



MOORE THAN ARTHRITIS | PRACTICAL TOOLKIT

Moore Than Arthritis Workplace Conversation Toolkit

Prepare, hold and record a constructive health-and-work conversation.



WORKPLACE INCLUSION Practical, respectful and evidence-informed guidance for sustainable work.

Supporting People | Raising Awareness | Building Community | Living Beyond the Diagnosis

Stronger together. Beyond limits.

General workplace information - not individual medical or legal advice | Version 1.0 | August 2026



Moore Than Arthritis Workplace Conversation Toolkit

Prepare, hold and record a constructive health-and-work conversation.

KEY MESSAGE Use a consistent structure: purpose, functional effect, barrier, options, decision, owner and review.

Before Set purpose, privacy, participants and time.	Opening Explain the process and confidentiality.	Experience Listen to the employee's functional account.
Work barriers Discuss tasks, environment, time and travel.	Options Explore adjustments and specialist advice.	Close Record actions and review.

Scope This resource offers general workplace information. It cannot determine whether a person is legally disabled or what is reasonable in a specific case.



What can make workplace inclusion harder

Look beyond diagnosis labels to the interaction between the person, the role, the environment and workplace systems.

Interrogation Medical questioning replaces listening.	Premature solution The first idea is imposed without exploration.	Defensiveness Cost or fairness concerns end the discussion.
No consent Information is shared without clear agreement.	Vague action Nobody owns the next step.	Lost record The employee must restart later.

AVOID ASSUMPTIONS Individual experience, role demands and effective support vary.



Actions that may reduce disadvantage

Use a person-centred discussion and competent advice where needed. Adjustments should be effective, proportionate and reviewable.

Use open questions Ask "What part of work is creating the barrier?"	Reflect back Confirm the impact and priority.	Separate facts Distinguish employee experience, work requirements and advice.
Generate alternatives Consider trial options.	Agree confidentiality Record who needs to know what.	Set review Choose date and success measures.

Confidentiality Agree what information may be shared, with whom and for what practical purpose. Health information requires particular protection.



From first conversation to review

A consistent process improves trust, accountability and the chance that support works in practice.

1. Prepare the meeting
2. Open with purpose and confidentiality
3. Explore functional effects and barriers
4. Generate practical options
5. Agree actions, owners and dates
6. Review effectiveness

Questions for the conversation

- What work outcome matters most?
- Which task, practice or environment creates the barrier?
- What has helped or made things harder before?
- Which options should be tried or assessed?
- Who will act, by when, and when will we review?

Keep it practical Record the decision, reason, action owner, target date, confidentiality agreement and review point.



Use this page to prepare or record action

Complete only the fields that are relevant. Keep personal health information secure and share it only through appropriate routes.

1. Meeting purpose:

2. Employee priorities:

3. Work barriers discussed:

4. Options considered:

5. Agreed actions/owners:

6. Confidentiality and review date:

Action record Decision: _____ Owner: _____ Target date: _____

Review date: _____ Measure of success: _____



Use the right route for the issue

Workplace inclusion can involve equality law, employment rights, health and safety, data protection, HR policy and medical care. One conversation may not resolve every part.

Important This toolkit supports conversation quality. It is not a substitute for legal advice, clinical assessment, formal HR procedure or competent health-and-safety advice.

Appropriate next steps may include

- Review the adjustment or work plan with the employee and manager
- Use HR, occupational health, health and safety or Access to Work where appropriate
- Seek medical advice for new, severe or worsening health symptoms
- Use a union, Acas, Citizens Advice or independent legal advice for employment concerns
- Call 999 for a life-threatening emergency or use NHS 111 for urgent medical help that is not an emergency

Jurisdiction Equality Act 2010 information in this resource applies to England, Scotland and Wales. Northern Ireland has separate disability-discrimination legislation and support routes.



Trusted workplace information

Use current primary guidance and obtain professional advice for the facts of an individual case.

[1] **Acas - Supporting disabled people at work.** Inclusive conversations, language and confidentiality. [Open source](#)

[2] **Acas - Reasonable adjustments.** Making, discussing, recording and reviewing adjustments. [Open source](#)

[3] **ICO - Workers health information.** Protecting special-category health data. [Open source](#)

[4] **Acas - Occupational health assessments.** Consent, confidentiality and assessment. [Open source](#)

[5] **NICE NG197 - Shared decision making.** Person-centred decisions and clear information. [Open source](#)

Evidence checked: 21 August 2026. Review sooner if UK employment, equality, health or data-protection guidance changes.

Related Moore Than Arthritis workplace resources

- Talking to Your Employer About Arthritis
- Reasonable Adjustments in Practice
- Managing Pain, Fatigue and Flare-Ups at Work
- Line Manager Support Toolkit
- Workplace Accessibility Self-Assessment Toolkit

CONNECT WITH MOORE THAN ARTHRITIS

Website: www.moorethanarthritis.co.uk

Email: info@moorethanarthritis.co.uk

Facebook: Moore Than Arthritis

LinkedIn: Moore Than Arthritis

X: @mta_community

Disclaimer This resource provides general educational information and is not medical, occupational-health, employment or legal advice. Moore Than Arthritis does not determine disability status, employment rights or the reasonableness of an adjustment. Obtain advice from an appropriately qualified professional about individual circumstances.

Stronger together. Beyond limits.