fatigue and therefore it's important not to overload them with information and meetings on their first day.

Ensure your employee's support needs are met, especially during the early stages of their return. Let them know the offer of support includes their work colleagues and HR.

Recognise that you cannot fix everything. Some people may want to work through things by themselves.

Review their progress

Sometimes your employee's desire to return to work may have been premature. It's easy to do too much, too early. As your employee's health and wellbeing is paramount, it is important to regularly monitor and review their progress. Initially, weekly reviews may be a good place to start.

During your review:

- check whether any adjustments are having the desired effect
- determine how they are progressing towards any agreed objectives and/or targets.

Questions to ask your employee:

- How are you coping, with your job, travel to work, etc?
- Are you receiving sufficient support?
- Are the adjustments beneficial or should we consider any further changes?
- How are you getting on with your work colleagues and clients?

Remember

- Work objectives and targets should be realistic and achievable.
- Give positive feedback if your employee is doing well.
- If they are experiencing problems, find out the cause. You may need to revise the original objectives and/or seek advice from your HR department.

When problems emerge

- If your employee is experiencing problems following their return, they may have come back too early. You may need to ask them to undergo a medical assessment. Your HR department may be able to provide advice.
- If their assessment suggests they are unable to carry out their previous work and/or no more adjustments are reasonably possible, you should consider whether it is possible to offer your employee another job.
- If this is not possible, consider whether retirement on ill-health grounds may be appropriate. Section 4 provides more guidance.
- If this is not possible, it may be necessary to consider a termination of their employment. Section 4 provides more guidance.

Remember

Always consult your HR department before proposing retirement on ill-health grounds or terminating their contract.

Section 4: Resignation, ill-health, retirement and bereavement

This section provides guidance on the options available to managers if your employee needs to leave work because of ill-health. It also discusses the impact of bereavement and the practicalities associated with the loss of a valued employee.

Resignation

If your employee wishes to resign, it's important to clarify the reasons why. Sometimes decisions are taken when emotions are at an all time low.

Additional support, and an explanation of all the options, may lead to a different decision that not only helps your employee but helps retain a valued member of staff. Section 3 tells you about some of the adjustments you can make.

If your employee still wishes to leave, you should follow your organisation's leaving procedure.

Ill-health early retirement

If your employee is no longer capable of doing their job because of ill-health and suitable alternative roles are not available, consideration may be given to early retirement on the grounds of ill-health.

Termination of employment

If your employee is ineligible for retirement because of ill-health, can no longer carry out their role and alternative employment is unavailable, then termination of their contract may need to be considered. Your HR department will be able to provide advice.

Death and bereavement

Not all cancers are curable. This section provides advice to help you and your team adjust to the loss.

Even if the team has known that their colleague has been terminally ill, it can be extremely difficult to come to terms with that person's passing. Different team members will react differently to the news and some may need your (personal and professional) support.

Not every staff member will want to talk about the death, some may internalise their true feelings. It's important to recognise that the impact of a close colleague's death can last for a long time and emerge at different times and for different reasons.

Section 6 signposts you to organisations that can help at this time. For example, the CRUSE bereavement helpline (0844 477 9400).

Practical issues and actions

Your employee is likely to have built strong working and personal relationships with a number of individuals and organisations who will need to be informed.

Informing external clients also provides an opportunity to highlight the new point of contact and may help to prevent embarrassment should they try and contact your employee without knowing the news.

You will need to inform your employee's work colleagues about funeral arrangements (eg attendance, speeches, flowers, collections etc) and/or memorial services. The wishes of the employee's family must be followed. There should be a single agreed point of contact between your organisation and the employee's family. Normally this will be you (as line manager) or the HR department.

If the family agrees that work colleagues may attend the funeral or memorial service, consideration should be given to allow them to attend. This could be paid or unpaid leave.

All information that is needed to progress the deceased employee's personal affairs should be processed promptly. (For example, any outstanding holiday entitlement, final salary payments and 'death in service' insurance policies). Similarly, all personal effects held within the workplace should be returned to family.

There is also a requirement to arrange for property owned by your organisation (eg security passes, company cars, company credit card, computer equipment, mobile phones) to be returned to the organisation. Naturally, this should be carried out in a timely and sensitive manner.

Your organisation's IT and Facilities departments may also need to be informed so that all necessary changes and actions to the IT system can be carried out.

Death of an employee's close family member or friend

It's important to offer support and provide compassionate leave to any employee who loses a close family member or friend. Some organisations have Employee Assistance Programmes which are able to provide support at this time.

Remember

You are not immune to the emotional fall out of a close working colleague and friend. Section 6 provides advice to managers affected by an employee's illness and death.

Section 5: Legislation

This section provides managers with an outline of the principal pieces of legislation affecting the management and support of people affected by cancer in the UK. As a manager, you need to ensure that you do not unfairly discriminate against any employee. Your organisation's HR department may be able to provide advice on specific issues related to employment law.

The Health and Safety at Work Act 1974

This Act covers every work activity. It sets out an employer's obligations towards their employees and members of the public, and the obligations an employee has to him or herself and each other.

The duties must be taken 'so far as is reasonably practicable', ie the employer does not have to take measures to avoid or reduce a risk, if the time, trouble, and cost would be grossly disproportionate to the risk.

Management of Health and Safety at Work Regulations 1999

This Act requires employers to carry out and record Risk Assessments. Risk Assessments help employers determine what measures should be taken to comply with their statutory duties.

Employers need to make arrangements for implementing any health and safety measures identified by the risk assessment. This includes the appointment of competent people to ensure its implementation, establishing emergency procedures, and providing clear information and any necessary training to employees.

Disability Discrimination Acts 1995 and 2005

For the purposes of the Act, people diagnosed with cancer are regarded as disabled and are protected under the Act, from the point of diagnosis, whatever the cancer, whether they have symptoms or not, or whether they consider themselves as a 'disabled person'. The Act covers all aspects of the employment cycle from recruitment through to an individual leaving the organisation, including after they have left. It also makes it unlawful for an employer to treat a person less favourably, because of their disability (eg an employer cannot refuse to employ or promote an individual simply because they have cancer).

The Act also protects an employee against harassment and victimisation and makes it unlawful for an employer (or prospective employer) not to make 'reasonable adjustments' for disabled employees (or job applicants), such as changes to employment practices and procedures and the working environment, if it means someone with cancer is placed at a substantial disadvantage.

Data Protection Act 1998

The Act sets out eight data protection principles for processing personal data. It must be:

- fairly and lawfully processed
- processed for limited purposes
- adequate, relevant and not excessive
- accurate and up to date
- not kept longer than necessary
- processed in accordance with the individual's rights
- secure
- not transferred to countries outside the European Economic area, unless there is adequate protection.

The principles must be applied by all people who collect, keep, or use personal data. Personal data includes a person's name, address, contact details, date of birth, occupation, medical information etc.

Access to Medical Reports Act 1988

An individual's medical records cannot be released to an employer unless the individual has given their consent. The Act covers any medical information and reports that may be required during recruitment or an individual's period of employment.

Section 6: What to do next and where to get support

This section provides advice to managers about the range of support and information available to people affected by cancer. It also provides advice on how to make reasonable adjustments to your employee's role and working environment, and how to look after yourself.

Providing reasonable adjustments

Cancer and its treatment affect people differently. For some it may be very difficult for them to return to work. For others the experience may be relatively straight forward. Simple changes to their working arrangements can make life easier for your employee, and enable their successful return and reintegration to work.

The type of adjustment depends on individual circumstance but needs to consider the cost of making the adjustment (eg financial assistance may be available to the employer), the benefit for the employee, its practicality and whether it will affect the organisation's overall business goals. Your HR (and Occupational Health Advisers) may be able to provide further advice and access specialist services such as the government's 'Access to Work' scheme.

Remember

Employers have an obligation to consider making reasonable adjustments to an individual's working arrangements under the Disability Discrimination Acts 1995 and 2005. This section, and Section 5, tells you more about legislation.

Talking to your employee about adjustment

Talking to your employee will highlight areas where potential adjustments can be made. You may find it helpful to use their job description as a guide.

- Be honest about the adjustments you can make and those you cannot.
- Do not raise unrealistic expectations with your employee.
- Consider the impact of each adjustment on the team, customers/clients and overall productivity.
- Reassure your employee that the adjustment (and any subsequent impact on their performance) will be taken into consideration during their annual performance appraisal.

Remember

Any potential adjustments need to be discussed with your own manager and HR department before changes are agreed.

If you plan to re-allocate duties to other team members, you will need to explain and agree this with them first.

'...fortunately colleagues wouldn't let me do anything that they thought was too strenuous, perhaps lifting something heavy...I feel sorry for anyone who may have to go through long term sickness and come back and be on full duties in four weeks.'

What work adjustment can I offer?

There are various types of adjustment to consider.

Phased return to work

Cancer and its treatment can cause your employee to tire quickly. A phased return with reduced working hours, increasing over time to their previous hours, may be best.

'With hindsight...I should have taken longer. But I've always been the kind of person to push myself quite hard and I just don't take to sitting around...pushing myself at the early stages and returning to work too quick, I think that's hindered my recovery...for two years afterwards I still don't think I felt fully recovered. I still get tired easier now I think.'

Work hours

Your employee may request a reduction in working hours on a permanent basis. Also consider part-time working or a job share arrangement.

Flexible working

People with cancer often experience periods of tiredness at certain times of the day or during their treatment. They may also need to attend hospital appointments. Flexible working hours, including adjusting their start and finish times, may allow your employee to work during the periods when they have most energy. It can make it easier to attend appointments and can also mean they can travel during off-peak hours.

Home-working

Working from home for a period of time or part of the week can enable your employee to avoid travelling at busy times and minimise the effect of fatigue. It's important to ensure their home provides a suitable work environment and that all necessary equipment is available.

Work breaks

Additional breaks may enable your employee to cope better with their fatigue. Wherever possible, a quiet area should be made available.

Working additional hours

Your employee should avoid working additional hours. You may need to check they are leaving work on time.

Lone working

As a precaution, you may need to review and/or suspend lone working, in case your employee unexpectedly feels unwell and needs assistance.

Work methods

If your employee's concentration is affected, it may be possible to break their work into shorter phases.

Travel

Excessive travel can be avoided by arranging teleconference meetings.

Reallocation of work duties

Your employee may have difficulty performing certain tasks (eg heavy lifting). These could be temporarily allocated to other team members.

Prioritising work duties

Concentrate on the most important work priorities. This can reduce pressure on your employee, provide a greater sense of control and achievement, and minimise any negative impacts.

Performance targets

Your employee's performance targets may need to be temporarily adjusted and take account of any time off work for medical appointments.

Work equipment

Your employee may have difficulty in carrying out certain tasks, especially if their mobility is affected. Simple and inexpensive adjustments, such as using a different computer mouse, may provide a working solution.

Temporary change of work area

Consider a temporary relocation of your employee's work station, if they experience difficulties with access.

Parking

Consider arranging a car park place closer to the work entrance, especially if your employee has mobility problems.

Training

Consider additional training, such as new skills to allow them to perform their existing duties differently. For example, if a person's role is changing as part of adjustments to their work, they may need to learn a new database or IT system.

Suitable alternative employment

If your employee is unable to fulfil their role and other suitable opportunities exist, it may be possible to offer an alternative role, on a temporary (reviewable) or permanent basis.

Remember

- Adjustments to your employee's working conditions may impact on their terms and conditions of employment. Your HR department will be able to provide advice.
- It is important to explain any adjustments (particularly those involving changes in hours, re-allocation of duties and additional breaks) to the rest of the team, especially if they are affected. Their understanding is essential to retain cohesion and ongoing support.
- Adjustments to your employee's working conditions may require a health and safety assessment. Your HR department will be able to provide advice.

Looking after yourself

As a manager, it is likely that you will be affected by your employee's diagnosis. It's natural for you to feel upset and be uncertain about what to say. There may be times when you think you are not doing the right thing or helping enough.

Managing such a situation can be physically and emotionally exhausting. When the challenge is great, it's important to discuss the situation with your HR Department and access support that can lessen the load.

Internal support

Your HR department may be able to offer you advice and support to help you manage the situation. This may include:

- appropriate adjustments to working practices
- giving time off work to an employee with cancer, or an employee caring for someone with the cancer, if appropriate
- helping plan your employee's return to work
- obtaining medical advice
- dealing with an employee leaving their employment
- dealing with the death of an employee
- advising on relevant legislation
- arranging contact with other line managers who have been through a similar situation as yourself
- obtaining medical advice from Occupational Health about your employee.

Discuss your concerns with your line manager (or another manager). They may have experiences you can draw upon and act as a sounding board for your management plan. They may also be able to arrange additional help to backfill positions made vacant by an employee's absence from work.

External support

If your organisation has an Employee Assistance Programme (EAP) this may be able to provide advice on emotional or work-related issues.

Macmillan Cancer Support has produced a range of publications that can help you understand cancer and communicate more effectively with people affected by cancer (see table following).

Supporting an employee with cancer

Managers have an important role in the practical and emotional support of an employee who has been diagnosed with cancer and, in doing so, help improve their overall wellbeing, reduce long-term sick leave, improve productivity, and retain experienced and highly skilled staff. Sections 2 and 3 provide further advice.

Time off for medical appointments

Cancer treatments can leave an individual feeling tired and it may take some time before they begin to feel 'normal' again. Their tiredness or fatigue may persist long after the treatment has stopped. People who have been treated for cancer are likely to have regular check-ups and tests to see how successful their treatment has been.

Employees may be able to take paid or unpaid leave to attend medical appointments, including complementary therapies (supported by an appointment card or letter).

Your organisation's HR department will be able to provide further advice on leave entitlements (eg sick, paid or unpaid leave).

Sickness leave

Employees may take sickness leave during their treatment and/or recovery. Once any organisation's sick pay entitlement is used, the employee may be entitled to Statutory Sick Pay (SSP). Your employee may wish to contact an independent financial adviser for further advice.

If your employee has private insurance cover (eg Mortgage Protection or Critical Illness cover) advise them to contact their insurance company as soon as possible.

Compassionate leave

Your organisation may allow paid or unpaid leave for compassionate reasons. This may cover unexpected emergencies, such as a seriously-ill dependant or bereavement. Your HR department will be able to provide further advice.

Provision of a mentor or buddy

Sometimes it's easier for someone affected by cancer to share their worries and concerns with a work colleague rather than their manager. Involving a work colleague as a mentor or buddy is a simple way of providing day-to-day support for an employee affected by cancer. However, it's important to discuss this with your employee (and their chosen buddy) and consider its feasibility. The mentor or buddy may be a good friend and colleague, or an employee who has experienced cancer previously.

It's important that the mentor or buddy seeks their own manager's approval, if they are going to be providing support to colleagues during working hours.

Sources of information and support

Research has shown that people affected by cancer who are well informed cope better than those who are poorly informed or ill-informed. As such, employees should be encouraged to read information about their cancer. In addition to their healthcare team, there are many organisations such as Macmillan that can help (see table following).

Support organisations

Organisations like Macmillan Cancer Support provide a range of information and support programmes. Macmillan's CancerLine provides emotional and practical support to anyone affected by cancer (including family, friends and carers). It can also provide information about cancer and advice on benefits. Further details can be found in this section or by calling the Macmillan CancerLine on 0808 808 2020.

Macmillan information and support centres

Macmillan information and support centres are found throughout the UK. They provide information and face-to-face support to people affected by cancer. The relaxing environment allows people to drop in and discuss their concerns with professionally trained staff and volunteers.

Each Macmillan information and support centre provides information booklets, videos and other sources of information about cancer (eg web-based information). Many centres run self help

and support groups and provide complementary therapies. Further details can be found in this section (see table following) or by calling the Macmillan CancerLine on 0808 808 2020.

Employee Assistance Programme

Many organisations have an Employee Assistance Programme (EAP) that can provide counselling, advice and information to employees.

Occupational Health Advisers

Your employee may benefit from the advice and support provided by Occupational Health Advisers (OHA). OHAs are usually accessed via your organisation's HR department. They can provide emotional and practical support for your employee during their illness. OHAs can also help in the assessment and rehabilitation of employees wishing to return to work.

Sources of support

Macmillan programmes and resources

Macmillan provides a range of cancer support programmes and information about cancer.

Leaflets can be ordered via www.be.macmillan.org.uk.

The cancer guide provides information on what people may experience after a diagnosis of cancer. In addition, the table following lists some of Macmillan's resources, and other organisations that are available to help employees (and their employers) at this time.

Self help and support groups

Support groups (sometimes called self help groups) are groups of people affected by cancer (including friends, family and those caring for someone with cancer), who meet regularly to socialise and learn about each other's experiences. Many people find support groups can help them adjust to their diagnosis, and 'get back to normal' again.

Macmillan supports over 750 independent support organisations across the UK, and publishes a *Directory of cancer self help and support groups* (updated annually) to help people find a support organisation near to where they live.

Most groups are free, but some may charge for refreshments or welcome donations for the complementary therapies or counselling they provide. Most support organisations are for people with a specific type of cancer, such as a breast care group or a laryngectomy club.

Support groups provide services to help with:

- home and hospital visits
- telephone support lines
- complementary therapies
- professional counselling
- bereavement support.

Macmillan Cancer Voices

People who live with cancer are experts by experience. Their knowledge can be used by organisations involved in improving the way cancer services are delivered. Together they can become a force for change.

The Cancer Voices website tells you more: www.macmillan.org.uk/cancervoices

Cancer support and information

The following table lists a range of organisations providing support and information on cancer.

General information about cancer

Resource	Type of resource	Produced by	Content	How to access
Macmillan Cancer Support website	Website	Macmillan Cancer Support	General and specific cancer information.	www.macmillan.org.uk
A directory of information materials for people affected by cancer, 2007/8	Directory	Macmillan Cancer Support	Selective directory of leaflets, books, audiovisual materials and websites about different types of cancer. It also contains details of materials in other languages and formats.	www.macmillan.org.uk 0800 500 800
The cancer guide	Booklet	Macmillan Cancer Support	Information for people affected by cancer.	www.macmillan.org.uk
Cancer at your fingertips, V Speechly & M Rosenfield, 2001	Book	Cancerbackup	Includes information about understanding how cancer and its treatment will affect a person's ability to work, their employment rights and ability to cope with the effects of cancer.	www.cancerbackup.org.uk Cancerbackup helpline 0808 800 1234
Lost for words, 2003	Booklet	Cancerbackup	Advice on how to talk to, help and support someone who has cancer.	www.cancerbackup.org.uk Cancerbackup helpline 0808 800 1234
Cancer and working, 2006	Online booklet	CIPD	Guidelines for employers, HR and line managers.	www.cipd.co.uk

Practical support

Resource	Type of resource	Produced by	Content	How to access
Citizens Advice Bureau	Telephone helpline, website and face to face	Citizens Advice Bureau	Legal advice and assistance with employment and disability rights problems.	www.citizensadvice.org.uk 020 7833 2181
Access to work	Website	Department of work and pensions	Advice on workplace adjustments. Help with the cost (via grants) associated with employing people with a disability.	www.jobcentreplus.gov.uk 0845 6060 234 Local jobcentre
Community Legal Service Direct	Website and telephone helpline	Community Legal Service Direct	Provide contact details for legal advice, under the free legal aid scheme.	www.clsdirect.org.uk 0845 3454 345
The Disability Law Service	Website and telephone helpline	The Disability Law Service	Free confidential legal advice on disability discrimination in employment.	www.dls.org.uk 020 7791 9800
Equality and Human Rights Commission	Website and telephone helpline	Equality and Human Rights Commission	Works to eliminate discrimination, reduce inequality, protect human rights and to build good relations, ensuring that everyone has a fair chance to participate in society. Provides a helpline.	www.equalityhumanrights.com England: 0845 7622 633 Wales: 0845 6048 810 Scotland: 0845 6045 510
Disability Alliance	Website	Disability Alliance Disability Alliance	Information on disability including benefits.	www.disabilityalliance.org
Trades Union Congress	Website and telephone helpline	Trades Union Congress	Information on employment rights.	www.worksmart.org.uk 0870 600 4882

Financial support

Resource	Type of resource	Produced by	Content	How to access
Macmillan benefits helpline	Telephone helpline Website	Macmillan Cancer Support	Advice on benefits and financial help	0808 801 0304
Help with the cost of cancer	Booklet	Macmillan Cancer Support	A guide to the benefits and financial help available to people affected by cancer.	www.macmillan.org.uk
State benefits	Website	Department of work and pensions	Advice on various state benefits	www.dwp.gov.uk
IFA Promotions	Website and telephone helpline	IFA Promotions	Contact details of independent financial advisers	www.unbiased.co.uk 0800 085 3250
National Debtline	Website and telephone helpline	National Debtline	Debt advice	www.nationaldebtline.co.uk 0808 808 4000

Emotional support

Resource	Type of resource	Produced by	Content	How to access
Macmillan CancerLine	Telephone helpline	Macmillan Cancer Support	Provides emotional and practical support to people living with cancer and their family, friends and carers.	0808 808 2020 9am-9pm Mondays to Fridays
Macmillan information and support centres	Face-to-face support and publications	Macmillan Cancer Support	Practical and emotional advice for people living with cancer and their family, friends and carers.	www.macmillan.org.uk CancerLine: 0808 808 2020 (to find your nearest centre)
Directory of self help and support and user groups	Directory	Macmillan Cancer Support	Directory of national groups to support people affected by cancer	www.macmillan.org.uk
Close relationships and cancer	Booklet	Macmillan Cancer Support	Provides useful advice on how to support each other during a cancer diagnosis	www.macmillan.org.uk
Talking to children when an adult has cancer	Booklet	Macmillan Cancer Support	Provides useful advice to help people with cancer talk to their family	www.macmillan.org.uk
When someone is dying	Booklet	Macmillan Cancer Support	Provides helpful advice on the issues around death, and the uncertain future some people may face	www.macmillan.org.uk
Employee Assistance Programme	Telephone helpline		Confidential advice helpline for employees, open 24 hours per day 7 days per week.	
Occupational Health	Advisory service		Emotional and practical support on assessing readiness to return to work, ways of rehabilitation and workplace adaptations.	www.nhsplus.nhs.uk

Death and bereavement

Resource	Type of resource	Produced by	Content	How to access
Cruse	Website and telephone helpline	Cruse	Provides counselling and support. Offers information, advice, education and training services	www.crusebereavementcare.org.uk 0844 477 9400

Carers

Resource	Type of resource	Produced by	Content	How to access
Carers UK	Website	Carers UK	Information and support for carers	www.carersonline.org.uk 0808 808 7777
Crossroads	Website	Crossroads	Provides schemes to support carers by giving them time to themselves and to take a break from their caring responsibilities	www.crossroads.org.uk 0845 450 0350

Glossary

Resource	Type of resource	Produced by	Content	How to access
Cancer research UK	Website	Cancer research UK	Glossary of cancer terms	http://info.cancerresearchuk.org/utilities/glossary
Cancerbackup website	Website	Cancerbackup	General and specific cancer information	www.cancerbackup.org.uk

Macmillan Cancer Support improves the lives of people affected by cancer. We provide practical, medical, emotional and financial support and push for better cancer care. One in three of us will get cancer. 1.2 million of us are living with it. We are all affected by cancer. We can all help. We are Macmillan.

Macmillan Cancer Support
89 Albert Embankment, London SE1 7UQ
CancerLine 0808 808 2020

www.macmillan.org.uk/work

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