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GENERAL ASSEMBLY meeting

LISBON – PORTUGAL

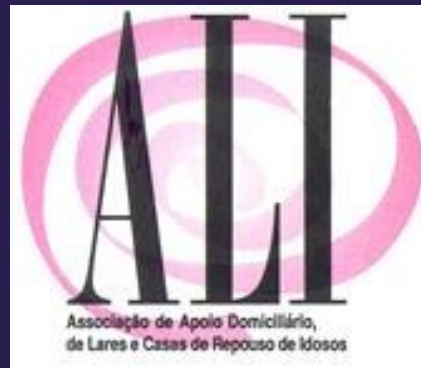
Hotel RAMADA LISBON
Meeting room: ATLANTIC 1

October 7th, 2025

1. Welcome word by EAN president

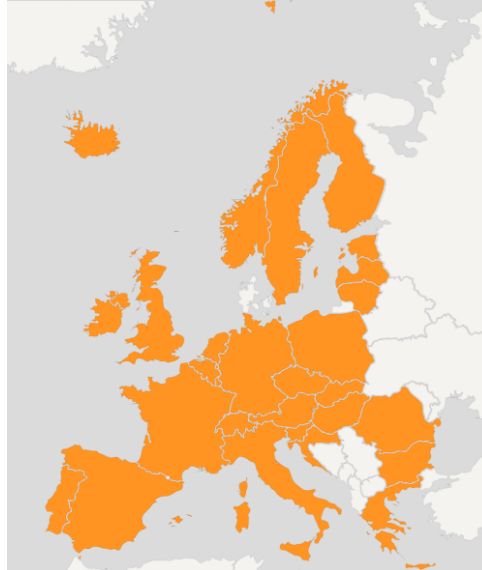


Meetings co-organised by



2. Agenda proposal

1. Welcome word by EAN president
2. GA Agenda proposal
3. Welcoming of new EAN members and guests + introduction roundtable of all participants
 - a. New members: SeniorGarden – Czech Republic, Maria Mannerholm – Sweden, IRIS Institute – Hungary, MNC SRL – Italy, Samsic UK – United Kingdom, inTouch - Czech Republic
4. Work session EAN Working group on Digitalisation 2.0 30" V. Husáková, M. Smeets
5. Work session EAN Working group on Funding in Social Services 30" A. Koster, M. Smeets
(incl. approval of the final Report version)
6. Minutes from the last GA meeting – Nantes 4/2025
7. Financial matters - unpaid invoices 2025
8. EAN bylaws D. Sapy, M. Mannerholm
9. EU affairs M. Smeets
10. EAN involvement in EU projects
 - a. WELL CARE; EldiCare 2.0; Care4Skills; Care4Elders, Vaccination Hesitancy project (MSD)
11. Next Congresses and Events
 - a. SilverEco Cannes (20-21 Oct 2025)
 - b. GAN congress in Boston (2-5 Nov 2025)
 - c. 2027 GAN LTC CONGRESS in Prague (7-8 Sept 2027)
 - d. Call for the EAN congress 2028
12. EAN members survey on their expectations and needs – results and discussion
13. "InTouch" presentation 10" Vassili le Moigne
- Flexible coffee break**
14. Building Competency and Recruitment Pathways for LTC in Europe (B-Care) 15" S. Petronella
15. Social Employers & Global Ageing Network update
16. AGE Platform Europe updates M. Mannerholm, E. Weber
17. Social Services Europe updates A. Koster, M. Smeets
18. Miscellaneous & Discussion
 - a. Next General Assembly meeting – spring 2026
- Light lunch**
19. PRESENTATIONS ON FUNDING IN SOCIAL SERVICES AND ROLE OF THE PUBLIC AND PRIVATE PROVIDERS. SITUATION IN 9 EU COUNTRIES.



3. Welcoming of new EAN members and guests + introduction roundtable of all participants

New members

- SERVIOR – Luxembourg (from 1.1.2025)
- SeniorGarden – Czech Republic
- Maria Mannerholm – Sweden
- IRIS Institute – Hungary
- MNC SRL – Italy
- Samsic UK – United Kingdom
- inTouch - Czech Republic

Timeline

8:30 - 9:00

Door opening, registration

9:00 - 9:30

Work session EAN Working group on Digitalisation 2.0

9:30 - 10:00

Work session EAN Working group on Funding in Social Services

10:00 - 11:00

EAN GENERAL ASSEMBLY MEETING I.

11:00 - 11:20

Coffee break

11:20 - 13:00

EAN GENERAL ASSEMBLY MEETING II.

13:00 - 14:00

Lunch break (buffet)

14:00 - 16:00

EAN GENERAL ASSEMBLY MEETING III.

4. Work session EAN Working group on Digitalisation 2.0

V. Husáková, M. Smeets

EAN position paper

Next steps



EAN WG Digitalisation Survey Outcomes

Lisabon
7.10.2025

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Key Insights

- Tech relieves workforce pressure (esp. AI pilots)
- Digital literacy gaps = major barrier
- Ethics & human-centred care critical
- Legislation & funding lag innovation
- Start small, co-design, focus on resident needs

Respondents Profile

- **Countries:** UK, ES, IT, NL, DE, FR, SCO, LT, SK
- **Org types:** advocacy, care homes, home/day care, NGOs
- **Staff sizes:** 1–10 to 50+
- **Elderly served:** <50 to 500+

Current Tech Use

- Mainstream:
 - Admin systems, case mgmt, digitalisation
 - Communication: email, chat, video calls
- Emerging:
 - Smart home/IoT, telemedicine, wearables
 - AI forecasting & automation (early stage)

Benefits

- Improved quality of care 
- Reduced caregiver workload 
- Enhanced resident safety 
- Better family communication 

Challenges

- Cost & funding ⚠
- Staff resistance / skills gap ⚠
- Technical complexity ⚠
- Ethical concerns (human contact) ⚠
- Legislation / compliance issues ⚠

AI Awareness & Attitudes

- Familiarity varies: none → active use
- Desired apps: predictive health, doc automation, personalised care, scheduling, companions
- Concerns: privacy, loss of human touch, cost, reliability

Training & Support Needs

- Digital literacy for caregivers
- AI use cases
- Ethics & data privacy
- Change mgmt
- Funding guidance & tech support

Priorities (Next 2–3 Years)

- Resident autonomy & QoL
- Reduce staff burden/turnover
- Enhance safety & monitoring
- AI-integrated care models
- Streamline admin workflows

Case Studies

- Malina Portal (SK): -30% documentation time
- Teia Care (IT): falls & workload ↓
- Upmeet (FR): efficiency ↑
- Navel Robot (DE): engagement ↑ but workload impact limited
- Perpetuo Socorro (ES): training first
- Anume (CZ): dekubitus prevention & falls, ↑ quality of life

Summary

- Digital transformation progressing at different speeds
- Admin & communication tools mainstream
- AI adoption still in pilots
- Scaling needs: funding, digital literacy, regulation, balance between tech & human touch

Next Steps

1. **New Statement on Digitalisation and AI** (end of 2025 update)
2. **Host Online Workshops:**
 - Position Paper
 - 60 min each, 4 solutions per session
 - Present best practices + open discussion
3. **Publish Final Report** of the Digitalisation Working Group (I.Q 2026)

Thanks for your attention.

EAN partners



5. Work session EAN Working group on Funding in Social Services

A. Koster, M. Smeets

**Discussion on the Report
Approval**



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EUROPEAN
AGEING
NETWORK

Funding the Future of Elderly Care in Europe

A framework for sustainable,
equitable, and ethical investment

EAN Working Group on Funding

Aad Koster & Marcel Smeets

Lisbon, 7 October 2025

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A demographic turning point

Key Message: Europe's ageing population is growing faster than care systems can adapt.

Highlights:

- By 2050, the share of people aged 65+ will rise sharply across the EU.
- Public care systems face fiscal pressure, workforce shortages, and regional disparities.
- Unequal access and “care poverty” are emerging risks.

Question: *How can Europe sustain high-quality, dignified elderly care for all?*

The current reality

Key message:

Existing funding models are under strain.

Highlights:

- Public models = equitable but costly
- Insurance-based models = predictable but limited
- Mixed models = flexible but unequal

Takeaway: “No single model is sufficient; Europe needs a balanced mix of public and private responsibility.”

The ethical frame

Key message: Care is a *right*, not a commodity.

Core principles:

- Public responsibility is the foundation.
- Private and commercial engagement can complement — not replace — the state.
- All funding must uphold:
 - I. Human dignity
 - II. Equity and inclusion
 - III. Transparency and accountability

Quote: “The future of long-term care lies not in *public or private*, but in *public with private and vice versa*.”

The Vision: A sustainable funding ecosystem

Key Message: A future-proof care system combines *solidarity, innovation, and responsibility*.

Vision Pillars:

1. Ethical investment standards – EU-level ESG criteria for elderly care
2. Inclusive financing – Blended public-private models
3. Workforce empowerment – Fair pay, training, decent work
4. Accountability – Transparent ownership and outcomes
5. Quality first – Social impact over profit

6. Minutes from the last GA meeting – Nantes 4/2025

- Minutes shared at EAN website
- No remarks

Venue: MERCURE Nantes Centre Grand Hôtel, 4 rue du Couëdic. Meeting room: Feydeau Cheviré

Present: See the annexed list of participants, a supermajority of the members are present in person or by proxies

Agenda: Attached

01. Welcome words by EAN president and VYV3 representatives

- Mr. Jiří Horecký (JH) welcomed delegates, new EAN members and guests at the GA meeting in Nantes
- VYV3 representatives presented main activities of the host organisation

02. Agenda proposal

The proposed agenda for the GA meeting was approved.

03. Minutes from the last GA – Athens 9/2024

- GA members **adopted** the Minutes of the meeting in Athens 9/2024.

04. Welcoming of new EAN members and guests + introduction roundtable of all participants

- Since the last GA meeting in Athens, we have approved 10 new members:
 - Haus der Barmherzigkeit NÖ. Pflegeheime GmbH
 - Österreichische Jungarbeiterbewegung
 - Scottish Care
 - Elena Weber
 - Monika Caracuda
 - SFV - The Icelandic federation of companies in the welfare sector
 - SERVICE MENSCH GmbH
 - NHI Ireland
 - Local Health Authority of Asti
 - Stiftung Liebenau
- All participants introduced themselves to each other

05. Summary of EAN activities in 2024

- President Horecký presented the delegates with the **Summary of EAN activities in 2024**; the document *Activity Summary Report 2024* is annexed to these Minutes.
- A new **EAN booklet** and a separate document titled **WHY TO BE A MEMBER OF EAN** were also introduced. These materials are now available in six language versions. If any of the delegates would like to help prepare a version in another language, please contact the EAN Secretariat at info@ean.care. We will arrange a DeepL translation and, after proofreading, have the document prepared graphically.
- All materials are available for download here: <https://www.ean.care/en/publications>

7. Financial matters

Unpaid invoices 2025

- please check your payments
- reminders sent

Financial result 2025

- positive surplus expected (as proposed in the approved 2025 budget)

8. EAN Bylaws - D. Sapy, M. Mannerholm

1.6. The Executive office is managed by a Director, appointed by the President of the EAN after consultation with the Executive Board. The Director ensures the day-to-day operations of the office, communication with members, organization of EAN activities, and cooperates with the EAN accountant and auditors. The Director is responsible for implementing Executive Board decisions and may be assigned additional tasks by the Executive Board. The director is appointed by and accountable to the president.

1.7. The fiscal year is the calendar year.

8. EAN Bylaws - D. Sapy, M. Mannerholm

~~10.5. The President and the Statutory Vice-President may only be re-elected for one term. They leave the Executive Board after eight years in office. Other members of the Executive Board may be re-elected for any number of terms.~~

10.5. The President, the Statutory Vice-President, the Vice-Presidents, the Treasurer, the Secretary and all other members of the Executive Board may be re-elected.

8. EAN Bylaws - J. Horecký

9.5 The President is the legal and statutory representative of the EAN and represents the Association in its dealings and in its daily activities with third parties in relation to all matters and activities.

9. EU affairs



- Marcel Smeets



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EU Affairs

Marcel Smeets

Lisbon, 7 October 2025

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Main Issues from SOTEU 2025 for health & social care

- Preparedness for crises/ Resilience of health systems
- Access, affordability and quality of social and health care
- Mental health and preventive health
- Social justice and social protection
- Affordable housing and cost of living

Issue	Policy initiative(s)
Resilience / Crisis preparedness	• Health Resilience Initiative to help prepare for future health emergencies. • Strengthening the European Health Union framework. (ongoing work)
Access, affordability & quality	• Affordable Housing Plan (announced in SOTEU) to tackle housing affordability and speed up building etc. • European Anti-Poverty Strategy, with goal to end poverty by 2050. • Quality Jobs Act (to improve job conditions, including in social/health care sectors).
Mental health & prevention	• New action plans / policy pushes for preventive health & mental health, including in the workplace. • Potential for more EU-level cooperation and funding for mental health and preventive services.
Social justice/ social protection	• European Pillar of Social Rights being used as guiding principle. • Anti-Poverty Strategy. • Revisions or supports for state aid rules or regulation (to allow more social investments). • Support for more quality, accessible public services.
Affordable housing & Living Costs	• Affordable Housing Action Plan (dialogue underway) coming from SOTEU priorities. • Measures to speed up building permits, state subsidies for housing, better grid/ infrastructure (for energy) etc.

Crisis preparedness/ Resilience

Key implications for elderly care providers

- **Role in national and EU crisis preparedness systems**
- **Implication:** Providers will need emergency and business-continuity plans that meet EU-level benchmarks, possibly linked to licensing, funding, or insurance.

Crisis preparedness/ Resilience

Workforce resilience becomes a policy priority

- Staff shortages and burnout in elderly care are now recognised at the EU level as a strategic vulnerability.
- Expect new initiatives:
 - EU4Health 2025–2027
 - Quality Jobs Act

Crisis preparedness/ Resilience

Infrastructure and energy resilience requirements

- The EU is developing **minimum preparedness requirements** for critical buildings — including hospitals, long-term care facilities, and housing for vulnerable groups.
- Care homes and assisted living facilities will face pressure to upgrade

Crisis preparedness/ Resilience

Supply Chain and stockpile coordination

- The Preparedness Union encourages EU-wide medical and care-related stockpiling (medicines, PPE, equipment).
- There will also be requirements for strategic sourcing and procurement transparency.

Crisis preparedness/ Resilience

Digital and data interoperability

Through the European Health Data Space (EHDS) and digital resilience policies, elderly care providers are expected to:

- Securely manage and share health/care data (interoperability with health systems).
- Implement cyber-resilience standards.
- Use digital tools (telecare, e-records, remote monitoring) to support continuity in crises.

Crisis preparedness/ Resilience

Social dimension — Protecting the vulnerable

- The EU explicitly highlights older people and persons with disabilities as *priority vulnerable groups* in crisis response and resilience planning.
- This may lead to mandatory inclusion of elderly care facilities in national contingency planning.

Affordable Housing Action Plan

What is the EU Affordable Housing Plan/ Initiative

- Affordable Housing Initiative & Dialogue
- Financing and investment tools
- Merger of many other EU initiatives

Affordable Housing Action Plan

Impact on elderly care providers

Elderly care providers (nursing homes, assisted living, residential care, home-care providers with associated housing) are affected in several ways:

- Housing quality/ infrastructure
- Cost pressures and resident affordability
- Supply of appropriate housing stock
- Regulatory and planning environment
- Financing opportunities
- Engagement in policy and funding dialogues

Affordable Housing Action Plan

Challenge	Description	Risk for elderly care providers
Funding / investment gaps	Upgrading older buildings to modern energy / safety / accessibility standards is costly. EU funding may only cover part; matching funds or upfront investments needed.	Providers with thin margins may struggle to finance required upgrades; may lead to increased charges or deferred maintenance.
Regulatory burden/ administrative complexity	Obtaining permits, compliance with energy/ accessibility regulations, navigating state aid / co-financing rules can be complex.	Small providers or non-profits may lack capacity to deal with bureaucracy; risk of delays or being excluded.
Balance between affordability and quality	Achieving very low costs while ensuring high quality, accessibility, care-friendly design, and energy performance is challenging.	Compromises may be made that affect residents' comfort or safety; care infrastructure may be overlooked in favour of cheaper housing stock.
Supply mismatch/ location issues	Many current affordable housing initiatives focus on urban / rental housing; care facilities may be in less dense or peripheral areas; also the specific design requirements for elderly may not match generic "affordable housing" stock.	Elderly care providers may find affordable housing support does not align with their geographical or functional needs.
Workforce and skills shortage	For new or renovated housing that includes care components, staff availability and skills (in construction/retrofit; in care services) will be needed.	Delays in implementing care services; quality may suffer; reliance on external contractors etc.
Operational costs and energy transition	Energy performance rules may require insulation, heating systems, cooling etc. Up-front costs may be high, although operational savings could follow.	Risk of rising debt; for providers in climates where heating or cooling is expensive, transition costs may weigh heavily.
Gentrification/ displacement risks	Renovation or new development can sometimes lead to increased neighbourhood attractiveness, rising rents/real estate values, pushing out existing residents.	Elderly residents on fixed incomes may be displaced, forced to move to less suitable housing; care providers may lose local continuity.
Ensuring accessibility and inclusivity	Building standards must explicitly include needs of older people: mobility, cognitive impairment, social participation. If not, "affordable" housing may still be unsuitable.	Poor design could force costly retrofits later; care homes may not be able to meet needs; residents' health/social outcomes may suffer.



10. EAN involvement in EU projects

- Well Care – Mental health of employees in LTC
- EldiCare 2.0 – European training for caregivers
- Care4Skills – skills development in LTC
- Care4Elders – dementia care – education
- Vaccination Hesitancy project (MSD)



Eldicare 2.0: Re-defining skills in a post COVID European Silver Economy

Project Number:101111721

<https://eldicare2-0.eu/>

- Eldicare 2.0 intends to:

✓ Strengthen the cross-sectoral cooperation among sectorial partners and VET providers in healthcare.

✓ Update the occupational profiles and competencies of professionals in the sector, providing a sectoral skills long-term strategy.

✊ The main mission of Eldicare 2.0 project is creating a future where elderly care professionals are empowered, skilled, and ready to meet the challenges of tomorrow!



WELL CARE is a **transdisciplinary and participative project** in which informal carers and long-term care (LTC) workers, researchers, NGOs, experts and stakeholder organisations within health and social care, psychology, sociology and gerontology work together to strengthen supports available for improving the mental wellbeing and resilience of all carers.



The WELL CARE project aims to **increase the understanding of successful ways of preventing and managing mental health and wellbeing issues among informal carers and LTC workers.** This includes looking at personal factors, the environment, and how organisations can make solutions successful.



Funded by
the European Union



Care4Skills Project

Care4Skills is an innovative project designed to tackle the pressing issue of skills gaps in the European Long-Term Care (LTC) sector. It is structured as a "**Blueprint for sectoral cooperation on skills in LTC**", reflecting its ambition to create a new strategic approach to skills development. The project is deeply rooted in a collaborative partnership model, bringing together a diverse range of stakeholders from across Europe, including LTC providers, VET providers, higher education institutions, and certification body. The project is dedicated to tackling the skills gaps in the sector, covering not only the needs of frontline staff, predominantly women, but also of managers and directors of services.

11. Next EAN congresses and Events

- SilverEco Cannes
(20-21 Oct 2025)
- Health Research Summit 2025
(22-24 Oct)
- GAN congress in Boston
(2-5 Nov 2025)
- 2027 GAN LTC CONGRESS in Prague
(7-8 Sept 2027)
- Call for the EAN congress 2028

SilverEco Cannes /FR/ 20-21 Oct 2025)

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Health Research Summit (22-24 Oct)





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**ANNUAL
MEETING**

N O V E M B E R 2 - 5 , 2 0 2 5

B O S T O N

2027 WORLD LTC CONGRESS

PRAGUE, September 7-8, 2027



Topics of GAN 2027 Congress in Prague

Tomorrow's LONG-TERM CARE

ways to go forward

resources, skills, digitalization, funding, needs, transformation, innovations and hopes

SESSIONS:

- The future of long-term care – political responsibility
- Digital care – what changed and what is about to come
- The end of nursing homes – will everybody stay at home?
- Profit in long-term care - who should/will be the provider?
- Quality of life of older persons and care recipients
- Workforce – re-skilling, outsourcing, work migration, quality shifts, robotics?
- Informal care with/alongside/within the professional care sector?

EAN Congress in 2028



12. EAN members survey on their expectations and needs – results and discussion

- Results shared at EAN website
- EB proposal on new activities



TAKE AWAYS – from the Membership Survey

- Continue on what we are doing
- Newsletter
 - Our member – we introduce
 - Translate and send forward
 - And yearly REPORT
- Mini study tours prior GA meetings and congresses
- New EAN working group on Living Environment



TAKE AWAYS – from the Membership Survey

- WEBINARS
- AI in Social services - 4. 12. 2025 at 15.00
- February/March 2026
 - Social services funding, For profit and not for profit providers
- April/May 2026
 - EU matters, Age Platform, SSE
- May/June 2026
 - Ways of caring, person centred care
- November/December 2026
 - – housing environment of older persons

13. „inTouch“ presentation



Mr. Vassili LE MOIGNE

14. Building Competency and Recruitment Pathways for LTC in Europe (B-Care)



Salvatore Petronella

15. Social Employers & Global Ageing Network update



- The European Commission has launched a consultation to prepare a new Action Plan for the European Pillar of Social Rights (EPSR), which will guide EU countries towards achieving the 2030 targets on employment, skills and poverty reduction.
- The first Action Plan (2021–2024) brought progress through the European Care Strategy and the creation of a Sectoral Social Dialogue Committee for Social Services. Yet major gaps remain: underinvestment in care services, workforce shortages and low wages, weak social dialogue in several Member States.

Priorities for the Next Action Plan

Looking ahead, the Social Employers call for a more ambitious yet practical Action Plan, focusing on:

- Expanding access to high-quality, affordable social services, including childcare and long-term care.
- Ensuring quality jobs through fair wages, safe staffing levels, training opportunities and better working conditions.
- Strengthening social dialogue and collective bargaining across Member States.
- Reinforcing the EU Social Scoreboard with more transparent monitoring and peer learning.

- Congress
- 3 x 100 (members, countries, 100k)
- Charter of human rights (UN)

16. AGE Platform Europe updates

- Maria Mannerholm
- Elena Weber



17. Social Services Europe updates

- Aad Koster
- Marcel Smeets



18. Miscellaneous & Discussion

NEXT EAN GENERAL ASSEMBLY MEETING:

SAVE THE DATE: May 5-6/ 2026
NAPLES /ITALY/



Thanks for your attention.

Jiří Horecký

Karel Vostrý

EAN Executive Board members

EAN partners



Helps. Cares. Protects.



EMPOWERING MOVEMENT



19. PRESENTATIONS ON FUNDING IN SOCIAL SERVICES AND ROLE OF THE PUBLIC AND PRIVATE PROVIDERS.

SITUATION IN 9 EU COUNTRIES:

- Netherlands – Aad Koster
- France – Didier Sapy
- Sweden – Maria Mannerholm
- Italy – Elena Weber
- Czech Republic – Věra Husáková / Jiří Horecký
- Austria – Jakob Kabas
- Portugal – Antonio Gouveia
- Scotland – Karen Hedge
- Iceland - Sigurjón Norberg Kjærnested

