



Activity Report 2016

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The European Association of Homes and Services for the Ageing (EAHSA) is the integral platform of the providers of housing, services and care for the ageing European citizens.

It is the ambition of EAHSA to create an environment in which members can assist older people in “ageing well”.

From the President

Dear colleagues,



2016 turned out to be a very good year for EAHSA. As proposed in the 2016 Activity Program, interest representation was one of the key priorities for the Association. EAHSA has fostered relationships with the most relevant EU institutions and has participated in many consultations to express the interests of the membership and of the ageing people in Europe.

But EAHSA has not only in hearings and consultations put forward its vision and opinions. EAHSA has issued several new position statements and in public conferences many EAHSA representatives have contributed to the discussions and shared our point of view.

In line with this, and of which I'm particularly proud of, is that the membership has grown - in numbers and in geographical representativeness. More members from more different EU Member States makes EAHSA stronger and an even more respected partner for the EU policy and decision makers. And I see it as a compliment and as a reward of the work EAHSA has carried out over the last years. It proves that an EAHSA membership is valued and appreciated.

Another priority that was guiding our activities over the last year was networking and the sharing of knowledge. Through seminars and work visits EAHSA members had the opportunity to meet peers and to exchange best-practices and to better understand today's challenges and opportunities.

Last, and certainly not least, we had a very successful conference in September. To me, the biennial EAHSA conferences are the showroom of the best and finest that EAHSA and its membership has to offer.

2016 was a success. I'm committed to continue the good work of EAHSA and to make the future at least as good as the past.

Sincerely yours,

Aad Koster, EAHSA President

Strategy & Work Program 2017

EAHSA' strategy is defined in the multi-year Strategy Document and is based on the Articles of association:

- Providing strong leadership, representation and support
- Promoting the provision of best-practices and innovation in housing, services and care
- Developing the association's capacity building

This strategic focus is translated into six tactical spear heads in the EAHSA Work Program 2017:

- *Co-operation.* EAHSA recognises the need for partnering and co-operation with peers to assure future impact. EAHSA has the intention to foster co-operation with EDE, the European Association for Directors and Providers of Long-Term Care Services for the Elderly.
- *Information.* Through the local representative EAHSA is assured of sound monitoring and dissemination of EU policy developments, new policy initiatives and funding opportunities. Website and newsletters are the main communication tools to disseminate.
- *Networking.* Connecting internal and external stakeholders is an added value for members. Expanding EAHSA's network of members and partners has continuous attention.
- *Innovation.* EAHSA and its members offer a variety of experiences and know-how that deserve to be presented and to be showed. In an ever challenging environment EAHSA will provide inspiration and guidance to innovate. To this end, EAHSA will work on the development of ECREAS, the EU Centre for Research & Education in Ageing Services.
- *Outreach.* 'Go out and tell you've the solution for them', is an integral part of successful public affairs management and is a way of disclosing EAHSA's wealthy knowledge and information.
- *Impacting.* EAHSA aims at effectively shaping a favorable legal and operational environment for its members by tackling barriers and proposing solutions.

Board



EAHSA is managed by an elected Board of Directors, composed of Aad Koster (President), Jean-Christophe Vanderhaegen (Vice-President), Serge De Kerf (acting Treasurer), Jiří Horecký, Freek Lapre, Sharon Blackburn, Didier Sapy, Dale Stevenson, Vincenzo Paoliono, Haralds Frei.

In 2016, some changes took place.

EAHSA has welcomed three new Board members:

- Jiří Horecký (Asociace poskytovatelů sociálních služeb, CZ)
- Harald Frei (Rummelsberger Diakonie, DE),
- Vincenzo Paolino (Spectren, CH)

Jiří Horecký has been named by the Board in February and has participated in Board meeting Since then. Harald Frei and Vincenzo Paolino have been named at the Board meeting in Lyon after responding to a call for candidates over summer 2016.

Two Board members have resigned in 2016:

- Christine Medzeder
- Wolfgang Meyer

Board meetings

In 2016, the EAHSA Board has met 11 times. Board meetings usually take place via Skype and videoconferencing. On 27 May 2016, the Board met in a face-to-face setting with representatives of the European Commission and the European Economic and Social Committee in Brussels to discuss EU elderly care policies and EAHSA's mission, vision and strategy.

Lobby committee

In order to raise responsiveness, the Board has created a Lobby Committee. This co-ordination committee is formed by Aad Koster (EAHSA President), Jean-Christophe Vanderhaegen (Vice-President), Serge De Kerf (acting Treasurer), and Freek Lapré (Board member). Together with Marcel Smeets (EU Affairs consultant), the Lobby Committee discusses EU affairs and lobby issues and prepares recommendations for decision making in the Board.

Secretariat



As per 1 January 2016, Manuela Koelemij has taken over the responsibilities of the EAHSA Secretariat from Rosette Farrugia-Bonello.

Manuela Koelemij works on a part-time basis and is responsible for communications and membership relations. She's responsible for the maintenance and updating of the EAHSA website and is the first spokesperson for membership affairs.

Manuela also manages the official EAHSA Twitter account (@eahsaeu) and shares all news and interesting developments with members and all followers on Twitter. She also manages the agenda of the EAHSA President and the EAHSA governing bodies such as the Board of Directors and the Annual General Meeting.

Membership is growing

Today, EAHSA members represent more than 3,000 providers spread in 20 European countries.

As a member of the European Association of Homes and Services for the Ageing (EAHSA), individuals and organisations become part of a European-wide platform for networking amongst providers of housing, services and care in the field of Aged Care. Members represent all types of organizations and individuals, including for profit, not for profit and governmental.

In 2016, EAHSA has welcomed four new members.

- **ADEF Résidences, France**
(<http://www.adef-residences.com>)

In June, EAHSA welcomed Adef Résidences as a new member. Adef Résidences is a not-for-profit association specialising in the creation and managing of medical and social facilities for older persons. It started in 1992 and has grown to a group of 43 facilities, 31 elderly care homes, 11 care facilities for disabled people and a holiday facility. Adef Résidences employs 2,700 carers servicing 3,200 older persons.

- **Skupnost socialnih zavodov Slovenije, Slovenia**
(<http://www.ssz-slo.si>)

Since 1967, the Association of Social Institutions of Slovenia represents the interests of providers of institutional care for the elderly and special groups of the adults. The Association was established by its members – homes for the elderly and special social care institutions. The members' representatives combine the highest decision-making body, the General Assembly. The Association implements many activities with the help of experts and executives from residential care homes and special institutions

- **LifeTech Valley, Belgium**

(<http://lifetechvalley.be>)

EAHSA has welcomed Lifetech Valley as a new member. LifeTech Valley was launched in 2015 as a nonprofit cluster organisation to support economic development in the field of healthy ageing. This initiative has a strong regional focus on life sciences and healthcare development. LifeTechValley is a hub of the strong Flemish life sciences ecosystem (Flanders'Care, FlandersBio).

- **Montepio Residências, Portugal**

(<http://www.residenciasmontepio.pt>)

Montepio Residências has joined EAHSA in September as a new member. The Portuguese elderly care provider is part of the Montepio group which is headed by the Montepio Geral - Associação Mutualista and includes the Caixa Económica Montepio Geral (banking holding), which was established in 1840. Montepio Residências is managing six elderly care facilities in Portugal.

Newsletter & website

The main communication tools of EAHSA are the EAHSA Website and the monthly newsletters.

The EAHSA Secretariat has been working hard to re-design the EAHSA website, which went live in July 2016. The new website is updated and easier to navigate and better adapted to the needs of the membership. The EAHSA website can be visited via www.eahsa.eu.



In 2016, EAHSA has published 12 newsletters. At every end of the month, the EAHSA Secretariat sends out a two-page newsletter, containing association news and reporting about EU policy developments. A special feature is the calendar of meetings and events that touch the elderly care sector.

The EAHSA Newsletters can also be found at EAHSA's website www.eahsa.eu.

Position statements



Apart from the website and newsletter, EAHSA also communicates via Position papers. These policy-specific public statements are disseminated via the EAHSA Mailing List of stakeholders can be found at EAHSA's website, www.eahsa.eu.

In 2016, EAHSA has published five new position statements:

- Position Paper V - EAHSA calls for an EU research & training centre in ageing services (ECREAS)
- Position Paper VI - Investments in health and social care yields not only financial, but also social returns
- Position Paper VII - De-institutionalisation requires a sound back-up plan for the community and hence, a re-organisation of the socio-medical care chain
- Position Paper VIII - Holistic care, as a completion of integrated care, should both treat as well as comfort older persons
- Position Paper IX - Quality and social needs should determine capacity for nursing homes (co-issued with EDE)

Earlier published position papers include:

- Health and care for older persons are an asset, not a burden for economy (October 2015)
- The health and social care sector are job creators (October 2015)
- Adequate housing conditions are crucial to improve the quality of life of older persons (October 2015)
- Technology and ICT are at the service of older persons and their carers (November 2015)
- Preventing malnutrition among older persons and the wastage of food (November 2015)

Partnerships

An important element of EAHSA's strategy and Work Program is the development of partnerships with organisations and institutions that work in the field of elderly care and that work on the enabling of ageing well. Over the last year, EAHSA has fostered partnerships with several organisations.

EAHSA and IAHSa are partners for older people

With a mission to connect and support care and service providers worldwide to enhance quality of life for people who are ageing, the International Association of Homes and Services for the Ageing (IAHSA) is EAHSA's partner globally. Founded 25 years ago by global leaders in aged care and services, IAHSA has grown to have a presence in 50 countries.

The heart of its activities is connecting and sharing across countries, continents and regions. IAHSA, as professionals in aged care, is always looking for a new idea or innovation, a solution to a problem and trying to gain a keen understanding of the trends that impact our sector. As a global network, IAHSA has a unique opportunity to be that connector. And members of EAHSA are members of IAHSA and a key part of this global network.

In partnership with EAHSA, IAHSA is a voice for ageing services globally and share a commitment to enabling older people around the world to live their best lives they can as they age.

For more information about IAHSA and its activities, see www.globalageing.org

EAHSA and EDE foster collaboration

EAHSA and EDE, the international umbrella organisation representing national associations for directors and providers of long-term care services in Europe, will foster collaboration and identify common interests and possible joint activities. The

Boards of both associations have formed a joint working group to identify mutual interests and can be achieved. In 2017, both EAHSA and EDE work out a more detailed collaboration and road map to work together.

EAHSA and ENHA work on EU “Michelin guide”

EAHSA and ENHA, the European Nutrition for Health Alliance are working on a “Michelin guide” for elderly care facilities. The project is based on several existing EU practices, a.o. the Dutch Gastvrije Zorg met Sterren (www.gastvrijezorg.nl).

Gastvrije Zorg Met Sterren is a proven evaluation system of hospitality policies in Dutch LTC residences. It is an online questionnaire, composed of six domains and several questions per domain. The domains range from Food&Beverage, hospitality, respect to ambiance and management.

The basic idea is that residents, their relatives, the care givers and management fill in the questionnaire, which will provide a general appreciation of the residence. The responses to the questionnaire are also evaluated by an independent auditor. EAHSA aims at developing this voluntary evaluation system for its members and to provide a European bench marking system.

Strategy seminars



In May 2016, EAHSA has organised a first strategy seminar to better understand the EU arena for medical and social care for older persons. Representatives of EU institutions and stakeholders in the field of long-term care presented their work and vision and discussed with EAHSA members about opportunities to push the issue of care for older persons on the EU agenda.

Hosted by SODEXO, the seminar provided a valuable platform for the exchange of ideas and visions and to meet opinion leaders in the EU elderly care sector. After presentations from representatives of EU institutions, the European Commission and the European Economic and Social Committee, the floor was open for discussion.

Representatives of hospitals, eHealth industry, insurance, social protection and ageing presented in the afternoon session their activities in relation to ageing and long-term care and gave their specific views on the issue of elderly care. EAHSA Board members presented the priorities of EAHSA and opportunities to work together. Main aim of the exchange was to explore synergies between the representative associations to push forward the issue of ageing and care for the older people on the EU policy agendas.

For Aad Koster, EAHSA President, it was clear that the policy developments in the EU have an effect on the elderly care industry and that apart from Member States, all relevant EU institutions deserve closest attention of EAHSA and that there is a need for a strong voice to represent its interests.

Bi-annual conference, Lyon



Every two years, EAHSA organises an international conference that gathers elderly care experts from around the world to discuss new ways of better and more effective care delivery.

The 2016 EAHSA Conference was hosted by FNAQPA and organised in September 2016 in Lyon. Main theme was “Ythink European, act locally” and focused on new business modeling and success stories in the provision of care, housing and services for the older people.

Hosted by FNAQPA, the conference provided a valuable platform for the exchange of ideas and visions and to meet opinion leaders in the EU elderly care sector. More than 270 participants from 27 countries worldwide discussed new business models for elderly care.

The EAHSA 2018 Conference will take place in Prague on 13 to 14 September 2018. Czech EAHSA member ASOCIACE POSKYTOVATELU SOCIÁLNÍCH SLUŽEB (APSS-CZ) will host the meetings.

EAHSA 2016 Award

Belgian Het Heiveld and France's Les Cedres win EAHSA Award 2016. Het Heiveld (best facility) and Les Cedres (best organisation) are the winners of the 2016 EAHSA Award. For the second time, EAHSA has recognised an outstanding organisation and an innovative facility throughout Europe with the EAHSA Award.

The EAHSA award is entitled for a period of two years and gives a lot of (international) attention to the winners of this awards. in two categories: Best facility in Europe and Best organisation in Europe. Past Award winners are Senioren Zentrum Krefeld and FNAQPA, who hosted the EAHSA biennial conference in Lyon.

Press and media



Press and media management is an important tool for successful EU Affairs management. The Board and Lobby Committee continuously seize opportunities for dissemination of statements and views via mass media and strive for free publicity.

Nevertheless, it is generally acknowledged that effective press and media management depends on ‘the power of the message’. Messages have to be relevant, topical and contemporary. The EAHSA position statements are helpful.

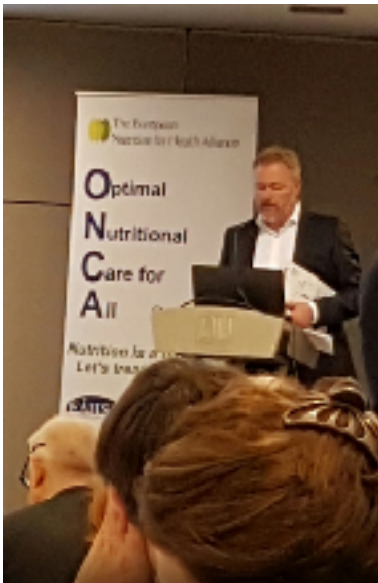
Consultations

EAHSA has had the opportunity to participate in several consultations and to express its points of view. Especially the European Commission uses public consultations to collect stakeholders’ views and policy recommendations to further develop policy initiatives. The EAHSA Position statements have proved to be very useful in responding to consultations.

In 2016, EAHSA has responded to following consultations :

- Possible action addressing the challenges of work-life balance faced by working parents and caregivers
- Review European Disability Strategy

Presentations



EAHSA and its President have been invited by several EU stakeholders to present the members and work of the Association. It is proof of the relevance of EAHSA in the ageing arena and its appreciated contributions.

In 2016, EAHSA has been presenting at :

- EAHSA President Aad Koster has been a speaker at the 42nd Meeting of the European Institute for Social Protection (IPSE) in The Hague. Main theme of the IPSE conference was The changing face of labor in the age of digital technologies and Aad specifically addressed the developments in the health workforce market and the raise of number of self-employed carers in the sector. As a former ActiZ- CEO Aad was main employers' negotiator in collective bargaining.
- At HOPE's conference, as a celebration of HOPE's 50th anniversary in Rome, EAHSA President Aad Koster was a key-note speaker on integrated care. He introduced EAHSA's position paper on holistic care, being an extension of the current concept of integrated care. "Integrated care is a too narrow approach of quality care for older people", says Aad. "We need to extend the current medical integrated care concept towards a more holistic care concepts that not only cure, but also comfort, especially older people."
- At ENHA's ONCA Conference in November 2016, Aad Koster, EAHSA President, talked about the initiative to develop a European " Michelin guide" for nursing homes to promote hospitality and well-nutrition in older people.

Issues & policy initiatives

In 2016, EAHSA has followed-up several policy initiatives driven by EU institutions.

The European Economic and Social Committee's opinion on the digital pillar of growth: e-seniors, a potential 25% of the European population

With a view to harnessing the economic power of the EU's older citizens, who make up 25% of its population, the EESC believes that in growth terms it does not make sense to consider them as a population category outside the mainstream of life, but that both their abilities and their expectations should be recognised and they should be included as economic and social players of the digital age. The EESC recommends in a recent opinion to emphasise the need to adopt an approach to age that dovetails with other stages of life, without rigid boundaries, so that every healthy senior maintains their digital skills and experience without being disconnected from all the other people in the value chain. A dynamic and inclusive approach must be adopted towards older people: they should not be treated just as being in the final stage of life and digitalisation should not be limited to technical and medical aid.

New European Commission project on Silver Economy and its opportunities

Exploring the economic opportunities offered by activities and needs of older adults in Europe has become the focus of a new project conducted for the European Commission Directorate General for Communications Networks, Content & Technology by a consortium of Technopolis Group, Oxford Economics and Cbased. The work will provide strategic information and data needed to establish a reference framework for the development of a Silver Economy Strategy

for Europe, building on existing regional, national and industrial initiatives across Europe.

The study is running until February 2017, and have the following objectives: to estimate the potential size of the European Silver Economy, from now until 2025, to provide overview of current and planned Silver Economy-related policy initiatives across Europe, to identify 10 realistic case scenarios that have the highest potential to create jobs and economic growth linked to demographic change, and to develop EU-level policy recommendations focusing on how best to stimulate an emerging Silver Economy in Europe.

European Commission plan to modernise VAT with possible implications for elderly care

The European Commission has presented its VAT Action Plan as a first step towards a single EU VAT area setting out ways to reboot the current system to make it simpler, more fraud-proof and business-friendly. The Commission will present in 2017 a proposal for a definitive VAT system for cross-border trade based on the principle of taxation in the country of destination of the goods. The transition will involve treating cross-border transactions in the same way as domestic transactions. As expected, public sector and socio-medical exemptions are not included. In view of the difficulties surrounding this topic, it is likely that a decision on possible reform would only be made next year.

The European Economic and Social Committee's exploratory opinion on sustainable food systems

The EESC is working on an exploratory opinion on how to achieve sustainable food systems in a resource-constrained world. Globally, about one-third of food produced for human consumption is lost or wasted. A healthier eating pattern also reduces the risk of chronic diseases, the costs of healthcare and the loss of work productivity in the economy, according to the EESC study group. The Dutch EU Presidency has initiated an Agreement for Improvement of Food Composition with producer, retail, catering and hospitality sector associations, making products healthier, and enabling the healthy choice to be the easiest choice. The opinion was tabled for a vote in the EESC May plenary session.

The European Economic and Social Committee's opinion on the digitalisation of life of older people.

E-seniors are a potential 25% of the European population. The EESC will therefore define the means for ensuring that this 25% of the European population (125 million) learn to make use of hardware and software and computer applications in everyday life or keep up their skills in this area.

The EESC reacts with this opinion on the communication of the European Commission about A Digital Single Market Strategy for Europe. A draft opinion was tabled for the EESC Plenary Session of July 2016.

European Commission's new report on sustainability of health and long-term care systems

The 2016 Joint Report on Health Systems and Fiscal Sustainability presents policy challenges and options, for health care and long term care, on how to contain spending pressures through efficiency gains, in order to ensure fiscally sustainable access to good quality services for all. Health systems contribute to preserving and restoring good health of the EU population. They also enable people to live independently through the provision of social care services, such as those for patients with a certain degree of dependency. The health care and long-term care sectors also play an important role in the overall economy: they account for 8% of the total European workforce and for 10% of GDP in the European Union.

The European Economic and Social Committee's new opinion on rights of "live-in" carers

The European Economic and Social Committee calls in its opinion on the European Union to work closely with Member States to coordinate the supply and mobility of live-in care workers and respect their rights as part of an overall approach to improve this sector.

Europe's population is getting older. While demand for homecare grows, exploitative conditions persist among "live-in" carer workers, who work in the least regulated informal and semi-formal segments of the sector. No EU institution has so far addressed the issues surrounding live-in care workers, a social group that is expanding as population ages in Europe. The EESC believes that their existence in the European labour market must be recognised and the quality of the services they deliver improved. They should be treated in a similar way to other care workers and enjoy similar protection. Financial support for care recipients also needs to be made available through adequate long-term and sustainable social investment.